



Form a Sport Club Tennis Team on Your Campus

A Guidebook



JOIN THE EXCITEMENT OF COLLEGIATE SPORT CLUB TENNIS!



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Foreword

Before you read this guidebook, there are several things that you should know and keep in mind. First and foremost, this is a guidebook. Nothing written here is set in stone. You will be able to determine what you like and what is effective for your situation as you go through the process of setting up your college's own club tennis team. Keep in mind that every college is different. Use this guidebook as a template to help start your club tennis team, and refer back to it for fresh ideas later on down the line.

There will be portions of this guidebook that are confusing. Read on, and they will become clear. For some of the content, it is necessary to know A before B, B before C, and C before A. Keep on reading, talk to people, and ask questions; there is a method to the madness.

This guidebook brings together information from recreational collegiate athletics, the United States Tennis Association (USTA), the National Intramural-Recreational Sports Association (NIRSA), and the Intercollegiate Tennis Association (ITA). Please use this information to your advantage in the formation of your club tennis team.

A club tennis team can define your college experience, and the opportunities it can bring are truly countless. You may be lucky enough to travel to all corners of the country with your teammates, brought together by the sport you love: tennis.

We wish you the absolute best in all of your pursuits!

Glenn Arrington
USTA National Product Manager,
Collegiate & Corporate Tennis

Justin Street
USTA National Campus Tennis Coordinator



What Is a Sport Club?

A sport club is a group of students that organize voluntarily to further their common interest in an activity through participation and competition. While some institutions refer to them as “club sports,” and others call them “sport clubs,” for the purpose of this guidebook “sport clubs” will be used. The key to success of sport club programs is student leadership, interest, involvement, and participation. The clubs should be a learning experience for the members through their involvement in fund-raising, public relations, organization, administration, budgeting, and scheduling—as well as the development of skills in their particular sport. They are formed through the recreational sports department of your school and span the sporting world from martial arts and fencing to soccer and, soon on your campus, tennis! Your tennis club will be formed, developed, governed, and administered by your student membership, along with the recreational department of your school. With this guidebook, you will be able to maximize all of these areas for your club.



At this point, you may be wondering what the differences between a sport club and an intramural sport are. NIRSA's official definitions:

- **Intramural:** Within the walls or boundaries of the institution.
- **Extramural:** Intramural teams from one school play intramural teams from other schools.
- **Sport Clubs:** Recognized student organization on campus that competes against other sport clubs, generally at a higher level of competition.

Intramurals develop sport leagues for play on a single campus. These leagues are usually run over a short period of time (seasonally). For tennis, this is often in the form of a weekend tournament. Your sport club tennis team will organize students with an interest in tennis and provide them with a year-round opportunity to play and practice together, compete against each other, compete together against other schools in intercollegiate competition, and socialize together. In addition, your sport club tennis team has the ability to modify program offerings at any time based on student needs and interests. Clearly, forming a club tennis team offers students advantages that intramurals cannot.

Another question you may have at this point is what the differences between a club tennis team and a varsity tennis team are. Varsity tennis programs are very structured, funded by the school, feature intercollegiate competition, hire coaches, recruit, make competitive cuts, etc. Forming a club tennis team allows many of the benefits of varsity athletics, like intercollegiate competition, regular practices, year-round tennis, and travel opportunities. In addition, most club teams are coed, which increases the fun and social opportunities for team members. Another difference between the two is that varsity tennis programs are often fully subsidized by the athletics department, while sport clubs have to rely heavily on the fundraising efforts of the team members.

In short, your club tennis program will fall somewhere on the spectrum between intramural and varsity athletics in both funding and skill levels. The beauty is that you and the members of your club tennis team have the opportunity each and every day to create the program that is right for you and your campus!



“ Another great aspect of club tennis is the leadership opportunities. A lot of work is involved, but in the end it was a great experience for me. Under my tenure, we were able to raise more money than ever before, which helped a lot with our limited funding from the University.”
—Stu Weissman, Tampa, FL

Where Do I Begin?

On Campus

The first stop on the road to becoming a recognized sport club at your school is your recreational sports department. There, you will need to contact the recreational sports director, who is in charge of all recreational endeavors outside of varsity athletics, including sport clubs. Depending on the size of your school, you may be referred to someone else in the department who deals specifically with sport clubs. Either way, this is a very important person for you to become acquainted with. He or she will have information tailored to your school regarding the process of becoming a recognized sport club, and you will deal with this person on a weekly, if not daily, basis throughout the year. Share with them your vision of creating a club tennis team on campus, ask them what you need to do to make that happen, and see how you can best work together to accomplish this goal.

Another person in the recreational sports department whom you may want to talk to is the intramural director, who is in charge of all intramural sports activities on your campus, from flag football to the weekend tennis tournament. He or she should have a list of students who have recently participated in an intramural tennis event, which you can use as your starting list for interested people on your campus. This person can also put you in touch with others who may be able to help you form your sport club tennis team, like the manager of the tennis facility on campus.

The manager of the tennis facility on your campus is yet another person that you will want to become well acquainted with. The importance of this relationship cannot be stressed enough if you are in the northern part of the country and have to contend with freezing weather by playing inside during the winter. The facility manager will help you schedule court time for your club, both for regular practice sessions and for matches. It is crucial that you meet with him or her to avoid conflicts with the varsity tennis team and tournaments or other events that they may host. Your recreational sports director should be able to put you in touch with the tennis facility manager.

You should be able to find contact information for the above people on your school's recreational sports department website. It is important to take steps to get to know these people now. Make an appointment to meet with them personally because you will be dealing with them throughout the year.



United States Tennis Association (USTA)

The USTA is the national governing body for the sport of tennis in the U.S. and the leader in promoting and developing the growth of tennis at every level—from local communities to the highest level of the professional game. It owns and operates the US Open, the largest annually attended sporting event in the world, and launched the US Open Series linking 10 summer tournaments to the US Open. In addition, it owns the 94 Pro Circuit events throughout the U.S., and selects the teams for the Davis Cup, Fed Cup, Olympic and Paralympic Games. A not-for-profit organization with 675,000 members, it invests 100% of its proceeds in growing the game. For more information on the USTA, log on to usta.com.

