INTRODUCTION

ROLES, RESPONSIBILITIES, AUTHORITY AND ACCOUNTABILITY

1. Specific Task:
   More fully identify and clarify the roles within the USTA Texas Section of the
   Executive Committee, the Management Committee, the Responsible Officer, the
   Committee Chair, the Committee Member, and USTA Texas Section Staff

2. Methodology
   a. Each of the Volunteer activities is analyzed for Role, Responsibility, Authority and
      Accountability.
   b. Every effort has been made to identify the actual facet of these activities as
      expressed in USTA Texas Section documents. These descriptions attempt to
      identify the components as they presently exist. Recommendations for future
      changes or modifications may be submitted later.
   c. Component parts within the categories are not to be deemed hierarchical.

3. Definitions
   For discussion purposes, the Webster’s New World Dictionary definitions are utilized
   in this document:
   a. ROLE: A function or office assumed by someone
   b. RESPONSIBILITY: 1. Condition, quality, fact or instance of being responsible;
      2. Expected or obliged to account for; 3. Answerable or accountable as being
      the cause, agent or source of something
   c. AUTHORITY: The power or right to give commands, enforce obedience, take
      action, or make final decisions; jurisdiction
   d. ACCOUNTABILITY: 1. To give satisfactory reasons; 2. To be responsible for
      one’s actions; 3. Obliged to account for one’s actions

4. Source Documents
   A Bibliography of available documents is appended to this material (see page 9).
   The use of a separate bibliographic page will permit the addition of other materials
   either inadvertently omitted or later developed.
COMMITTEE MEMBER

Roles
- Recommend new or refine existing programs, services or initiatives in support of the USTA Texas Section mission
- Mentor new Committee members
- Serve on assigned subcommittees
- Perform tasks as assigned by the Chair
- Recommend Committee GOALS AND OBJECTIVES

Responsibilities
- Participate in Committee meetings and Committee work
- Review, monitor and evaluate those programs and activities connected to Committee duties to ensure the Committee will meet its GOALS AND OBJECTIVES
- Provide recommendations to the Chair
- Attend appropriate leadership and other training sessions
- Have an awareness of status and trends within the Section
- Have knowledge of the USTA programs, USTA Texas Section directives and policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
- Work together with Volunteers and Staff in the spirit of cooperation and teamwork
- Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
- Abide by USTA Texas Section policies

Authority
- Vote on Committee business
- Vote on items to be placed on the Call by the Committee Chair
- Apply one’s knowledge, training and experience to make recommendations to the Committee
- Represent oneself as a Committee member to perform the duties of the Committee
- Request information to perform assigned tasks
- Participate in conference calls as requested by the Chair
- Act within the authority granted by the Chair

Accountability
For assignments and Committee work
- To USTA Texas Section President, Management Committee and Executive Committee
- To the Chair
- To other Committee members
- To USTA Texas Section Staff Counterparts as assigned by the Chair
COMMITTEE CHAIR

Roles
- Recommend new or refine existing programs or initiatives in support of the USTA Texas Section mission
- Provide and recommend USTA Texas Section budget allocations/priorities through appropriate channels, including the Responsible Officer and Staff
- Mentor Committee members
- It is required that you attend the Executive Committee meetings at the Section’s Annual and Semi-Annual Meeting to give a report of the Committee’s activities and recommendations
- Facilitate effective Committee operations, including special projects as requested by the President
- Identify and develop potential leaders on the Committee

Responsibilities
- Establish communication with Committee members immediately upon appointment
- Manage the Committee
- Develop the Committee budget in conjunction with the Responsible Officer and the Staff Liaison
- Recommend and refine Committee charges with the Committee members, Staff Counterpart and the Responsible Officer
- Evaluate and recommend Committee goals and objectives with the Committee members, the Responsible Officer, and Staff Counterpart
- Report the Committee’s goals and objectives to the Budget & Finance Committee, interface and respond to requests from the Budget & Finance liaison
- Adhere to the approved Committee budget with the appropriate Staff Counterpart
- Clarify and define, with the Staff Counterpart, the role each will play in the implementation of programs and activities
- Prepare materials for meetings in a timely manner, submit meeting summaries and minutes
- Establish a communication plan for the Committee
- Work together with Volunteers and Staff in the spirit of cooperation and teamwork
- Copy Committee actions to the Responsible Officer
- Communicate periodically with the Responsible Officer, Staff Counterpart and Committee members
- Have an awareness of status and trends within the Section
- Properly advance items to the USTA Texas Section Call
- Attend appropriate leadership and other training sessions
- Have knowledge of USTA programs, USTA Texas Section directives and policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
- Provide to the incoming USTA Texas Section President, a list of suggested Chairs and Committee members
- Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
- Abide by USTA Texas Section policies including, but not limited to, the USTA Texas Section Guiding Principles and Key Actions as outlined in the USTA Texas Section Strategic Plan
(Committee Chair cont'd)

