Fiduciary Duties & Engaged Board

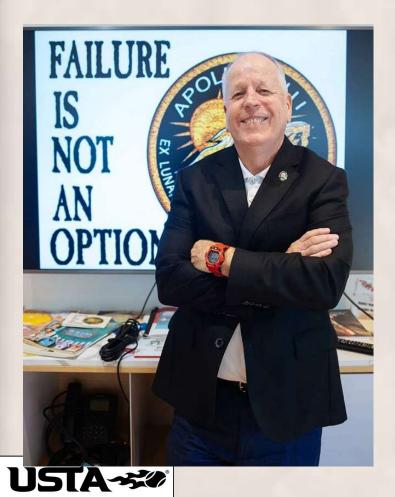
Board – Staff Distinctions
Governing Documents
Strategic Roadmap
Smart Board Meetings

CTAs – "Just Do it Right"





What about Bob



NORTH CAROLINA

- Florida
- US Chamber IOM



- Abu Dhabi, Armenia, Azerbaijan, Belarus ---- Ukraine, Uzbekistan...
- www.nonprofitcenter.com
- bob@rchcae.com





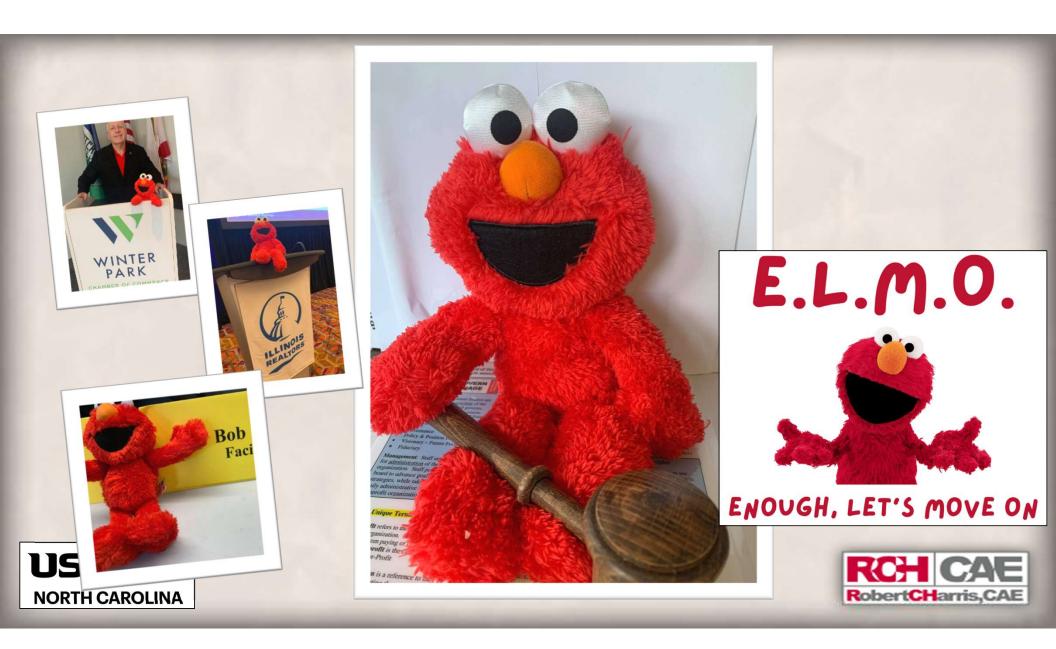




USI

NORTH CAROLINA

Robert CHarris, CAE



Governance

(Board of Directors)

....having <u>authority</u> to conduct the policy, vision, and affairs of an organization....