The USTA has numerous people who can help you. Each of the USTA's 17 sections has one person who serves as the collegiate contact. In some USTA sections, this is their only responsibility, while in others it falls under an umbrella of many duties. These people, with titles ranging from Collegiate Coordinator to Director of Community Tennis Development, are involved with everything relating to college tennis in their particular section. They work with varsity tennis programs, sport club tennis programs, intramural tennis programs, and high school players. They also work closely with NIRSA and the ITA to promote tennis on college campuses. These people work to keep varsity tennis programs from being dropped and to establish sport club tennis teams or other recreational tennis programs on campus. Your collegiate contact will be very excited to hear that you want to start a sport club tennis team. They will have some more information for you on starting your own sport club, will be able to put you in touch with some other clubs to play against and talk to while you set up your club, will have information to help you fundraise, market, and program your club, etc. Obviously, the collegiate contact in your section is an invaluable resource.

The USTA also has two national staff members devoted to the Tennis On Campus program who will also be able to help you in your pursuit. They share many of the same responsibilities as the section collegiate contacts do and work together with them on the program. The National Manager for Collegiate Tennis is responsible for the Tennis On Campus program across the entire country. This person works on strategic development and implementation of national partnerships, tennis initiatives, programs, resources, and marketing services to support recruitment and retention of new players, former players, and existing players in college. The National Campus Tennis Coordinator is responsible for creating new club tennis teams on campuses where they are absent, organizing the already existing club tennis teams into regional leagues, increasing the communication between club tennis teams, and providing general support for all club tennis teams across the country. Please see page 22 for their contact information.



National Intramural-Recreational Sports Association (NIRSA)

NIRSA is the leading resource for professional and student development, education, and research in collegiate recreational sports. What started out as a meeting between 22 African-American men and women from 11 historically black colleges in 1950 has evolved into an association of over 4,000 members on more than 825 college and university campuses nationwide. Today, NIRSA professionals manage complex high-tech facilities and equipment, highly skilled staff, and large operating budgets that directly impact millions of people on campuses around the country. Comprehensive information about NIRSA can be found at www.nirsa.org. Through the Campus Championship Series, NIRSA organizes and hosts national and regional intramural and sport club championship programs in five sports: soccer, volleyball, flag football, basketball, and tennis.

At NIRSA, you should contact the people involved in the National Sport Programs department. They help implement the USTA Campus Championship, assist with starting new programs like your sport club tennis team on college campuses, and work closely with your college's recreational sports department. Please see page 22 for their contact information.

Intercollegiate Tennis Association (ITA)

As the governing body of collegiate tennis, the Intercollegiate Tennis Association (ITA) promotes both the athletic and academic achievements of the collegiate tennis community (NCAA Division I, II, III, NAIA and Junior & Community College). The ITA, which is based in Skillman, N.J., administers numerous regional and national championships, the ITA Collegiate Summer Circuit (open to all tennis players), and the ITA Rankings for men's and women's varsity tennis at all levels. The ITA also has a comprehensive awards program for varsity players and coaches to honor excellence in academics, leadership, and sportsmanship. The official ITA website is www.itatennis.com.

For those of you with varsity tennis programs already on campus, talk to the varsity coach(es). They are primarily in charge of the varsity team but are willing to help you in numerous ways. They have many connections with the tennis community, both on and off of your campus. In some cases, the varsity coach oversees the tennis facility. If he or she is not directly in charge of the facility, you will most likely be dealing with many of same administrators, such as the manager of the tennis facility. Striking up a positive relationship from the start with the varsity coach(es) will open more doors for you, create a welcoming atmosphere at the tennis center, and promote a larger tennis family on your campus. Their contact information should be available on your college's varsity athletic website or by directly contacting the athletic department.





Other Students

Of all of the people you will meet, your own student population is the most important. They are the ones who will become members of your sport club tennis team, the ones who will help you run the team behind the scenes, and the ones who will become your friends and teammates on campus.

Another invaluable resource amongst your peers are the leaders of other organizations on your campus. Talk to your rec-sports director and obtain a list of other sport club presidents. Contacting some of them and setting up a short meeting would be a good idea. They are in the same position that you are, just with another sport. They will be able to help guide you in the right direction with the structure of your new club tennis team, will have some valuable insight into the recreational sports department on your campus and how it functions, and will be able to answer many of the questions that will arise throughout this process.

You should also establish strong relationships with the student government and activities leadership groups on campus. These organizations are usually responsible for deciding how all of the money from the student fees that are built into your tuition gets distributed. Some of this money is for recreational sport endeavors, like your club tennis team. Not knowing these people and how these organizations operate could potentially cost your team thousands of dollars in missed funding! Find out who these people are on your campus and meet with them. You will most likely need to register your team with the student activities council the semester before you request funding from them, and be prepared to submit a semester budget for your team as well. Make sure to attend some of their meetings, too; they can be great places to network with other campus leaders and will provide you with some great ideas about campus fundraising, promotion, and organization.

“Universities pay a lot of lip service to the ideas of ‘making a campus smaller’ and ‘promoting diversity,’ but few of their official efforts ever take. In my experience, club tennis did more to introduce me to a diverse group of people than any other activity during my four years. Besides the myriad racial, geographic, and religious distinctions encompassed by the team, how often do you get a mechanical engineer, a film student, and a political science major to agree on anything? Well, when the question is how badly do we want to beat Michigan State on the tennis court, the consensus comes quickly. With my teammates over four years, I’ve had breakfast in a sidewalk cafe? in Harvard Square, been trapped outside in a lighting storm at the University of Texas, gotten hopelessly lost in Toronto, started ‘Go Blue’ chants in Bloomington, Indiana, and spied alligators in Daytona Beach, Florida. I’ve played on blue courts, carpet courts, clay courts, Astro turf courts, and in one unforgettable venue, a court built in the middle of an indoor track with a long-jump pit twelve inches removed from the baseline. I’ve had old high school nemeses become friends and teammates under the unifying banner of Maize and Blue. I’ve been on airplanes, subways, taxis, and my fair share of University minivans in pursuit of a competitive match and a long weekend away from the library. Most importantly, I was able to continue doing something I love with people who shared that love. Tennis is the ‘sport for a lifetime,’ and thanks to club-level athletics, it need not take a break during college.”

