

Building on Success: Volunteer Management at the Midwest Tennis Classic¹

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The mood in the conference room at the Midwest Tennis Center was upbeat, but a little tense. Just a month ago, the volunteer coordinator, Dan Clark, his staff, and volunteer committee chairs had gathered around this same conference table having concluded yet another successful Men's Association of Tennis Professionals (ATP) Masters Series tournament. The tournament had been run at the Tennis Center since 1979, and despite the unpredictability of the weather in the Midwest in mid-August, the tournament continued to be a strong draw for both players and spectators. In fact, players such as Agassi, Federer and Hewitt returned year after year because of the quality of the tournament. In addition, the two-week tournament regularly attracted large crowds. Attendance for the Masters Series and Seniors' events typically exceeded 100,000 spectators.

During the month after a successful tournament, Dan Clark and his staff would usually sit back and enjoy the celebratory mood, but this year was different. The tournament had ended months ago, yet committee members had only had a month to dwell on the success they had worked so hard to achieve. It was rumored that a women's tournament would be added to next year's schedule of events, and

1 This case was prepared as the basis for analysis and discussion. It is not intended to illustrate either effective or ineffective handling of a management situation.

committee members were now feeling pressured to quickly move on to next year's schedule. This was the source of the tension in the room.

Clark opened the meeting by immediately addressing the rumours regarding the addition of the women's tournament:

"I know you have all heard the rumors, so let me fill you in now. The owners of the Tennis Center want to increase the number of events held at the facility. Because of the success of the men's tournament, they have decided to pursue a Women's Tennis Association (WTA) tournament event. As many of you know, a women's tournament had been held in conjunction with the men's tournament during the first seventy or so years of the tournament's existence. It returned briefly in the late 1980's but was discontinued because of WTA scheduling conflicts, loss of the tournament's title sponsor, and decreasing numbers of spectators. Returning the women's tournament to the Midwest will reconnect the event with the longstanding tradition of the Midwest Masters and will bring a WTA event to our regional area. However, adding the WTA event to next year's schedule will involve considerable planning on our part. The men's tournament will retain its usual mid-August schedule. The women's tournament will be held in mid-July."

"But that gives us less than a year to prepare for the women's tournament!" interrupted Tony, chair of the ushers committee. "We'll need to find a lot more volunteers to make this work, and we don't have much time to find them." "It's not just the volunteer numbers, I for one can't commit to working both tournaments," added Susan, chair of the Ticket Takers Committee. "What kind of budget will it have?" asked Dan. The meeting continued, with comments flying around the table. Finally, Clark called for a fifteen minute break.

Clark noticed that Rachel, a young, first-year intern who had joined the organisation last month seemed a bit overwhelmed. In her short time with the organisation, she seemed eager to learn and to contribute. The short planning cycle necessitated increasing Rachel's responsibilities to include more involvement in planning and implementation of the volunteer management program for both tournaments. Clark used the break to bring Rachel up to speed on the history of the tournament. Specifically, he told her that the Midwest Masters, now known as the Midwest Tennis Classic Masters, is an annual tennis tournament played on outdoor hardcourts in the suburb of a large Midwestern city. The tournament is one of the oldest tennis tournaments played in the United States. The first tournament was held during the 1890's. Over the 100-plus year history of the tournament, such notables as Nat Emerson, Bill Tilden, Bobby Riggs, Jimmy Connors, Ilie Nastase, John McEnroe, Boris Becker, Pete Sampras, Michael Chang and Andre Agassi have participated and won the tournament. Until the early 1970's, the women's tournament was held in conjunction with the men's tournament. Rosie Casals, Virginia Wade, Margaret Court, Chris Evert and Evonne Goolagong had all played during the last several years of the tournament.

The men's tournament is one of nine ATP Masters Series tournaments on the ATP tour. In 2002, the tournament gained a major title sponsor. Since 1979, the tournament had been played at the Midwest Family Tennis Center, which is a 10-court facility with three permanent stadiums. Clark also shared with her that while the tournament has a long standing history in the community; it is also an important asset to the community because of its economic impact. The tournament is estimated to have a US\$25 million impact on the regional economy because of the number of out-of-town visitors to the region.

Clark told Rachel about an economic impact study conducted by researchers at a local university. The study demonstrated that out-of-town visitors alone spent almost US\$10 million while attending the tournament. This economic expenditure is especially valuable to the regional economy because these dollars represent money that would otherwise not be spent locally.

Clark also felt that it was important for Rachel to know that the regional community received further benefits from the tournament. For example, several organisations benefited from donations made from the proceeds of the tournament—over US\$6 million since 1974. These organisations included a Children's Hospital, a Cancer Center and a local organisation, Tennis for City Youth geared towards tennis and inner city youth. "I've heard of Tennis for City Youth. Isn't that the organisation that provides tennis lessons and programs for inner-city children who can't afford to play tennis?" asked Rachel. "Yes," responded Clark. "I have great respect for this program. It is supported by grants from the USTA in its efforts to diversify both tennis participants and spectators. In my opinion, these effort are making a big difference in the tennis community. Tennis used to be a largely, white upper class sport. Now when I drive by the courts or look in the stands, I see much more diversity. This has got to be good for the game."