Policies

Budge/Finances/Audit

Value

Vision









About

Divisions Programs Agency Information Online Services Form

<u>Home</u> > <u>Business Registration</u> > <u>Search</u> > <u>Search</u> > Search Results

Search Results

BRD Search: Records Found: 2

Words: Starting With Organization Name North Carolina Tennis Searc

Key: Organization Name (SOSID)

Status • Organization Type

Search Again

North Carolina Tennis Association, Incorporated • 0105272

Current - Active • Non - Profit Corporation

North Carolina Tennis Foundation • 0105273

Current - Active • Non - Profit Corporation

Corp Status





efile Public Visu	ual Render ObjectId: 202403319349301465 - Sub	mission: 2024-1		(2) MARK DILLON
990	Return of Organization Exempt From Income Tax			PRESIDENT
orm 9 9 0	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)			(3) KIM COSTON
	Do not enter social security numbers on this form as it may be made public.			FIRST VICE P
epartment of the Treasury	Go to <u>www.irs.gov/Form990</u> for instructions and the latest information. Open to Public Inspection			(4) LEANN NEASE BRO
ernal Revenue Service				VICE PRESIDE
For the 2023 co	alendar year, or tax year beginning 01-01-2023 , and endin C Name of organization	ig 12-31-2023	D Employer identification number	(5) DEBBIE SOUTHERN
Address change	NORTH CAROLINA TENNIS ASSOCIATION INC		56-1121513	VICE PRESIDE
Name change Initial return	Doing business as		- 30-1121313	(6) JD WEBER
Final return Final return/terminated	3.300 to 9.400 (100 protes) (10		FT1.1.	
☑ Amended return ☐ Application pending	Number and street (or P.O. box if mail is not delivered to street address) 2709 HENRY STREET	Room/suite	E Telephone number	SECRETARY
			(336) 852-8577	(7) TERESA LINDSAY
	City or town, state or province, country, and ZIP or foreign postal code GREENSBORO, NC 27405		G Gross receipts \$ 3,799,779	TREASURER
	F Name and address of principal officer:	H(a) Is th	is a group return for	(8) COOKIE GUARINI
	KELLY GAINES 2709 HENRY <u>STREE</u> T	subo	rdinates? ☐ Yes ☑ No	IMMEDIATE PA
	GREENSBORO, NC 27405	H(b) Are a	all subordinates	(9) KERMIT NIXON
Tax-exempt status:	□ 501(c)(3)	CALCULATION OF THE PROPERTY OF THE PARTY OF	o," attach a list. See instructions.	AREA DIRECTO
Website: NCT	TENNIS.COM	In(c) Grou	p exemption number	(10) GAYLE HIGH
Form of organization:	: Corporation Trust Association Other	L Year of form	nation: 1974 M State of legal domicile:	AREA DIRECTO
Part I Sum	mary			(11) SCOTT ALSTON
Part Summary 1 Briefly describe the organization's mission or most significant activities:				
OUT TO D	DE AND DEVELOP TENNIS THROUGHOUT NORTH CAROLINA BY WA EOPLE THAT MIGHT NOT ALREADY PLAY THROUGH COMMUNITY DE			AREA DIRECTO
001107	EOFLE THAT PIGHT NOT ALKEADT FLAT THROUGH COMMONITY DE	VELOPPIENT PROGRA	1113.	(12) ANNA MERCER-M
2 Check thi		1		AREA DIRECTO
2 Check th	is box	1 1		(13) HOLLY HANEY
3 Number	of voting members of the governing body (Part VI, line 1a) $$. $$.	1,000,000		AT-LARGE DIR
4 Number	of independent voting members of the governing body (Part VI, line	8:		(14) SCOTT HANDBAC
5 Total num	nber of individuals employed in calendar year 2023 (Part V, line 2a)			AREA DIRECTO
	nber of volunteers (estimate if necessary)			(1E) CHOAN PARCUE
	lated business taxable income from Form 990-T, Part I, line 11 .			(15) SUSAN KNIGHT
			ior Year Current Year	AREA DIRECTO

USTA~

NORTH CAROL

Board Focus

- Policy and Positions
- Budget and Finances
- Programs and Value
- Long-Term Perspectives





Stay in Your Lane

Govern More - Manage Less!