—Andrew DeSilva, West Bloomfield, MI



Set Up a Sport Club Tennis Team

Apply to Be a Recognized Club

This is the most important paperwork step along the way. You need to officially apply to become a recognized sport club with your recreational sports department. Talk to your recreational sports director to get more information about this. He or she will have specific information tailored to your school—and perhaps your club. Every school is different when it comes to this process. At some schools, you may simply have to fill out a form, while at others you may have to organize yourselves and function as a non-recognized club tennis team for a year before you can become recognized. Collegiate recreational sports departments often give minimal funding to recognized sport clubs, and in some cases student leadership organizations may also have funds available for recognized sport clubs. Talk to your rec-sports director for details at your school. Please see pages 24 and 25 for sample constitution guidelines and a sample constitution.



Website

Setting up a website is a very easy and efficient way to help organize your sport club. It can be used to attract new members, update current members, keep members in touch with each other, keep statistics for the club, raise awareness of your sport club on campus and in your community, keep past members in touch with the club, etc. Things that you may want to include are a team roster, pictures, practice information, contact information, schedule, directions to your tennis facility, etc. Setting up your website early on in this process will make life much easier on you. You will be able to advertise your club and distribute up-to-date and accurate information to interested people. If you do not know how to create a website, talk to your recreational sports director or campus computing department and ask them to point you in the right direction. It is also very likely that once your sport club is formed there will be someone who will be well-versed with things of this nature and will be able to take on some of these responsibilities.



“ All of a sudden, after playing tennis competitively for years, I had no plans to play and I felt a bit lost. Then I learned about the club tennis team and began meeting some really great people. My senior year I lived with two girls from the team who have turned out to be two of my best friends. I can honestly say that joining the club tennis team has been the most positive, fun, and consistent group I've been a part of at college.”

– Katie Johnstone, Deerfield, IL

Informational Mass Meeting

The most efficient way to find and coordinate students who are interested in joining your new sport club tennis team is to organize an informational mass meeting. Talk to your recreational sports director for help with this; they should have plenty of experience with them.

First, set a date for the informational meeting. Make sure to give yourself enough time to let people know about it and to organize the information that you want to distribute, but do it soon enough so you can get started quickly! Next, secure a large room (your turnout will be greater than you expect). Lastly, it is time to let people know about the meeting. Start this process by contacting the people who played in your campus tournament. (Remember the list your intramural director gave you?) Then make posters and flyers and strategically place them in high traffic areas around your campus. Good places for this are the recreational sports building, near your tennis facility, in dormitories, on the ground on busy sidewalks, on buses and at bus stations, and on poles and walls near busy pedestrian crossings. You may also want to try chalking sidewalks, placing an advertisement in your school newspaper, or posting information on your website (both your sport club tennis team's new website and the recreational sports website). On your posters, make sure to include the meeting day, time, and place, along with your contact information. Your recreational sports director will be able to advise you on appropriate and acceptable means of promotion.

At your informational meeting, you will be able to share your vision of a sport club tennis team with your peers. After reading the rest of this guidebook and doing a little bit of work, you will be able to explain when you will play, where you will play, how the club will be structured, what the costs are, what teams you will play, what fundraisers you will do to keep costs low for them, etc.

Now that you have all of these people together, though, you need to get all of their contact information to keep them updated. Come prepared with plenty of paper and pencils and ask people to write down their name, e-mail address, and phone numbers. Voilà! You now have the tools necessary to distribute more information about your sport club tennis team to a large group of people in a short amount of time.

E-mail Lists

Now that you have all of these e-mail addresses from people interested in joining your new sport club tennis team, it's time to create a team e-mail list. With the team e-mail list you will now be able to send an e-mail to the entire team with just a single e-mail address. Your school should have an easy step-by-step process that will direct you through the setup process. If you do not know how to create a group e-mail list, talk to your rec-sports director or campus computing department and ask them for help.

After you establish your club, it is a good idea to create a few other e-mail lists for different purposes. Create one for your sport club officers so that they may communicate easily amongst each other (see below for more information on officers). Create one for your team after you get everything rolling to keep them up to date. Create one for interested students who are not on your team to keep them in the loop. Create one for alumni of your sport club tennis team. After they graduate and start making the big bucks, they will want to give back to the program that gave so much to them! Finally, create one for parents, friends, and fans to keep them involved. Sending out directions to matches and match schedules are greatly appreciated by these people and, again, it helps create a larger tennis family and larger support base for your sport club tennis team!



“The traveling opportunities are great fun. I love seeing other schools and playing against their teams. The best away match by far was the National College Championship in Daytona Beach, Florida. It is unlike any other tournament I've ever played in. Combining the great weather, competitive teams from other schools, parent participation, and the fun I have with my amazing team, I couldn't ask for a better vacation!”

—Kellie James, Honolulu, HI

“Campus Days”

At the beginning of the academic year, almost all colleges have organized events to introduce students to the range of extracurricular activities that await them. There are normally two specific kinds of events in this category, both of which you and your club will want to be a part of.

The first is National Recreational Sports Day. This celebration is put on by your college's recreational sports department and showcases all sport clubs, intramural sports, and other recreational sport endeavors on campus. The second event is a school-wide event that is open to all student organizations. This includes sororities and fraternities, clubs, sport clubs, political groups, etc. Make certain that you are a part of these events! Many students will come looking for information about your new sport club tennis team.

If you have a booth or table, there are several things that you will want handy. Create some kind of large sign or poster to attract people to your area. You may also want to have a few racquets and tennis balls lying on your table, too. You will need flyers to pass out to people. If the event is before your mass meeting (which is a great scenario to have if you can coordinate it), then use the same flyers that you were posting around campus that have the meeting day, time, and place, along with your contact information. Also, make sure to use this opportunity to obtain the interested students' contact information. Come prepared with paper and pen to take their names, e-mail addresses, and phone numbers. Now, you can add these names to your group e-mail list!

Governing Board

Your recreational sports director should have a structure that you can follow to set up your club tennis team's governing board. If they do not have one available to give to you, the following is a standard structure that has been very successful in the past for numerous organizations. This structure and the duties of each position are outlined below:

- **President.** This is the most crucial position on the governing board. The elected president will be the liaison between the club and the rec-sports department; attend all required rec-sports meetings; inform club members of policies, procedures, expectations and regulations that must be followed; familiarize incoming officers with how the board runs; submit all paperwork to the appropriate people; arrange facility reservations; oversee the club's financial obligations; make all travel arrangements for the club (rental vehicles, hotels, contacting other club teams, etc.); lead fundraising activities; lead communication efforts within the team and between the team and other parties; and generally oversee the duties of all other board members.
- **Vice President.** Assists the president in all duties, namely travel arrangements, scheduling, fundraising, and communication.
- **Treasurer.** Keeps the recreational sports program staff up to date on the financial status of your club, keeps current financial records, prepares a yearly budget, initiates and ensures all club members assume responsibility for generating funds.
- **Secretary.** Keeps accurate records of all meetings, makes sure the club's website is up to date, leads the organization for team social events.