Authority
- Apply one’s knowledge, training and experience to make recommendations to the Committee
- Develop Committee agenda in consultation with the Staff Counterpart
- Prepare and submit Committee reports to the USTA Texas Section Secretary
- Vote on Committee business
- Communicate with other Committee Chairs and the Responsible Officer
- Recommend Committee operating budget allocation and request funding adjustment through the committee’s Staff Liaison and the Responsible Officer
- Convey concerns and requests, with the Staff Counterpart’s input, to the Responsible Officer, who will then forward the request to the Management Committee
- Submit items for the Call, as approved by the Committee. Notify other Committee Chairs affected by the proposed Call item
- Recognize when Committee actions affect other Committees. In consultation with the Responsible Officer, form project teams with these Committees both within and across divisions

Accountability
For assignments and Committee work
- To USTA Texas Section President, Management Committee and Executive Committee
- To the Committee members
- To the Responsible Officer
- To the USTA Texas Section Staff Counterpart
- To the Budget and Finance Committee
RESPONSIBLE OFFICER

Roles
- Facilitate communication between Committee leadership and the USTA Texas Section Management Committee
- Optimize activities in support of the USTA Texas Section’s mission
- Serve as a conduit for information, including decisions and initiatives, to and from the Management Committee
- Assist integration among related Committees and across organizational lines
- Responsible Officers are not allowed to vote as a Committee member because the ROs role is advisory only

Responsibilities
- Receive and disburse communication among Committee Chairs, the Management Committee and USTA Texas Section Staff Counterparts
- Assess and recommend priorities for initiatives and resource allocation within the Committee after consultation with the Committee Chair and Staff Counterpart
- Provide input to the Committee’s budget
- Assist and support the Committee Chair in the development and execution of his/her action plans, charges, goals and objectives
- Identify and develop leadership
- Attend appropriate leadership and training sessions
- Work together with Volunteers and Staff in the spirit of cooperation and teamwork
- Assess effectiveness of the Committee structure
- Have knowledge of the USTA programs, USTA Texas Section directives and policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
- Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
- Abide by USTA Texas Section policies including, but not limited to, the USTA Texas Section Guiding Principles and Key Actions as outlined in the USTA Texas Section Strategic Plan

Authority
- Communicate Committee activities and recommendations to the USTA Texas Section Management Committee
- Communicate periodically with Staff Counterpart, the Committee Chair, and other Committee Chairs
- Recommend Volunteers to the incoming USTA Texas Section President for future appointments
- Recommend and encourage the use of project teams within the Committee
- This position is only an advisor position and is not allowed to vote

Accountability
For the work of the Committee
- To USTA Texas Section President, Management Committee and Executive Committee
- To Committee Chairs
- To the USTA Texas Section Executive Committee
- To the USTA Texas Section Staff Counterpart
MANAGEMENT COMMITTEE

Role
The Management Committee is comprised of the officers of the USTA Texas Section. Its role is to manage the operations and to implement the policies of the Section as set forth in the Constitution of the USTA Texas Section. (Article III, Section 3) The Management Committee shall have all necessary power to act for the Executive Committee except for the establishment of policy. (Bylaws, Article VII, Section 8)

Responsibilities
- Each officer shall perform the duties of his/her office as defined in the USTA Texas Section Bylaws
- The President shall preside at all meetings of the Executive Committee and the USTA Texas Section, shall preserve order, and shall appoint all committees. (Bylaws, Article VIII, Section 2) The President shall lead the Management Committee in the exercise of its collective duties.
- The Vice Presidents shall assist the President in the performance of his/her duties accepting various assignments as requested by the President.
- The Secretary shall keep the minutes of the annual membership meeting and the Executive and Management Committee meetings.
- The Treasurer shall keep an account of all moneys received and paid. The Treasurer shall liquidate all properly authorized bills against the USTA Texas Section and shall report, in writing, the state of the finances at the annual membership meeting and at such other times as may be required by the Executive Committee. He/she also shall monitor and review the budget.
- The USTA Delegate shall attend regular or special meetings of the USTA and represent the USTA Texas Section at such meetings. The delegate shall exercise his/her judgment on matters considered at such USTA meetings except that the delegate shall be bound by any instructions given by the Executive Committee.
- Hire and evaluate the Executive Director and hold staff accountable for reports and projections
- Work together with Volunteers and Staff in the spirit of cooperation and teamwork
- Attend appropriate leadership and other training sessions
- Have knowledge of the USTA programs, USTA Texas Section policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
- Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
- Abide by USTA policies including, but not limited to, the USTA Code of Conduct and the USTA National Volunteer/Staff Communication Guide

Authority
To give information and directives to the Executive Director, Committee Chairs, and Sectional Staff and Volunteers as appropriate.