BOARD GOVERNS STAFF MANAGES





Work inside the Guardrails



Mission

(Purpose for existence)



Articles of Incorporation

(Relationship to state gov't.)



Bylaws

(Relationship to members)



Policies

(interpretation of the governing documents)



Strategic Plan

(roadmap for the organization)





Annual Budget

(financial position)



Mission Driven

To promote and develop the game of tennis in NC®.







Mission Statement

The Community Tennis Association of Henderson County (CTA-HC) is a not-for-profit, all-volunteer organization which endeavors to spread the joy of tennis within our community!

We promote the growth of tennis to people of all ages, and partner with other community recreational organizations to make tennis more widely available.





Strategic Roadmap



STRATEGIC PLAN 2018-2020



NYSAR advocates for REALTORS® and their consumers, elevates professional competence, seeks local board collaboration and promotes the value of REALTOR® membership and engagement.

OUR VISION

NYSAR is the indispensable business partner for real estate professionals and local boards/associations in New York State.



ADVOCATE

NYSAR is the most trusted and influential advocate for real estate business interests and private property rights in New York State.

We will:

- Proactively develop and expand opportunities to address local regulatory and legislative issues in partnership with local associations.
- Fully utilize REALTOR® Party resources.
- Engage consumers in our grassroots advocacy efforts.



ELEVATE

NYSAR continually raises the bar of professionalism for New York brokers, agents, appraisers and REALTOR® associations.

We will:

- Deliver timely, innovative and market-driven education programs that expand member's business skills, promote risk management and increase professional competence.
- Work with local boards to ensure an effective and compliant professional standards enforcement program that includes regional and statewide options.
- Expand and strengthen our cooperative leadership development efforts.



ENGAGE

NYSAR engages with industry partners and consumers in order to create timely programs and services that meet the demands of a rapidly evolving marketplace.

We will:

- Gather and analyze more robust member, consumer and market data to better meet the business needs of brokers, agents, associations and MLSs.
- Develop opportunities for brokerages, local associations and MLSs that strengthen cooperation and promote mutually beneficial relationships.
- Expand partnerships with regional industry and advocacy organizations.



PROMOTE

NYSAR promotes its unique value and the value of the REALTOR® brand to consumers, members and licensees.

We will:

- ▶ Be the "Voice for Real Estate," positioning NYSAR as the preeminent source of information on market data and trends thus elevating member and consumer perception of REALTOR® value.
- Reinforce our value proposition to members and utilize NAR resources to support and strengthen the perception of the REALTOR® brand.
- Promote careers in real estate and the value of being a REALTOR®.





Strategic Plan 2025-2030

Our Mission: Advancing the safest and highest-quality asphalt infrastructure to drive Indiana's economy



Advocate

Represent the interests of members to promote the asphalt industry.

Government Relations

Build & maintain relationships with state and local agencies.

Coalitions

Collaborate with national, state, & local organizations & allied industries.

Expertise

Provide guidance on fair design, material, & construction technologies to promote high-quality & sustainable infrastructure.

Future Focus

Identify & drive advancements in safety, technology, & innovation.



Educate

Provide training & resources for the asphalt industry, agencies, & the public.

Education

Host technical meetings, workshops, & the Winter Conference & Expo; Partner with INDOT to deliver certification programs.

Resources

Develop tools & materials to promote industry-standard asphalt material & construction specifications.

Excellence

Highlight innovation, quality, & merit through awards & recognition.

Workforce

Increase awareness of careers in Indiana's asphalt industry among students & educators; Explore



Connect

Facilitate collaboration among members, customers, partners, & future workforce.

Network

Foster valuable networking opportunities for members & suppliers.

Outreach

Implement targeted communication, expand social media presence, & evaluate philanthropic efforts.

Presence

Actively participate in key industry events & tradeshows.