- **Committees.** Using committees effectively can greatly reduce the workload of your officers. Certain activities you may want to form committees for include away trips, social events, and fundraising.

Please see page 26 for a sample officers list.

Practices



Before any practices can begin, you must secure a facility. Your recreational sports director may be able to help you with this process, but more importantly you need to contact your tennis facility's manager. Hopefully, you've already talked with them and they know you will be calling to discuss permanent court time. One advantage to setting permanent court time, besides being guaranteed your courts, is that you may be able to get them at a reduced rate. This is when a great relationship with the facility manager can become very helpful. The more flexible they are and the more willing they are to help you out, the easier your job becomes. Do not be surprised if you end up having to hold your practices at odd hours, though. If you play at the same facility as your school's varsity tennis team, they will have priority over your sport club team.

Also at this point, you should have a rough estimate regarding the number of members in your club. This is vital to reserve the right amount of courts: too many and

you waste your own money and valuable court time for others, too few and people have to sit. To maximize everyone's time on the court and the club's dollar, plan on four people per court to start with. This means that it will be tight, but everyone will be able to play all of the time. Then you can either reserve more or less depending on how things are going. Some of the advantages to reserving more courts include room for singles play and room for drilling. Again, once you get into the groove of things, it will be easy to see what will work for your club.

Your practice schedule will depend on many things: the number of people you have on your club tennis team, the availability of the tennis facility, and the availability of your members. One way that you can make it easy on your members is to offer two different practice sessions per week, of which they may attend one. For example, if you have 40 people on your team, you could offer one practice on Monday night and one practice on Wednesday night. The team members could choose which one they would rather attend based on their schedules (classes, exams, other clubs, etc.). You will have to be ready to be flexible, as will the members of the club.

Your practice structure is yet another thing that you get to adapt to your club's specific needs. Some people want to drill, some want to play singles, some want to play doubles, some want to play games. Again, it is very important to listen to your members and their needs. Make sure that they are happy with the tennis. It is the foundation of the club. Keep it simple and keep it fresh, and you should have no problems.



“Towards the end of high school, everybody was telling me to play tennis in college. I knew I wanted to go to a Big Ten school but I also knew that the last thing I wanted was the commitment of a Big Ten varsity program. Lucky for me, my college’s club team was a great option for someone who didn’t want the commitment of varsity or wasn’t quite good enough for it, yet still wanted to maintain their game by playing a few times a week.”
—Amy Erskine, Birmingham, MI

Coaching

Searching for a coach can be a good idea, but it is definitely not necessary. They can provide structure at practices and an authority figure when one is needed. They can also take care of some of the behind-the-scenes work of running the club, thus relieving you and your board of some duties. Many people see coaching sport club teams as a great way to strengthen their tennis experience and may be willing to volunteer their time; this situation can work well for both the coach and the team. Some good places to start looking for a volunteer coach are current players at your tennis facility, former tennis-playing alumni, and former sport club members. Be sure to follow the guidelines set forth by the Recreational Sports Department on hiring sport club coaches. Many have guidelines/contracts coaches must adhere to. Be familiar with these before recruiting a coach.





“Being from out of state and knowing not a single student coming to college, the team immediately became some of my closest friends. I was meeting kids of all grades and ages, all backgrounds and tennis abilities, and feeling the unity of team that was so important for me growing up. I studied abroad my junior year, and the people I missed the most were my tennis buddies. I can't imagine my college experience without the club tennis team, and I will miss it beyond belief once I'm gone at the end of the year.”
—Courtney Istre, Minneapolis, MN

The Financial Aspects to a Club Tennis Team

Costs

There are numerous costs associated with the effective existence of a sport club tennis team. Among them are:

- 1) Court Fees
- 2) Rec-Sports Participation Fees
- 3) Tennis Balls
- 4) League Dues
- 5) Travel Expenses
- 6) Uniforms
- 7) Team dues

Court fees can often be one of the most expensive things your sport club will have to pay for. If your team has to contend with snow in the winter, and you cannot negotiate free court time with your tennis facility, this will be your single largest expense. Make sure to take the time and budget as accurately as possible for this cost.

Tennis balls are another expense that your club will have to pay for on a regular basis. The way that your club integrates new balls into your stockpile, the number of people you have on your team, and the number of matches you play will all effect how many balls you will need and how much money you will need to budget for balls.

Your recreational sports department will likely charge each member of your sport club a nominal fee to be on the team and be associated with the school's rec-sports department. This is usually a one-time fee, sometimes annually, sometimes per semester. Your recreational sports director will be able to tell you what this fee is, and once you know how many members you will have, you can budget the exact amount.

Another one-time fee that your club may face is league dues. If your club joins a club tennis league in your area of the country, you may be charged a registration fee. Again, upon talking to the contact for the league, you will be able to budget an exact amount. In addition to league dues, sectional tournaments and national tournaments will most often have entry fees. Make sure to plan accordingly.

Uniforms are another cost that you and your club tennis team may incur. T-shirts are the least expensive route, though some of the newer athletic materials can be much nicer to play in. Depending on the shirt that you decide on, and if you also get matching shorts and skirts, this can be inexpensive or expensive. Make sure to get a feel for what your members want and what they are willing to pay for. There are some different ways that you can turn this expense into a fundraiser, too. Please see page 18 for fundraising ideas.

Travel expenses for away matches are another large cost. Included here are rental vehicles, gas, hotel rooms, and flights (depending where you are in the country for the USTA Campus Championship). This is the most difficult category to budget for. The easiest and most effective way to deal with travel expenses is to treat each trip individually. Most often the entire team does not travel, so whatever the total costs for one away match are would be split by the people who attend and play in the match. Please see page 28 for a sample budget request sheet.



“Club tennis has been an incredible experience. I came to campus last year as a graduate student, having played tennis at the varsity level as an undergrad. I have been able to make friends on the team that will last a lifetime. It is much easier to make friends on the club team and especially much easier to make friends on opposing teams than when I played varsity collegiate tennis.”