As the committee members trickled back into the room, Clark finished briefing Rachel by sharing his thoughts on the ways the tournament impacted the community. He shared both the good and the bad with Rachel:

"Some surrounding residents have complained about increased traffic and commotion in their neighborhood around event time. On the other hand, many residents praise the tournament for providing an opportunity for locals to socialise, network, meet, and interact with people who are not part of their usual social circles. I can't tell you how many times someone has told me how proud they are to be a part of something worthwhile that gives back to community."

Rachel sat down feeling much better informed. Clark took a moment to collect himself before calling the meeting back to order. Typically during these post-tournament meetings, he would share with everyone the tournament volunteer report he had compiled. Among other things, the report consisted of general observations made by the tournament staff and volunteer committee chairs regarding tournament operations. Clark knew that it was essential to examine this information, but he also

knew that the challenge for the upcoming year would require a different kind of approach. Not only did they need more comprehensive information, they would also need to think creatively to determine how to obtain and use this new information.

Clark called the meeting to order. "I know that you are all concerned with the expansion of our work in the next year. Let's remember, though, the tournament is operating well on a number of levels. In fact, volunteer management had been one of the most successful areas of operations for the past several years. The challenge, as I see it, is to determine how to transfer this success to the women's tournament without compromising the quality of the men's tournament. We need to gather as much information as possible, as quickly as possible from this year's experiences. Each of you is a treasure trove of knowledge. I would like to take advantage of that knowledge while the tournament is still fresh in your minds."

Clark turned to the people seated around the conference table and explained, "In spite of our continued success and the response of the public to the ATP event, we will have some additional challenges to meet when adding the WTA event. Instead of me compiling one tournament report after talking with you individually, I feel it would be helpful for each of you to write your own committee report keeping in mind how we can address challenges we'll face when moving from one to two tournaments. It's also important to consider the differences between the spectators and volunteers for the men's tournament versus the women's tournament. After each of these reports has been written and I have had a chance to review them, we will meet again."

Clark continued to explain how he wanted the committee chairs to compile their reports. "Since this is the first time I've asked each of you to gather and analyse this type of information, I'm going to provide you with a few basic guidelines for your report. Keeping in mind that we'll have to recruit and train volunteers for both tournaments, we'll need to review what strategies are effective and where improvements are needed. If we consider that we've had approximately 1,000 people volunteer for the men's tournament in the past, we can analyse the recruitment and management strategies that have helped us achieve this number. I am not entirely certain how many additional volunteers we will need for the women's tournament, but I believe that we will need fewer than 1,000."

Prior to this year's men's tournament, Clark had requested the help of sport management faculty and students at a local university to develop and administer a sport event volunteer survey. At this time, the venue owners had hinted at the possibility of a second tournament, and Clark wanted to be prepared. The survey was designed to provide more information about the existing tournament volunteers. Clark wanted to know what motivated them to volunteer, and how satisfied they were with their current experiences as tournament volunteers. In addition, the survey provided demographic information about the tournament volunteers. When the decision was made to add a women's tournament, Clark realised the potential

importance of the study in the planning that now faced him. That morning, he had received the preliminary descriptive data from the survey, and he had been looking forward to sharing it with the rest of the people sitting around the table (see appendix A).

“You’ll need to keep in mind several concerns as you write your report. First, how can we convince existing experienced volunteers to remain and work both tournaments and in turn how will we increase our volunteer pool to ensure we have enough volunteers to assist with the additional requirements of the women’s tournament? Second, since we are members of the USTA and are committed to promoting the sport of tennis, how can we diversify our volunteer base? Also keep in mind that we have only a 40% increase in the volunteer budget. We are fortunate to have preliminary data from last month’s survey of volunteers. Rachel will provide you with these results as you leave today. The survey provides some interesting insights into the reasons our volunteers choose to work the tournament, the things that they are and are not satisfied with, and a demographic profile of our current volunteers. Please incorporate this information into your report. At a minimum, your committee report should address the following:

- Number of volunteers on your committee,
- The characteristics (demographic and psychographic) of your volunteers,
- Potential challenges facing your area, and
- Recommendations/insights for recruitment and retention of volunteers, including what has worked well for your committee.

In addition, I would like to know whether you will be returning next year as chair of your current committee and whether you will be able to assist with both tournaments. Your thoughts on recruiting and training new committee chairs would be greatly appreciated. You’ll have the next two weeks to compile your report. Then return it to me, and I will study them and ask questions as necessary. Afterward, you will have an additional week to finalise each report. I realise this is a tight timeline. As we discussed at our last meeting, the tournament means a lot to us, and we are all committed to meeting this challenge. We’ll meet in three weeks to discuss the committee reports and begin planning for next year.”

Two Weeks Later

Dan Clark surveyed the reports submitted to him in preparation for the planning meeting the following week with his staff and the committee chairs. The chairs had done a good job compiling information that would be used to determine an overall strategy to recruit, train and manage the increased numbers of volunteers

needed to run both tournaments (see appendix B for chair reports and Clark's notes). The first items that caught Clark's attention were the report sections indicating the chairs' commitments for the year. Extensive experience as volunteer coordinator had taught Clark that well-trained, motivated committee chairs were essential to a smoothly functioning tournament since these chairs had the most direct contact with tournament volunteers. In other words, the committee chairs would directly impact the effectiveness of the volunteers' efforts and thus the tournament as a whole. In an effort to equip Rachel with the background information she would need regarding previous practices, each committee, and the individual chairpersons, Clark discussed the chairs' reports with her, and added his own notes to each of the reports. He also provided her with a copy of the budget, organisational chart, and volunteer correspondence (Appendices C, D, & E). Rachel listened, but still had questions about the ways things had been done in the past.