Accountability
The Management Committee is accountable to the USTA Texas Section Executive Committee, to USTA members residing in the USTA Texas Section, and to constituent Community Tennis Associations (CTAs).
EXECUTIVE COMMITTEE

Role

• The role of the Executive Committee is to manage the affairs of the USTA Texas Section as provided in the Constitution and Bylaws (USTA Texas Section Constitution, Article III; Section 1; Bylaws, Article VI.)
• The Executive Committee establishes policies and objectives to promote and develop the growth of tennis in Texas.

Responsibilities

• Manage the USTA Texas Section by establishing goals, policies, objectives and strategic directives
• Monitor, review and approve the final budget
• Establish capital expenditure, reserve and investment policies
• Appoint Committee Chairs and members in the event the President fails to do so
• Amend Bylaws, so long as the amendments do not conflict with the Constitution
• Review and evaluate USTA Texas Section performance measured against goals, objectives and budgets
• Provide guidance and support to the Section’s organizations
• Work together with other Section Volunteers and Staff in the spirit of cooperation and teamwork
• Attend appropriate leadership and other training sessions
• Shape USTA Texas Section public image, public positions, and partnerships to support the mission in Texas
• Create, maintain and work to enhance industry partnerships and tennis association relationships throughout the USTA Texas Section
• Have knowledge of the USTA programs, USTA Texas Section policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
• Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
• Abide by USTA policies including, but not limited to, the USTA Code of Conduct and the USTA National Volunteer/Staff Communication Guide

Authority

The Executive Committee has policy-making capability for all aspects of USTA Texas Section activities.

Accountability

The Executive Committee is accountable for all programs and operations of the USTA Texas Section, to all USTA members residing in the USTA Texas Section, and to constituent Community Tennis Associations (CTAs)
USTA TEXAS SECTION STAFF

Role
The primary role of the Staff is to conduct the Section’s operations consistent with USTA Texas Section policies.

Responsibilities
- Develop, plan and implement key activities and actions in concert with the Volunteers to achieve the mission and goals as set forth by the Executive Committee and the Management Committee
- Create and maintain effective delivery and time-sensitive reporting systems that service the Section and effectively communicate with the Executive Committee, Responsible Officers, and Committee Chairmen
- Assist in preparing USTA Texas Section budgets (operations, capital expenditures, cash) under the direction of the Committee Chair, Responsible Officer, Treasurer and the Budget and Finance Committee
- Adhere to the budget
- Recommend and refine committee charges with the Committee Chair, Committee members and the Responsible Officer
- Evaluate and recommend Committee GOALS AND OBJECTIVES and goals with the Committee Chair, Committee members and the Responsible Officer to the Budget and Finance Committee
- Clearly define, with the Volunteer Counterpart(s), the role each will play in the implementation of programs and activities and establish an agreed upon communications plan with the Volunteer Counterpart(s)
- Assist the Committee Chair with committee work
- Attend Committee meetings as assigned
- Work together with Volunteers and other Staff in the spirit of cooperation and teamwork.
- Support Volunteers as charged
- Promote customer service
- Attend appropriate leadership and other training sessions
- Have knowledge of the USTA programs, USTA Texas Section policies, the USTA Texas Section Strategic Plan, and the USTA Texas Section Constitution and Bylaws
- Participate in evaluations as requested, with the goal of improving the performance of the USTA Texas Section at all levels
- Abide by USTA policies including, but not limited to, the USTA Code of Conduct and the USTA National Volunteer/Staff Communication Guide

Authority
The staff has the authority to:
- Provide timely policy recommendations to the Management Committee through the person to whom they report
- Receive assignment from the Executive Director to serve on a Committee as a “Staff liaison” without voting power
- Conduct day-to-day operations
- Execute the approved budget

Accountability
The staff is accountable to/for:
- Committee Chair or Volunteer Counterpart
- Immediate Staff superior
- Other USTA Texas Section Staff within the Department
- Adherence to the approved budget
BIBLIOGRAPHY

- USTA Texas Section Constitution
- USTA Texas Section Bylaws
- USTA Texas Section Strategic Plan, September, 2001
- National Volunteer/Staff Communication Guide, USTA, October 31, 2000
- Webster's New World Dictionary. 1968 edition
- Amateur Sports Act, 36 USC 220521 et seq.
# Six Strategies For An Effective Meeting