—Matt Jacobs, Ventura, CA

Funding

Knowing all of the expenses is nice, but how are you to pay for it all? There are numerous sources of income for your club tennis team. From free money to fundraising, the more avenues that your club pursues, the less expensive it will be for each member of your sport club.

The primary way that your club will be funded is from member dues. These are the out-of-pocket expenses that your club tennis team's members must pay to be a part of the club. Unfortunately, with the costs associated with the sport of tennis, it is unlikely, though not impossible, to entirely subsidize your team's costs through free money and fundraising. Again, maximizing these sources of income will keep costs down for everyone! Please see page 17 for possible financial setups for your club.

The first source of income for your club besides out-of-pocket expenses is your recreational sports department. Most recreational sports departments will budget a small amount of money for your club's use. Sometimes this money can be used for anything your club needs. Most frequently, however, it may only be used for specific items, such as court time and equipment. Make sure to check with your recreational sports director. Most recreational sports departments will require you to submit a budget proposal to secure funding. This is free money for your sport club, and should be renewable every year! Please see page 28 for a sample budget request form.

Another source of free money can be your student government. Many times, student governments have application processes by which you can obtain either money that they have specifically set aside for sport clubs or money that they have set aside for any kind of student organization. Hopefully, you have already been in touch with your student government leadership. Ask what you need to do to become eligible for this money. You will most likely have to already be a recognized sport club, but they will have the specifics for you.

The USTA, NIRSA, and ITA can all be sources of funding for program start-up and expansion. Check the NIRSA and ITA websites often – particularly in the late spring – for grant applications and criteria. Additional grants may be available through the USTA directly. Check with your local USTA contact and see what is currently available and if you qualify. USTA contact information can be found on page 22. The collegiate population is one that the USTA is looking to grow, thus new grants and other monies frequently become available for your club. Check back often!

Possible Financial Setups for Your Sport Club

There are numerous ways that you can set up your sport club to run financially. The way that you choose to do it will depend on the nature of your club, and this, of course, could change over time.

Before discussing the setup, you will need to open a bank account for the club. Ask your recreational sports director for assistance with this as there may be university guidelines for university versus non-university accounts. Make sure to get your non-profit organization number from your recreational sports director and set up your account as such at the bank. As a non-profit organization, you are eligible for the waiving of some fees along your path. Make sure to inquire about these at the bank, when you are making large purchases for your team (balls, uniforms, etc.), and when staying in hotels. Also, make sure to get the other board members' names on the account so they can write checks, make deposits, etc.

Now, back to the financial setup of your sport club. You will need to have your



“ Club tennis has opened up a whole new world of opportunities that I would never have imagined possible coming into college. I have been able to travel all over the country playing the sport that I love. Being a member of the club tennis team was definitely the definitive experience of my college years, providing me with lifelong friends and memories that will be highly cherished.”

—Brian Tracy, Houston, TX

club tennis team’s members pay a certain amount of money (dependent upon your budget) to run the club: their club dues. When, how much, and how frequently you collect dues is up to you. You could do it annually, per semester, per month, or per time participating. Again, this will depend on the nature of your club.

The recommended method is per month dues, which accomplishes several things that the other methods lack. The per-month dues allow you and your club to adjust each month’s payment depending on how much money you have in the bank, how many matches you have scheduled, how many practices you have scheduled, if you need more balls, etc. It is very flexible! This flexibility will allow you to be much more accurate with your finances, never falling short and not collecting too much. The only downside is that they must be collected more frequently than the annual- or per-semester methods. However, if you have a good treasurer, this should be no problem.

Another financial obligation that you will have to contend with are matches, both home and away. It is very likely that your club will not be able to have each member participate in every match or go on every road trip. Therefore, the most simple and by far the easiest way to fairly deal with these costs is to treat them all as separate events. Financially separated from regularly scheduled practices, this allows those club members who participate in the event to fund it and does not force those who do not participate in it to pay for something that they are not partaking in. For home matches, this cost would cover court time and balls. For away trips, the costs would include transportation and lodging.

A possible four-month payment schedule by a club member:

- *September 1*: \$20 for club dues
- *September 1*: \$8 for rec-sports participation fee
- *September 4*: \$10 for club T-shirt/uniform
- *October 1*: \$20 for club dues
- *October 16*: \$80 for weekend away match
- *November 1*: \$20 for club dues
- *November 20*: \$15 for home match
- *December 1*: \$10 for club dues (shortened practices because of the holiday season)



Fundraising

There are numerous ways that you and your sport club can fundraise to keep your club dues low. If you check with your recreational sports director, they should have a list of possible fundraising ideas that you can try from a simple carwash to alumni donations. Some of these will be better than others. Below are several of the most successful fundraising ideas that require minimal time and effort, yet yield the most money for your club.

- **Free Money.** Check with your rec-sports director, check with your USTA contacts, and with NIRSA. There are grants out there waiting to be given to you and your club! Please see page 22 for USTA contact information and page 23 for NIRSA contact information.

- **Sell T-Shirts or Water Bottles.** Make a T-shirt or water bottle with your school's emblem (check with university trademark rights before using) and club name on it. Have these for sale on your team's website, at all matches, and at all practices. Parents and friends of players will buy them, along with local fans of tennis. To generate funds at the beginning of the year, raise the first month's club dues slightly and give every member a T-shirt or water bottle. This also advertises for your club!

- **Sponsorships.** Draft a letter and hand deliver them to the owners/managers of local businesses. If you form a partnership with a business, you can promote them on your website, on the back of your T-shirt, on your water bottles, or on a team banner in your tennis facility. Make sure to check with your recreational sports director for acceptable sponsorship businesses. Please see page 36 for a sample letter asking for sponsorship.

- **Alumni Donations.** Find tennis-playing alumni to help fund your sport club. A nicely drafted letter with an invitation to watch a match or hit with your club would be nice. You could have space on your website to recognize them, too. Also, make sure to form contact lists for people who graduate from your club. In the future, they will be able to give back to the sport club that gave them so much!

- **Other Donations.** There are many people who would like to give you and your sport club tennis team money, you just have to find them. Parents of players, grandparents of players, friends of players, and other tennis players in the community are just a few examples. Be creative in how you ask for the donations. One idea is to recognize them on your website; have different levels of donations (under \$25, \$25-\$50, \$50 or more) and list people under their category of donation.