Clark tried to fill her in. He shared with her the three methods used most often to recruit volunteers for the tournament: 1) word of mouth; 2) online advertising; and 3) appeals made to local tennis clubs and corporations. Clark told Rachel, "Traditionally, word of mouth has been the most effective method of recruiting tournament volunteers. Many of the veteran volunteers have been working the tournament for 15 or more years. We tend to keep about 60% of our volunteers from one year to the next. These veteran volunteers help recruit family members, friends, and co-workers to the tournament. About 15% of our volunteers are retirees/pensioners who come back to volunteer at the tournament year after year. The tournament is like a family reunion for them. In fact, they're some of our most dedicated volunteers in terms of the number of hours they're willing to work to make the tournament a success."

He continued, "One of the best ways we have of recruiting new volunteers is by partnering with local tennis clubs and corporations. Many tennis clubs post information about volunteering months in advance of the tournament and often members sign up for the same committees. A lot of our ushers volunteer together so they can watch the matches, and they sign on for the same shifts so they can carpool to the Tennis Center. They love the game of tennis and the opportunity to be close to the action. Because these volunteers are so knowledgeable about the game, they are especially valuable because they help us promote the game of tennis."

We also partner with many local corporations to recruit volunteers. Several of these local corporations and businesses allow their employees to volunteer for the tournament during regular work hours or give their employees vacation/compensation days for the time worked at the tournament. Many of these employees are interested in doing something for the community and are especially attracted to these volunteer opportunities because each year some of the proceeds from the tournament are donated to three charitable organisations – the Children's Hospital, the Cancer Center at University Hospital, and Tennis for City Youth. Like the tennis club recruits, corporate volunteers also sign up for many of the same committees,

especially the ticket takers and sponsorship/hospitality committees. They like to be busy all the time and to interact with different people.

One other method that has been successful for us in terms of our recruitment efforts is our online application. People who want to find out information regarding the tournament such as session dates/times, look up the tournament draw, or purchase tickets often go to our website. There is a “Volunteer Info” link on the homepage of our website. Once someone clicks on the link, they are sent to a page that includes current volunteer opportunities, committee descriptions, and a volunteer application form. Many volunteers find the online application convenient and easy to fill out. This is a great way for us to build a database of potential volunteers. Having online volunteer information and an application has allowed us to expand our potential volunteer base. We now have a small but growing percentage (currently less than 10%) of volunteers who live out-of-town and even out-of-state.”

“Ok, I get the idea,” said Rachel, “but what is expected of the volunteers, and what do they expect in return?” Clark continued, “Our volunteers are required to work at least 5 shifts (approximately 30 hours) during the tournament. Of course, this could change as we add the women’s tournament. Many of these positions require standing for several hours in the summer heat. In order to reward our volunteers for their hard work and dedication we offer them several incentives and perks.

Volunteers are given a tournament logo shirt and hat. The shirt and hat are great souvenirs that many of our volunteers proudly wear even when they aren’t working the tournament. The shirt and hat also allow fans, sponsors, players, and the tournament staff to easily identify our volunteers. In addition, our volunteers receive two complimentary tickets to one of the evening sessions, free parking in the Volunteer Lot (which is in close proximity to the stadium grounds), and an invitation to a volunteer party on a Sunday two weeks prior to the tournament. The volunteer party is a luncheon at which volunteers are able to pick up their uniform and to meet other volunteers as well as their committee chair(s). In addition to the luncheon, volunteers have the opportunity to play tennis on the Tennis Center’s championship courts.”

“I’ve heard the volunteer chairs talk about the party, it sounds like fun,” commented Rachel. Clark laughed. “Well, it is fun, but it serves several, more functional purposes. It’s a place for volunteers to pick up their uniform, and to connect with their committee chairs and the other volunteers on their team. New volunteers are given a tour of the Tennis Center in order to familiarise themselves with the facility. Further, the volunteer party gives committee chairs the opportunity to introduce themselves to their members and to distribute information regarding the duties and responsibilities of the committee volunteers. No formal training sessions are held for the volunteers, so the party really serves as an orientation.

During the tournament all volunteers have access to the Volunteer Lounge during their breaks. The Volunteer Lounge is a great place to relax; it has free

snacks (e.g., fruit, energy bars, water, juice, and soda), televised coverage of on-going matches, and is closed off from fans and spectators. Meals are served in the lounge at noon and 6 p.m.. Lunch is a box lunch and dinner is prepared and served by one of the tournament food vendors. Volunteers pay for their lunch and dinner but they get discounted rates. Several of the food vendors are local restaurants that are well known for the quality of their food. The volunteers are usually happiest when the Washington Inn serves their famous rib dinners.”

Rachel considered the benefits provided to volunteers. She knew that all volunteers received a letter from Clark at the conclusion of the tournament thanking them for their time and effort. While there was no other formal recognition given to volunteers, several committee chairs had found ways to personally thank their committee members. These efforts ranged from thank you notes and phone calls to end of tournament parties. Since volunteers seemed satisfied with their experience and were generally willing to continue volunteering year after year, she believed that no one saw the need to institute a more formal volunteer recognition program.