Customer Relations

Create opportunities to develop & strengthen relationships.



Steer a dynamic trade association dedicated to serving its members & the state with impact & purpose.

Leadership

Cultivate & sustain a pipeline of future leaders for APAI.

Financial Stability

Maintain steady revenue streams & responsibly steward reserves.

Staffing

Support staff through professional development & ensure sufficient capacity to meet organizational needs.

Membership

Provide indispensable benefits & services to drive member growth & retention.

USTA North Carolina Strategic Pillars

USTA North Carolina Strategic Pillars

Organizational Excellence

Employ sound fiscal management while requiring financial accountability.

Broaden
technology and
project
management
planning for
operational
competencies,
service
improvement
and disaster
recovery.

Conduct
respective
succession
plans to recruit,
develop and
retain staff and
volunteers.

Infrastructure

Work with local communities to construct and maintain tennis facilities available to the most people.

Assist rural and under-resourced communities lay the foundation for local tennis organization and play.

Coordinate and deliver digital infrastructure for all stakeholders.

Programming

Provide and publicize quality programming to grow participation for all ages and abilities.

Support recruitment, training, retention and education of new and existing coaches, instructors, officials and tournament directors.

Actively engage schools and public parks to facilitate tennis participation.

Hospitality

Provide a welcoming atmosphere for all.

Encourage active participation on the court and in the organization.

Foster fearlessness, transparency, trust and exchange of ideas.

Cultivate a societal commitment to touching lives through tennis.

Community

Engage all ages and populations by providing tennis opportunities.

Advocate for tennis locally, statewide, and beyond.

Enhance player experience by providing coaching, social connections, and fun opportunities.

Collaborate, connect and communicate with Community Tennis Associations, other USTA partners and stakeholders.



Great leaders are almost always great simplifiers...

Gen. Colin Powell





USTA North Carolina Strategic Pillars USTA North Carolina Strategic Pillars Organizational Hospitality **Programming** Infrastructure Provide and Engage all ages communities to publicize quality atmosphere for all. construct and programming to providing tennis maintain tennis grow participation for all ages and **Encourage active** facilities available to participation on the the most people. court and in the organization. tennis locally, Assist rural and statewide, and under-resourced communities lay the transparency, trust training, retention management planning for foundation for local and exchange of Enhance player tennis organization new and existing ideas. experience by and play. providing Cultivate a societal Coordinate and officials and commitment to deliver digital tournament touching lives fun opportunities infrastructure for all through tennis stakeholders. parks to facilitate **Community Tennis** plans to recruit other USTA retain staff and partners and stakeholders.

Players

(pro, jr, ability)

Programs

(tournaments, entry)

Partners

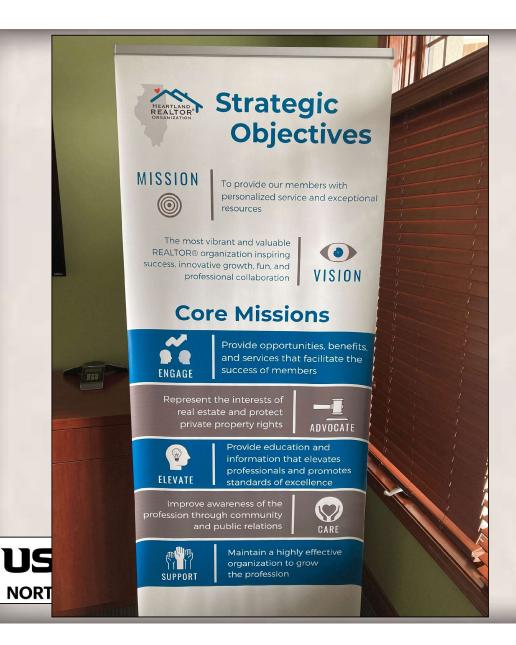
(private/public)

Leadership

(pipeline, CTAs, finances, pro staff)







Pop Up Banner at Meetings