- **Run a Tournament.** You can run a tournament for those players on your campus that are not in your club, but still want to play under that format. This can raise money for your sport club, and will expose your club to other tennis players on your campus.

- **Run a Tennis Marathon.** Set up a mini-tennis court in a high traffic area on your campus. Have members of your sport club sign up for shifts to cover a 24-hour period. Make posters to advertise who you are, what you're doing, and ask for donations for a specific cause ("Help send us to our Sectional/National tournament!"). This also exposes your sport club to other students on campus.



League Play

After your sport club becomes established, you may want to look into starting a collegiate club tennis league or joining an existing league. There are so many positives to playing in a league, many of which you will discover along your journey forming your sport club tennis team.

One positive aspect is the organization that a league provides. Schedules are made, matches are played, records are kept, etc. This also provides a constant competitive outlet for your sport club. Another plus is post-season play. Your league play can lead into a sectional tournament that uses the league standings for team seedings, which then leads to automatic berths into the USTA Campus Championship! Please see page 19 for more information on the USTA Campus Championship. League play also offers your sport club team a full schedule of other schools to play. This will greatly decrease the amount of work and time that you and your sport club invest in scheduling matches throughout the year and will instead maximize the time that you can travel and compete.

There are several collegiate club tennis leagues popping up all over the country. Contact your USTA section's collegiate contact, the USTA National Campus Tennis Coordinator, or NIRSA for more information about starting or joining a league. Please see pages 22 for their contact information.

Outside of league play, there remains the option of dual matches against other schools. If there is no league available in your area, this may be your only choice. They can be as close as across town, or you can schedule them for long weekend road trips across the country. Dual matches offer great ways for your club members to compete and travel together. When you are scheduling matches, keep your school's academic schedule, football schedule, tennis facility schedule, and members' cost factors in mind, as they may impede on your plans. A great place to start looking for other schools to compete against is with your USTA collegiate contact. Please see page 21 for their contact information. You may also want to contact other schools in your varsity athletic conference. Other possibilities for matches include community college teams, smaller colleges' varsity teams, and even local USTA or World TeamTennis league teams.



USTA Campus Championship

The USTA Campus Championship is the pinnacle of collegiate sport club tennis. Since 2000, teams from across the country have traveled to places like Austin, Texas; Daytona Beach, Florida; and San Diego, California to compete for the right to claim supremacy over all other collegiate club tennis teams. From its start, the tournament has seen growth to a competitive 64-team field. It is usually held in April and attempts to coincide with many colleges' spring breaks. This offers your team the opportunity to travel to fantastic and fun places and to compete against teams that you normally would never see. Please see page 31 for a sample travel request form and page 33 for a sample special tournament funding request form. Here is the website for the USTA Campus Championship: www.nirsa.net/sc/tennis/index.htm



“Club tennis became my way to escape from the stresses of college life. The bonds that are made on road trips are untouchable. If I could go back to school for one weekend it would be our weekend at our national tournament. The times that I spent in Austin and Daytona Beach provided some of my greatest college memories.”

—Lizzie Kaplan, Chicago, IL

Extracurricular Activities

It is important to note that your new sport club tennis team will offer much more than just tennis. There are an incredible number of fringe benefits to such a club. First, there are leadership opportunities. Your members run the team, filling board positions like President, Vice-President, Secretary, and Treasurer. These are all fantastic learning opportunities that will lend great experience and look great on resumes upon graduation. It is also a place that can make a large college campus seem small. If your campus is enormous, your club tennis team will offer a smaller community for your members who share the same passion: tennis!

This leads into another aspect: friendship. Your sport club tennis team is a great place to meet new people and make new friends while in college. You get to practice together, play together, socialize together, and will most likely take some of the same classes as some of your teammates.

The sport club tennis team can coordinate social events, too. Events like bowling, miniature golf, whirlyball, paintball, team dinners, professional sporting events, haunted houses, skiing, snowboarding, etc. are all fantastic “extras” that can be organized by your club tennis team. These provide your club with alternative ways to hang out and have a good time besides playing tennis. Other social events that club members will benefit from include get-togethers that people throw at their houses, meeting for coffee, and studying for exams. These lists are truly endless and are only limited by your imagination.

One last fringe benefit that must not go unmentioned is the opportunity to travel. Whether your club tennis team travels across town to play another college, across the state to play a rival, or across the country to compete in the USTA Campus Championship, your members will have opportunities to see parts of the country they have not seen before.

The benefits that come along with being a part of the club tennis team are second to none. In some ways it can be very much like a sorority or fraternity, except that it revolves around the wonderful sport of tennis. Members will find best friends, roommates, study partners, and perhaps even romance within the club!





Who Can I Contact for Help?

USTA
www.usta.com

USTA Section Campus Contact List



| | | | |
|---------------------|-----------------|-----------------------------|-------------------|
| 1. New England | Kristen Liteplo | liteplo@newengland.usta.com | 508-439-2106 x30 |
| 2. Eastern | Jenny Schnitzer | schnitzer@eta.usta.com | 914-698-0414 |
| 3. Middle States | Bruce Kisthardt | kisthardt@ms.usta.com | 610-706-0940 |
| 4. Mid-Atlantic | Janice Reardon | reardon@mas.usta.com | 703-556-6120 |
| 5. Southern | Jeff Smith | smith@sta.usta.com | 318-741-5957 |
| 6. Florida | Jodi Manning | manning@florida.usta.com | 386-671-8939 |
| 7. Caribbean | Rosa Martinez | martinez@cta.usta.com | 787-982-7782 |
| 8. Midwest | Steve Wise | steve@midwest.usta.com | 262-284-1707 |
| 9. Northern | Patty Egart | egart@northern.usta.com | 763-422-9867 |
| 10. Missouri Valley | Susan Riemann | riemann@movalley.usta.com | 314-821-5630 |
| 11. Texas | Todd Carlson | tcarlson@texas.usta.com | 512-443-1334 x208 |
| 12. Southwest | Matt Gleason | gleason@southwest.usta.com | 520-319-1612 |
| 13. Intermountain | Patricia Chien | pchien@ita.usta.com | 303-695-4117 |
| 14. Pacific NW | Mark Toppe | markt@pnw.usta.com | 503-520-1877 |
| 15. N. California | Hilary Somers | somers@norcal.usta.com | 650-595-2488 |
| 16. S. California | Linda Milan | lmilan@scta.usta.com | 310-208-3838 |
| 17. Hawaii Pacific | Sheila Kurosu | kurosu@hawaii.usta.com | 808-955-6696 x21 |