Rachel was pulled back to the moment by an animated Clark. “Let me tell you about an idea that I’ve been thinking about for some time,” Clark exclaimed. “I have always wanted to institute a leadership training program for volunteers. I think we could restructure the committee chair program to provide an opportunity for volunteers to learn crucial leadership skills and to gain credibility as leaders. With the changes needed to manage two tournaments, this just might be the perfect time for my idea. In addition to offering the volunteers a more tangible reward for their dedication and hard work, the leadership training program could provide a steady stream of top-quality committee chairs. In fact, I can even see the day when positions on the chair committee would have a long waiting list!”

Had Rachel not interrupted him, he could have gone on and on about the leadership training program. Clark realised that it was gratifying to work with Rachel; she was interested in learning as much as possible about the volunteer committees before participating in the planning process for next year’s tournaments. They met again three days later to plan the next meeting with the committee chairs. Both were pleased with the breadth of information the Chair reports had contained. The Committee was obviously excited about undertaking the challenge of the women’s tournament. They were both looking forward to the next meeting. Clark was excited about presenting his leadership training plan. Rachel was both excited and more than a bit nervous. She had been tasked with collating the chairs’ ideas and presenting an initial plan to the Committee. Her plan was to be used as a starting point as the Committee members developed their plan to expand the volunteer management program to cover both the men’s and women’s tournaments. “What a great opportunity!” Rachel thought as she left work that day.

Appendix A: Descriptive Data from Survey

Volunteer Motivation	Mean *
I wanted to help make the event a success	4.36
I wanted to do something worthwhile	4.22
I like being involved in tennis	4.12
I wanted to put something back in the community	4.11
I wanted to feel part of this community	3.75
Volunteering at the tournament makes me feel better about myself	3.63
I wanted an opportunity to see the matches	3.61
I wanted to help out in any capacity	3.55
I wanted to vary my regular activities	3.42
I wanted to work with different people	3.36
I wanted to develop relationships with others	3.14
I wanted to broaden my horizons	3.02
If I did not volunteer there would not be enough people to carry out this volunteer work	3.01
My friends/family were also volunteering	2.70
My skills were needed	2.69
A relative or friend is involved in tennis	2.59
I wanted to gain some practical experience	2.52
Being a volunteer with the tournament is considered prestigious	2.47
I could obtain an educational experience	2.34
I wanted to continue a family tradition of volunteering	2.09
I wanted to network for new job opportunities	1.89
I did not have anything else to do with my time	1.66
I need to volunteer to satisfy school and/or service organisation requirements	1.32

*scale 1 to 5 (1= Not at all important, 5= Extremely important)

Satisfaction with overall volunteer experience	Mean*
Volunteering experience in general	4.45
Organisation of the overall event	4.41
Teamwork between my committee and staff	4.34
Support you received to do your job	4.19
Information you received at the event	4.18
Communication with other volunteers	4.18
Information you received prior to the event	4.04
Recognition you received	3.91

*scale 1 to 5 (1= Very dissatisfied, 5= Very satisfied)

Satisfaction with organisation of my committee	Mean*
My chairperson's management skills	4.59
Supervision of my committee	4.43
Morale/teamwork of my committee	4.36
Organisation of my committee	4.32
Scheduling of volunteers within my committee	4.32
Adequate breaks/mealtime per shift	4.28
Training you received to do your job	4.05

*scale 1 to 5 (1= Very dissatisfied, 5= Very satisfied)

Satisfaction with organisation of tournament events	Mean*
Uniform quality	4.52
Uniform distribution	4.43
Volunteer party	4.30

*scale 1 to 5 (1= Very dissatisfied, 5= Very satisfied)

<u>Satisfaction with volunteer facilities</u>	<u>Mean*</u>
Cleanliness of volunteer lounge	4.32
Facility access	4.21
Security procedures	4.15
Cleanliness of restrooms	4.00
Availability of parking	3.93
Volunteer meals	3.90
Volunteer snacks	3.89
Volunteers beverages	3.86
On site availability of drinking fountains	3.54

*scale 1 to 5 (1= Very dissatisfied, 5= Very satisfied)

<u>Support from committee Chairperson(s)</u>	<u>Mean*</u>
My Chairperson(s) values my contribution to this event	4.42
Help is available from my chairperson(s) when I have a problem	4.42
My Chairperson(s) really cares about my opinions	4.35
My Chairperson(s) tries to make my volunteer experience as interesting as possible	4.35
My Chairperson(s) really cares about my well-being	4.30
My Chairperson(s) would ignore any complaint from me	0.91
My Chairperson(s) fails to appreciate any extra effort from me	0.97

*scale 1 to 5 (1= Strongly Disagree, 5= Strongly Agree)

<u>Volunteering for future events</u>	<u>Mean*</u>
I plan to volunteer for next year's Men's Tournament	4.65
I plan to volunteer for next year's Women's Tournament	4.06
I plan to volunteer for both tournaments	3.91

*scale 1 to 5 (1= Very Unlikely, 5= Very Likely)

Income Level	Percent
Under \$14,999	7.6
\$15,000 – 29,999	6.4
\$30,000 – 44,999	11.0
\$45,000 – 59,999	20.3
\$60,000 - \$74,999	11.0
\$75,000 or more	27.3
Retired	16.3

Educational Level	Percent
High School	6.5
Some College	14.5
College Graduate	36.6
Some Graduate work	9.1
Graduate Degree	33.3