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Example</th>
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<tbody>
<tr>
<td><strong>Purpose/Direction</strong></td>
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<td>Why you are coming together for the meeting? Be clear about the purpose.</td>
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<td>Provide a written agenda.</td>
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<tr>
<td><strong>Leadership</strong></td>
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<tr>
<td>Ensure the participation of all members.</td>
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<td>Share diverse points of view.</td>
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<td><strong>Interpersonal Relationships</strong></td>
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<td>Confront ideas not individuals.</td>
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<td>Build Trust.</td>
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<td><strong>Decision-Making Procedures</strong></td>
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<tr>
<td>Make decisions that move the team forward.</td>
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<td>Obtain substantial input from all members working towards better decisions.</td>
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<tr>
<td><strong>Ground Rules</strong></td>
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<tr>
<td>Start on time.</td>
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<tr>
<td>End on time.</td>
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<td><strong>Environment</strong></td>
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<tr>
<td>Pay attention to:</td>
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<tr>
<td>Seating arrangements</td>
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<tr>
<td>Climate/Ambiance</td>
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<td>Spatial relationships</td>
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TIPS FOR COMMITTEE CHAIRPERSONS

Planning the Meeting
1. Prepare a complete agenda and send out to committee members prior to your meeting. (Let's you know if the meeting is really necessary.)

2. Do not structure the meeting so completely that the group will get the impression that you have not only thought out all the questions, but all the answers as well.

3. Be familiar with as many sides to each item on the agenda as possible. Know the background (pros and cons), procedures, and limitations of each item so that you are able to give the committee as clear a picture as possible.

4. "Fudge Factor": Add a few minutes to each agenda item. Ending on time is more important than starting on time.

Starting the Meeting
1. Arrive early. See that all preparations are in order and relax before the meeting begins.

2. Pay attention to room arrangements. Everyone should be able to see and hear each other. Avoid energy gaps (empty chairs). Do not have any obstacles between you and the group - chairperson is a part of the group - not "apart."

3. Start on time even if only one is present. Others will be on time at the next meeting.

4. Provide a brief but clear summary of the goals set up for each meeting as determined by the agenda.

Moving the Meeting into Action
1. Recognize that you are working with individuals who have individual differences and interests.

2. Encourage by manner and speech the concept of "our" committee.

3. Direct lines of discussion and planning and set an atmosphere that encourages all to participate. Allow for informal discussions.

4. Silence is okay. Allow some quiet time just for thinking.

Concluding the Meeting
1. Committee action should be a group decision, not a group of decisions.

2. Summarize the general conclusions resulting from the meeting and follow with a statement of the time and topics for the next meeting.

3. Close with a statement of encouragement and appreciation for work done.
A CHECKLIST FOR USTA TEXAS SECTION COMMITTEES

1. Does the committee know its task? Yes ( ) No ( )

2. Is the committee sure of and accepting of its role? Yes ( ) No ( )

3. Is the process for decision making clear? Yes ( ) No ( )

4. Does the committee know where its authority begins and ends? Yes ( ) No ( )

5. Does the committee know whom it reports? Yes ( ) No ( )

6. Does the committee establish a timeline? Yes ( ) No ( )

7. Does the committee understand and accept the chairperson's role? Yes ( ) No ( )

8. Do members understand and accept their roles? Yes ( ) No ( )

9. Do members and the leader value each other's roles? Yes ( ) No ( )

10. Has the committee collected all relevant information? Yes ( ) No ( )

11. Does the committee use the information well? Yes ( ) No ( )

12. Does the committee encourage different points of view? Yes ( ) No ( )

13. Does the committee understand different thinking styles? Yes ( ) No ( )

14. Does the committee operate through consensus? Yes ( ) No ( )

15. Does the committee play together? Yes ( ) No ( )

16. Is there a 'sunset' provision for the committee? Yes ( ) No ( )

17. Are committee members held accountable for work to which they have committed? Yes ( ) No ( )
COMMITTEE BUSINESS PLAN  (SAMPLE)

Committee: Collegiate

Mission Statement and Charge:
To promote and develop American collegiate tennis at the varsity level and to provide assistance for promoting recreation and intramural tennis activities on college campuses in Texas.

Proposed Action Items:

- Form subcommittees to define priorities and action plans.
- Create a database of support network for promoting varsity tennis programs on every major college campus in Texas.
- Develop protocol for the action that should be taken when a varsity tennis program is identified as being at risk by integrating efforts of the USTA Texas Section with the USTA Collegiate Committee.
- Create two model collegiate programs that employ the resources of the USTA and/or community outreach to promote campus recreation tennis activities.
- Maintain the database for tracking recreational tennis activity on each major college campus.
- Create a network of tennis coordinators who will work in their communities and on their college campuses to create and expand recreational tennis programs for college students.
- Promote the formation of a tennis club on each college campus that will help facilitate recreational tennis activity.
- Create a network of college coaches who will assist in promoting the development of both player development and recreational programs in their college community.
- Identify resources to college coaches to help form booster clubs and promote their programs within their communities.
- Prioritize college campuses in Texas that should be targeted by the USTA Texas Section for promoting recreational tennis activity.