USTA www.usta.com

Glenn Arrington
National Product Manager,
Collegiate & Corporate Tennis
arringtonusta.com
(386) 447-6867

Justin Street
National Campus Tennis Coordinator
streetusta.com
(248) 231-4903

NIRSA www.nirsa.org

Valerie McCutchan
Asst. Director, National Sport Programs
valerie@nirsa.org
www.nirsa.org
(541)766-8211 x-15
4185 SW Research Way
Corvallis, Oregon 97333
Nick Todorovich
National Sport Programs Coordinator
nicknirsa.org

ITA www.itatennis.com

Angel Prinos
Director of Special Programs
Aprinos2@itatennis.com
(609) 497-6924

Other

On Your Campus:

- Rec-sports Director
- Intramural Director
- Tennis Facility Manager
- Varsity Tennis Coaches
- Other Club Sport Leaders

You should be able to find contact information for the above people on your school's recreational sports department website.

Off Campus:

- Other Club Tennis Team Leaders

You should be able to locate their contact information from your USTA, NIRSA, and ITA contacts from above.





Sample Forms

Below are several sample forms for various purposes. You will want to familiarize yourself with them because you will be filling out many similar forms. Your rec-sports department will likely have slightly different forms, but the basic information is the same. If your college's rec-sports department does not have some of these forms, the attached copies may help you with some of your paperwork.

- **Constitution Guidelines (page 24):** These guidelines are crucial to the setup of your club. If you establish a strong constitution, you will have a strong club. Proper thought should be put into your constitution now to avoid problems in the future.
- **Constitution (page 25):** This is a basic constitution based on the constitution guidelines. Use this as the skeleton for your constitution.
- **Officers List (page 26):** You will most likely have to fill out this form at the beginning of each school year for your rec-sports department. Please note the contact information that they need, and that they require someone on your club tennis team to be certified in CPR and First Aid!
- **Budget Request (page 27):** This form is normally filled out every year. It accomplishes two things. First, it helps you budget for your club. Second, it keeps your rec-sports department up to date with your club's financial situation and gives them an accurate monetary figure with which to work.
- **Uniform Issue Contract (page 29):** If you decide to have your rec-sports department purchase nice high-tech uniforms for your club, you will have to fill out a similar form to use them for your season. If the members of your club decide to purchase uniforms/T-shirts themselves, then you will not have to worry about this.
- **Participation Release/Roster Form (page 30):** This form communicates to your rec-sports department who is participating on your club tennis team and releases the college and sport club from personal liability resulting from participation in sport club functions and activities. It can also be very useful to you for contact information for your club members.
- **Travel Request (page 31):** This form is to be filled out each time you travel, whether you need to rent vehicles from your university or if you bike across town. Make sure to fill this out for each time you travel, and turn it in as early as possible!
- **Special Tournament Funding Request (page 33):** This form is to be filled out to ask for extra funds to travel to special regional and national tournaments. Your school may have certain stipulations for what you may and may not apply for. Apply for as much as you possibly can. Every little bit counts!
- **Annual Semester Report (page 34):** This is to be filled out at the end of each year and updates your rec-sports department on the status of your club and highlights your accomplishments.
- **Sponsorship Letter (page 35):** This letter, though drafted for a club soccer team, can introduce your club tennis team to the business world. Use it as the skeleton to tailor a letter that's right for your club and the businesses that you are trying to target.



Constitution Guidelines

In accordance with the Club Sport Program policies, each club sport is required to submit a copy of its constitution or by-laws. Copies of these documents will be kept in the Club Sport office and will be accessible to the University Community upon request. Below you will find a suggested outline for club sport constitutions, indicating the minimum information required in such a document.

- Article I Name of Club
- Article II Purpose of Club
- Article III Membership
 - A. Must include a clause of non-discrimination except insofar as a club must comply with league membership requirements
 - B. States requirements and size limitations if any
- Article IV Officers
 - A. Types of officers
 - B. When and how officers are elected
 - C. Duties and responsibilities of officers
 - D. Filling of vacancies
 - E. Removal of officers
- Article V Committees
- Article VI Meetings
 - A. Frequency and purpose of meetings
 - B. Minimum attendance requirements – Quorum
 - C. Selection of competitive team (when applicable)
- Article VII Dues
 - A. Fees per term/year
- Article VIII Amendments
 - A. Manner in which by-laws can be amended in the future



Constitution

- Article I Tennis Club Team
- Article II The University Tennis Club Team looks to provide recreational and competitive tennis activity for students at the University. Competition will take place within the club and also with other university club teams or NCAA Division II or III schools.
- Article III The University Tennis Club Team is open to all University students regardless of age, sex, religious beliefs, race, or sexual preference.
- Article IVa Officers will consist of a president, vice-president, secretary, and treasurer. New officers will be elected by the previous year's executive board using a majority vote. The officers will perform duties as outlined in the RecSports manual.
- Article IVb If a position is vacated, a new officer will be selected by the remaining officers.
- Article IVc Officers can be removed by a unanimous vote of the executive board excluding the officer in question.
- Article V Committees are optional depending on the preference of the team and officers. Possibilities include, but are not limited to, fund-raising, transportation, and lodging.
- Article VI Meetings will be called as necessary and will be used to provide information to prospective members, and coordinate future activities among members. A minimum attendance of greater than 50% will only be necessary when voting will take place. Officers will make selection of a competitive team by a majority vote using criteria of availability, ability, and effort.
- Article VII Dues will be charged at an equal proportion among the participants for individual activities.
- Article VIII Amendments may be suggested by officers and members and will be ratified by a 75% vote among the executive board.



Officers List

The following information is to be completed by the club president and returned to the Club Sports office by the first Club Sport Meeting each semester.