Race/Ethnicity	Percent
Alaskan Native	3.2
Asian American	2.6
Black/African American	1.1
Hispanic/Latino	1.6
Native American	3.1
White/Caucasian	88.4

Age	Percent
20 and younger	15.7
21 – 30	8.0
31 – 40	14.2
41 – 50	22.2
51 – 60	17.7
61 – 70	16.2
71 and older	6.0

Played tennis in last 12 months	Percent
1 – 5 times	15.5
6 – 10 times	9.5
11 – 15 times	4.7
16 – 20 times	5.4
21 + times	64.9

Gender	Percent
Female	51
Male	49

Play Tennis	
Yes	77.1
No	22.9

Member of Indoor Tennis Club	
Yes	51.9
No	48.1

Appendix B: Memo to Rachel

To: Rachel
 From: Dan Clark
 RE: Information for Planning

I have put together some information for you regarding past volunteer operations. Between this information and the enclosed Chairs' Reports, you should be able to get a good start on the initial planning for this year.

I. Shifts by Committee

	Shifts (Mon – Sun)
Ushers	9 AM to 5 PM; 6 PM to 11 PM
Volunteer Lounge	8 AM to 2 PM; 10 AM to 6 PM; 2 PM to 8 PM; 6 PM to 11 PM
Ticket Takers	9 AM to 5 PM; 5 PM to 10 PM
Transportation	8 AM to 1:30 PM; 1 PM to 6:30 PM; 6 PM to Midnight
Operations	8 AM to 1:30 PM; 1 PM to 6:30 PM; 6 PM to Close
Sponsorship/Hospitality	9 AM to 5 PM; 6 PM to 11 PM
Marshals/Security	8 AM to 2 PM; 1 PM to 7 PM; 6 PM to Midnight

II. Other Committees

There are other volunteer committees, but historically they have reported to Jamie Reese, one of the full time tournament staff. Some of these committees are staffed by teenagers (such as Wristband Committee and Ballperson Committee) and others by specific interest/skill groups (such as First Aid Committee and Horticulture Committee).

III. Uniforms

Uniforms for all volunteers (1,000 in 2006) are purchased with the Volunteer budget.

IV: Committee Chairs' Reports

Ushers Committee Report

Number of volunteers: 240

Structure: 2 co-chairs and 20 captains

Main responsibilities

Checking spectators' tickets, seating people, and controlling the stadium entrances during match play.

Demographics

- Age – generally older adults
- Race – white, very small percentage of Latino and Asian American
- Gender – 55% female

Motivation

We would say that the main reason people volunteer to work as ushers is because they like being involved in tennis and want an opportunity to see the matches. There are several groups that have been doing this together for the past 15 years or so. They are usually members of the same tennis club and look forward to this time every year. Many of them have been retired for a while which makes it easier for them to volunteer for the 9 AM to 5 PM shifts. They have fun, have an opportunity to watch good matches, like being outside, know what they are doing, have the confidence to carry out their duties, and feel they are participating in something that makes a positive impact on their community.

Potential challenges

I do not anticipate many challenges since we have not had problems retaining volunteers from one year to the other. This is a committee that almost always fills early. Volunteers want to be here with friends! The challenge that I see has to do with diversifying the committee. It is pretty homogeneous group. However, given the length of the shifts, especially during the day, I do not know what other groups would be available to work these shifts.

Recruitment and retention

Maintain partnerships with local and regional tennis clubs, make sure to send them flyers and applications so they can post the flyers in the spring when people are getting excited about playing tennis outdoors again. This way members have plenty of time to organise themselves and apply for the committees they want to be in together and organise their carpooling (which is always a plus given the volunteer parking lot size).

Retention

Continue to provide the things that volunteers value.

- Make them feel appreciated
- Keep teams together
- Keep the lounge clean
(It's a comfortable place for people to take their breaks, and is in a good central location. The lounge really makes a difference. Many of my volunteers socialise there before and after their shift.)

Chairs' commitment

Tony: I am willing to return for another year as a committee chair; however, I will not be able to work both tournaments and my preference is to serve as chair for the men's tournament. I am willing to mentor as necessary.

Kate: I am willing to continue to be part of the team. My preference is to be the chair of the women's tournament. I am willing to mentor and to train a new co-chair. I have a couple of people in mind that were on my team that would just fit in perfectly as a committee chair or as captains.

Dan's notes

This is the tournament's largest committee and constitutes approximately 25% of the total number of volunteers. Tony DeMarco is a four-year veteran, who became chair after serving two years as an usher. Kate Fortner has served for the two previous years in this position. Both have been involved with the tournament in various volunteer capacities for 18 years.

Volunteer Lounge Committee Report

Number of volunteers: 29

Structure: 1 chair and 3 captains

Main responsibilities

Working in the volunteer break lounge, selling meal tickets, cleaning tables and ensuring that snacks and beverages are replenished.

Demographics

- Age – generally middle age adults
- Race – white and a few Native American
- Gender – 67% female

Motives

I would say that what seems to motivate people to volunteer for this committee is their commitment to serve and take care of others. They want to make a difference by keeping the volunteer body in good spirits, relaxed and happy.

Potential challenges

This is not one of the most glamorous jobs and there is not a chance to watch matches or to interact with players and coaches. There is, however, a certain type of person that fits the profile; sometimes finding that match is difficult. I have noticed that it really makes a difference when other volunteers recognise and acknowledge how much this committee contributes to their experience. It would be very beneficial if, instead of thanking me for the group's effort, volunteers who use the lounge took a minute to acknowledge the person that made a difference for them. I am not quite sure how to build this into our volunteer culture.

Recruitment and retention

I let my volunteers know that we are the 'backbone' of this tournament and most of them really feel a sense of pride in being on this committee. It is important to me to make them feel valued; I take any chance I get to acknowledge them. The days are long and the work is strenuous but we really try to make it fun.

Chair

I plan to return for one more year and I am willing to work both tournaments. I am willing to mentor other committee chairs.

Dan's notes

Tom Benson, chair of the Volunteer Lounge Committee, is one of the most popular and hard working committee chairs. Tom took over two years ago from the previous chair and restored organisation to a committee that was in disarray. He is a tireless worker who arrives before the other volunteers and does not leave until everyone else has left for the day. He is often seen working alongside the other volunteers cleaning tables or bagging garbage, thus engendering dedication and loyalty from his committee. He has been with the tournament for 10 years.

Ticket Takers Committee

Number of volunteers: 46

Structure: 1 chair and 3 captains

Main responsibilities

Ticket takers are responsible for collecting spectator tickets at facility entrances and sharing information about daily events.

Demographics

- Age – generally younger than 40 years old
- Race – white
- Gender – 59% female

Motives

The people on this committee volunteer for a variety of reasons. They like being involved in tennis and they value our community and therefore want to contribute to something that is worthwhile. Most of them see the tournament as an integral part of our community's history. This is something they do in the summer. This is a time to give back. For example, John has been involved with the tournament for 33 years and a member of the ticket takers committee for the past 20 years. He said that he loves welcoming people into the facility, answering any questions they may have regarding the daily events and directing them to specific locations. He always reminds each patron to enjoy the beautiful grounds.

Potential challenges

Adding a second tournament will require a substantial increase in the number of volunteers and/or the number of shifts each person volunteers. The challenge will be to make sure that we achieve those numbers. In my opinion, diversifying the committee will continue to be a challenge. I wonder how many people would choose to volunteer if they could get to and back from the facility. In other words, their main reason for not volunteering is the fact that the facility is twenty or thirty minutes away from downtown and they do not have transportation available.

Recruitment and retention

I believe that we could explore the fact that the tournament is closely associated with causes that mean a lot to people in our community. Even if people do not have a love for tennis, that should not prevent them from volunteering. I am not sure we stress that enough in our advertising and recruitment strategies. The way I see it, we need people who believe that this event is more than a tennis tournament; it is an opportunity for all of us to give back to the community and help support causes that make a difference in our community. I have people in my committee who volunteer mainly because the tournament contributes to the Children's Hospital.

Chair

Although I would like to volunteer for the women's tournament as well as the men's, family responsibilities will not allow me to volunteer for both tournaments. I am, however, willing to return and chair the ticket takers committee for the men's tournament. Due to the timing of the women's tournament I will not be able to mentor new chairs.

Dan's Notes

Like Ushers, the ticket takers are in direct contact with the tournament spectators. While simple, their duties and responsibilities are critical to the tournament customer service efforts as they are often the first staff members in contact with spectators. Susan Hayden is a one year veteran as chair of the men's tournament.

Transportation Committee

Number of volunteers: 80

Structure: 1 chair

Main responsibilities

Transportation volunteers are responsible for transporting players, coaches, and VIPs back and forth from their hotels to the tournament site (most hotels are located twenty to thirty minutes away). They also transport tournament staff when needed.

Demographics

- Age – generally 25-40 years old
- Race – white
- Gender – 42% female

Motives

The majority of the people on the transportation committee volunteer because they have an affinity for the sport. They welcome the possibility of driving some of their favourite players and like to provide a service to the community.

Potential challenges

One of the areas that could definitely be improved is the structure of the committee. It was difficult at times to keep track of all my volunteers, especially if there were any major delays. I found that I relied heavily on John Parrot mainly for coordination purposes. It may be a good idea to create a Co-Chair position for next year. Formalising the position will give everyone a clear idea of the lines of responsibility, authority and communication.

I feel I have a somewhat special group of people because so many of us have been working together for a number of years that I do not really know what is implied and what is explicit. For example, what do the new volunteers get out of the orientation session at the volunteer party and what do they learn from the veteran team members mentoring during the event? So, one of the main challenges will be to discern how we can more efficiently use our veteran volunteers to orient and train new volunteers. I think the best way we can improve the orientation session and the committee operation is by gathering input from our volunteers.

Another of our challenges is the timing of the shifts. I propose that the shifts overlap by one hour instead of thirty minutes. This will allow us to have smoother transitions from one shift to the next. Another challenge is the fact that volunteers are needed all day long (3 shifts per day) and sometimes it's difficult to ensure that all the shifts are covered, especially the morning shifts. I know people love working on this committee and that their main issue is not having as much time as they would like to volunteer. Maybe we should focus our recruitment efforts for this committee on corporate volunteers.

Recruitment and retention

Our retention rate has been really high during the past 6 years; therefore our recruitment efforts have been eased. But I believe that with the addition of the women's tournament we must be more aggressive in recruiting people to serve on this committee. The best recruitment tool we have had in the past has been through personal contact. I ask my volunteers to recommend and personally invite others to volunteer for this committee. We are very proud of the type of service we provide to whomever we drive and that is the type of culture I create and try to maintain.