Club Sport: _____ Semester: _____ Year: _____

Coach: _____ Address: _____ Phone: _____

Date of officer elections: _____ Date of next officer elections: _____

OFFICE: **PRESIDENT** Name: _____ Phone: _____

Expiration date: _____ Address: _____ E-mail: _____

OFFICE: **VICE-PRESIDENT** Name: _____ Phone: _____

Expiration date: _____ Address: _____ E-mail: _____

OFFICE: **SECRETARY** Name: _____ Phone: _____

Expiration date: _____ Address: _____ E-mail: _____

OFFICE: **TREASURER** Name: _____ Phone: _____

Expiration date: _____ Address: _____ E-mail: _____

CPR/FIRST AID:

CPR: _____ Name: _____

Expiration Date: _____ Address: _____

First Aid: _____ Name: _____

Expiration Date: _____ Address: _____

Club Advisor: _____ Department: _____ Phone: _____

SIGNATURE OF CLUB ADVISOR ADDRESS E-MAIL

SIGNATURE OF CLUB PRESIDENT DATE



Club Sport Budget Request

Budget requests are due to the Club Sport office by January 22, 2007

Club Sport: _____ Date: _____

Prepared by: _____ Phone: _____

PLEASE PRINT

Address: _____

Email: _____

I. Game Supplies and Equipment

| Item | Unit Cost | Quantity | Quantity Cost |
|-----------------------------------|-----------|----------|---------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Total Game Supplies and Equipment | | | |

II. Travel

Estimate travel expenses for scheduled games or meets (exclude meals and lodging), and list each trip individually.

| Date | Destination | Van Rental |
|-----------------------|-------------|------------|
| | | |
| | | |
| | | |
| | | |
| Total Travel Expenses | | |

III. OFFICIAL COSTS

| Date | Opponent | Cost per Official | # Needed | Game Cost |
|----------------------|----------|-------------------|----------|-----------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Total Official Costs | | | | |

IV. CONFERENCE OR LEAGUE FEES

| Organization | Address | Annual Dues |
|--------------|---------|-------------|
| | | |
| | | |
| | | |
| | | |

V. COMPETITION ENTRY FEE

| Host | Type | Team Entry Fee | Cost |
|------------------|------|----------------|------|
| | | | |
| | | | |
| | | | |
| Total Entry Fees | | | |

VI. GENERAL EXPENSES

| Items | Cost |
|-------|------|
| | |
| | |
| | |

VII. SUMMARY OF BUDGET REQUEST

Games, Supplies, and Equipment _____
 Travel Expenses _____
 Official Costs _____
 Entry Fees _____
 General Expenses _____
Total Budget Request _____



List those club members and coaches going on the trip (designate drivers with an asterisk next to person's name). Only those individuals who are listed on the CLUB MEMBERSHIP ROSTER and who have a completed **PARTICIPATION RELEASE FORM** on file in the Club Sport office are eligible for the trip. **THIS APPLICATION WILL NOT BE APPROVED WITHOUT A COMPLETE LIST.**

| | | |
|-----|-----|-----|
| 1. | 13. | 25. |
| 2. | 14. | 26. |
| 3. | 15. | 27. |
| 4. | 16. | 28. |
| 5. | 17. | 29. |
| 6. | 18. | 30. |
| 7. | 19. | 31. |
| 8. | 20. | 32. |
| 9. | 21. | 33. |
| 10. | 22. | 34. |
| 11. | 23. | 35. |
| 12. | 24. | 36. |



Club Sport Special Tournament Funding Request

Club Sport: _____ Date Submitted: _____

Name: _____ Phone: _____

Event: _____ Date of Event: _____

Location: _____ of P participants: _____

Purpose: _____

TRANSPORTATION COSTS

| | | |
|-------------|----------------------------------|----|
| If Driving: | # of Vehicles x Mileage of Trip: | |
| | Total Costs: | \$ |

| | | |
|------------|---|----|
| If Flying: | Airfare per round trip ticket x # of tickets: | |
| | Total Airfare: | \$ |

ENTRY FEES

| | | |
|--|---|----|
| | # of Participants x fee per participant | |
| | Total Costs: | \$ |

ON-SITE TRANSPORTATION COSTS

| | | |
|--|----------------------------|----|
| | Cabs, rental vehicle, etc. | |
| | Total Costs: | \$ |

| | | |
|----------------|---------------------------|----|
| Total Expenses | 1. Transportation Costs: | \$ |
| | 2. Entry Fees: | \$ |
| | 3. On-site transportation | \$ |
| | Grand Total: | \$ |



To whom it may concern,

On behalf of the University of _____ Club Tennis Team, I am writing to request your sponsorship for the 2007 season. We are a highly competitive club sport at the University of _____ with over _____ student athletes; however, our largest obstacle is that we lack any significant funding from the University. Throughout the course of a season, some of the numerous expenses that we incur include coaching, uniforms, traveling, and referees. These are all essential to our team, sport, and competition level. Almost all of our expenses are currently funded by out-of-pocket player dues, which are paid at the beginning of the season by each team member. The team is comprised entirely of students from the University of _____ who are attending school first and foremost to further their education. With majors ranging from Engineering and Medicine to History and Opera, the one thread that we all share in common is a passion for tennis.

The University of _____ Club Tennis Team was established in _____, and has slowly risen to become one of the dominant tennis powers in the country. In the 2007 season, our coach and all of our key players will be returning. Our goal for 2007 is very clear: qualify and win the National Championship!

As a sponsorship partner, your support will enable your company to be associated with a successful athletic program at the University of _____ and provide a vehicle to advertise your company to one of the most lucrative market segments, the collegiate student body. Our team travels throughout the _____ region. Our home matches and practices are held at the University of _____'s own courts. Some sponsorship opportunities for your company would include:

- 1) Team program
- 2) Tryout T-shirts
- 3) Pre-game warm-up T-shirts
- 4) Team banner
- 5) Team canopy tent
- 6) Team jerseys

As you can see, there are a wide variety of options that we can pursue together. We are also open to and encourage any ideas that you may have. It is important to note that there are certain elevated benefits to each of these proposed options. For example, a partnership involving a team banner or team canopy tent that is set up for all matches and practices would gain exposure to over 1,000 people per day, up to five days per week, who visit the courts for intramural sporting events. I must mention that an investment in our team also returns recognition through our website and in our pre- and post-game e-mails that are sent to our fan club.

The success of our team relies on sponsors like you to help us realize our goal: qualify and win the National Championship. We are excited about the opportunity of establishing a relationship with your company in an effort to achieve our goals together. Please contact me with any questions or ideas that you might have regarding a partnership with the contact information provided below. I look forward to speaking with you in person about our exciting future!

Sincerely,

Name: _____

Title: _____

address: _____

email: _____

phone: _____