Another idea that has worked really well is to keep track of the 'most memorable rides' of the season. I then compile those stories and usually mail them out the following year with an invitation to return. In addition, I always attach a personal note telling each volunteer what I appreciated about their efforts. As I mentioned above, I think corporate volunteers would be our best bet to fill the morning shifts.

Chair

I plan to return for the men's tournament and am willing to mentor a new transportation chair for the women's tournament.

Dan's Notes

Transportation volunteers must be at least 25 years of age, have a valid driver's license, and a good driving record. In addition, these volunteers are in direct contact with the players so they must provide superior service that enhances the tournament experience for the players. Monica Branch, who has been chair for the past six years and has developed a loyal corps of volunteers who return year after year to volunteer, heads the committee.

Operations Committee

Number of volunteers: 36

Structure: 1 chair and 2 captains

Main responsibilities

These volunteers ensure that the tournament grounds are both appealing and clean.

They are also responsible for ensuring the smooth operation of the tournament by making sure that equipment and supplies are delivered to tournament staff and officials on time.

Demographics:

- Age – generally younger than 40 years old
- Race – mostly white
- Gender – 73% male

Motives

Most volunteers have been involved in behind the scenes types of activities (usually in a professional setting) and know the importance of that role. They also love tennis and are committed to their community and usually the charitable causes the tournament supports. Many of the volunteers are attracted to the operations committee because they have a skill set that can make a difference in the efficient operation of the tournament. They see themselves as the hardest working volunteers and take pride in being the first ones to arrive in the morning and the last to leave at night.

Potential challenges

I feel that diversifying this committee could be a challenge. This has not been one of my concerns in the past. During previous tournaments I just wanted to make sure that we were prepared and adequately staffed. Since we have been fortunate to have such a competent group, one way we could diversify the committee would be to create a mentoring program. We could identify people who may not have the necessary skill set but are willing to learn something new and take them under our wing to teach them these skills.

Recruitment and retention

Since there are only 36 volunteers on the operations committee, I feel that I have established a personal relationship with the majority of them. Seven of us work for the same company. It would be difficult to identify what exactly it is that I do that may contribute to retention. I just make sure that we have open channels of communication, that volunteers' concerns are heard, and that we find ways to handle new or recurring issues. We usually meet in the lounge area before starting our shift and quickly go over the main activities for that day and any out of the ordinary issues that happened the previous day. I feel that we should focus our recruitment efforts for this committee on college students. If we can help them learn new teamwork and organisational skills while providing them job experience, we can provide them with valuable additions to their resume.

Chair

I have decided to step down as operations chair and am recommending one of my most experienced volunteers, Ray Needmore, as my replacement. Ray and I work in the same company; therefore it will be easy to connect in case he needs any information from me.

Dan's Notes

The operations committee is responsible for many of the thankless jobs that occur behind the scenes before, during and after the tournament. They are often the first volunteers to arrive in the morning each day and the last to leave. This critical committee has been headed by Dan Dardis for the past four years. Dan will not be able to return next year and his replacement, Ray Needmore, has committed to working both tournaments.

Sponsor/Hospitality Committee

Number of volunteers: 68

Structure: 1 chair and 2 captains

Main responsibilities

The sponsor/hospitality committee develops and maintains key relationships with the tournament sponsors to ensure their needs are met during the tournament.

Demographics

- Age – generally 31-40 or 51-60
- Race – almost everyone white, some Asian Americans and very few African Americans
- Gender – 53% female

Motives

Some of the people in my committee volunteer for a combination of reasons: they, their kids or spouse love tennis; they are active members in the community; and they have a skill that is greatly appreciated in this group. Other people volunteer because they have friends in this committee; they like the opportunity to network with companies that sponsor the tournament; and, of course, they welcome the opportunity to interact with any athletes and coaches. I have been impressed with how supportive everyone is of the success of the tournament.

Potential challenges

This has been a great committee to chair. I felt that I had two distinct teams. One, a small team of approximately 8 of us started working months in advance in the process of developing, securing and maintaining relationships and partnerships

with tournament sponsors. The other team, much larger, was assembled mainly for the tournament and their main purpose was to make sure that all the sponsorship promises were successfully delivered and that sponsors needs were fully met during the tournament. Another purpose was to make sure that hospitality events were run successfully. My major concerns relate mainly to the first team:

- A substantial amount of work needs to be done before the event (developing and maintaining relationships with tournament sponsors). Many times this creates a challenge because it requires an extended commitment and flexibility over time from the volunteer.
- The quality of the sponsor's experience with this committee is crucial, both in terms of delivery of services as well as ease of communication. It may, in fact, determine continuation or cessation of the relationship. Consequently, for the past four years my main objectives were to make sure that sponsors were delighted with the results achieved and that the communication between them and us was effective, timely and pleasant. I am very pleased with the results we have obtained, and the relationships we have developed and maintained with the tournament sponsors. However, I could not even tell you the number of hours that I and a handful of other people have dedicated to this task. I am afraid, however, that I do not have a good systematic process written down that I can pass on to the next chair.
- Four of the most dedicated and involved volunteers of the first team will not be returning next year.

Recruitment and retention

Continue to strengthen the relationship with local and regional corporations and businesses. Their willingness to contribute with human hours is a great asset to the tournament. The people that take advantage of their employer's offer are usually very skilled and committed to the tournament's success.

Chair

Due to a job promotion that involves relocation, I will be unable to volunteer for the tournament next year. I checked with my captains and neither of them will be able to take on the position of chair; however, Steve is willing to meet and share information with the next chair.

Dan's Notes

Hospitality is an important component of the tournament and generates significant revenues. These volunteers are responsible for running all of the sponsor events and maintaining the hospitality tents. Brent Underwood who has two years experience as committee chair is responsible for this committee. Brent will not be returning for

a fifth year and will be replaced by Jennifer Easley who has decided to work both the women's and men's tournaments. I am a little concerned about this committee; Jennifer has a great attitude but not much experience.

Marshals/Security Committee

Number of volunteers: 82

Structure: 1 chair and 4 captains

Main responsibilities

These volunteers provide crowd control, escort players on and off the courts, as well as control restricted areas and provide assistance to ticket takers and ushers when needed.

Demographics

- Age – 31-60 years old
- Race – great majority white, small percentage are Native Alaskan or African American
- Gender – 70% male

Motives

These volunteers value safety and are committed to making sure that everyone involved (players, patrons, and other volunteers) with the tournament has a safe and enjoyable experience. They love the opportunity to escort their favourite players on and off the court and make sure that fans are respectful and courteous to the players, especially during signing opportunities. By maintaining order and a safe environment, these volunteers feel that they play an important role in the smooth functioning of the tournament and contribute to the first class reputation the tournament has with fans, media and players.

Potential challenges

The most challenging aspect of chairing this committee has always been having all the committee members participate in the orientation session. The main issue seems to be the timing of the orientation. What works some years does not seem to work in other years. Also, I've tried to offer orientation sessions several times prior to the start of the tournament to make sure everyone has an opportunity to complete the orientation, but this only adds to our committee expenses. We have tried to come up with other alternatives, such as an online orientation, but they don't seem to be effective ways of communicating all the information we need to impart to our volunteers. Apart from that, I would say that I have the best group of volunteers!

Recruitment and retention

The required orientation is the main obstacle to recruitment. This year we had 82 volunteers and our recruitment efforts worked really well. The previous years we have had some challenges and ended up being short staffed. My suggestion for next year is that we plan to over-recruit to compensate for drop outs. One strategy that seemed to work really well last year was to ask volunteers to fill out and return their applications two months before the tournament instead of 4 months. It seems that people had a better idea of their summer plans in May and June rather than in February or March.

Chair

Since I am recently retired I am available and willing to work both the women's and men's tournaments.

Dan's Notes

Members of this committee must be at least 21 years of age. They must be assertive as they provide a critical service to both players and patrons by ensuring safety throughout the tournament grounds. This committee generally consists of a good mix of new volunteers and veterans every year. The committee is chaired by Ken Taylor who is the longest serving committee chair, entering his eleventh year for the men's tournament.

Appendix C: Volunteer Letter

Dear Prospective Volunteer,

Thank you for your interest in volunteering for a local tradition and one of the world's greatest tennis events!

Most of our volunteers return every year because they have a great time donating their time and expertise. They also enjoy helping such an important international sporting event that does so much for charity. The tournaments have donated more than \$6,000,000 to the Children's Hospital, Tennis for City Youth and the University Hospital Cancer Center.

There are a variety of volunteer opportunities and we can help you find a position that fits your interests – whether you'd like to work inside or outside, on days or evenings, on weekends or weekdays, sitting at a desk or in a physically active role. Our only requirement is that each volunteer work five shifts for either the men's or the women's tournament – if you work both tournaments you only have to work a total of eight shifts (minimum of three for the women's and five for the men's).

In return, the tournament will provide the following to you, at no cost:

UNIFORM	Adidas tournament logo shirt and hat. Volunteers must provide own khaki shorts, skirt or slacks to compliment the uniform.
TICKETS	Men's tournament volunteers receive two tickets to the Senior's Final on Saturday evening, August 12. Women's Tournament volunteers receive two tickets to the Monday evening session, July 17.
PARKING	Private Volunteer Lot just south of the tennis center grounds.
VOLUNTEER PARTY	Catered luncheon with other volunteers on Sunday, July 9 followed by opportunity to play tennis on championship courts.

Please fill out the enclosed application and return it to the tournament office. Someone will call you with further details.

Thanks again for your interest!

Sincerely,

Dan Clark
Volunteer Coordinator

P.S. Do you have a friend who may enjoy volunteering? If so, why not share this letter with them?

Appendix D: Midwest Tennis Classic Volunteer Budget 2006

Temporary Structures	
Volunteer Lounge Tent (rent)	7500
Uniforms (t-shirt and hat) (1000*\$15)	15000
Directional Signage	750
Promotion and recruitment	
Estimate: postage, phone, courier fees	2000
Printing: invitation letters, thank you letters, volunteer orientation packet.	2200
Miscellaneous	500
Snacks and beverage for volunteer lounge	9750
Volunteer Party/Orientation (750*10)	7500
Committee Chair fund	2905
Ushers	1200
Volunteer Lounge	145
Ticket Takers	230
Transportation	400
Operations	180
Sponsor/Hospitality	340
Marshals/Security	410
Cell Phones + service (20* \$50)	1000
Miscellaneous	895
Total	50000

Appendix E: Midwest Tennis Classic Organisational Chart

