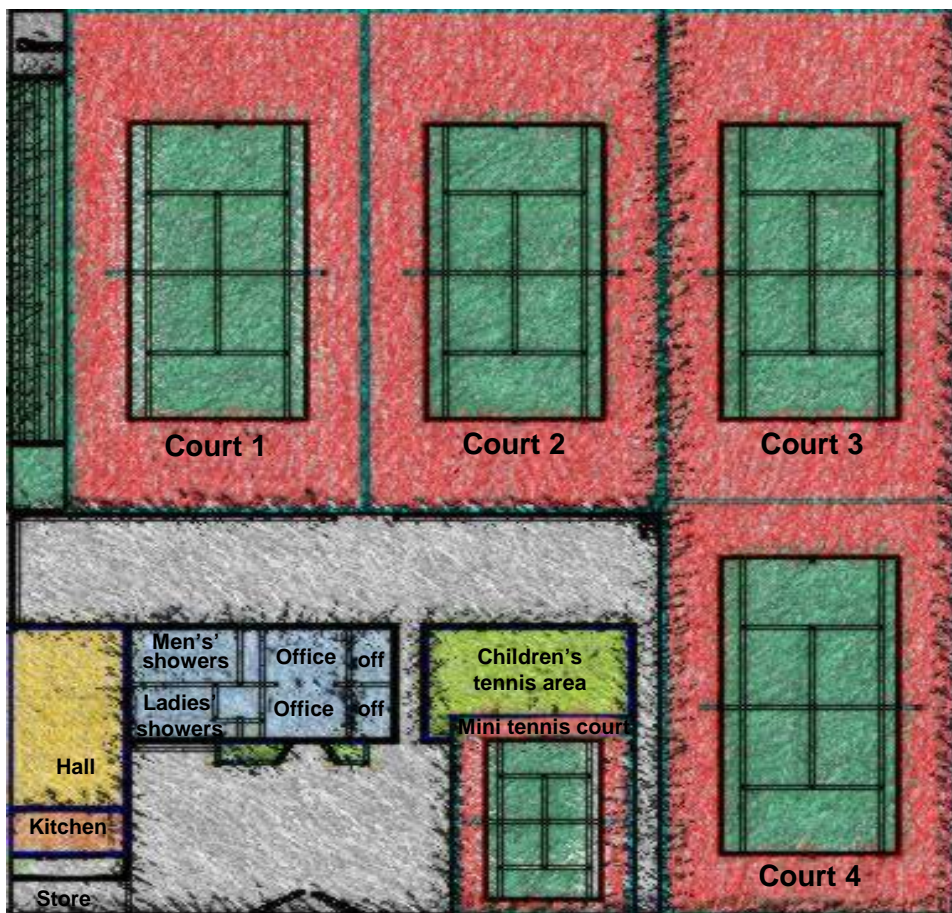


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11961 Performance Drive
Orlando, Florida 32827
Tel: (407) 634 3050
www.uspta.com

USPTA specialist program

USPTA Specialist in Facility Management



Developing the ultimate director of tennis

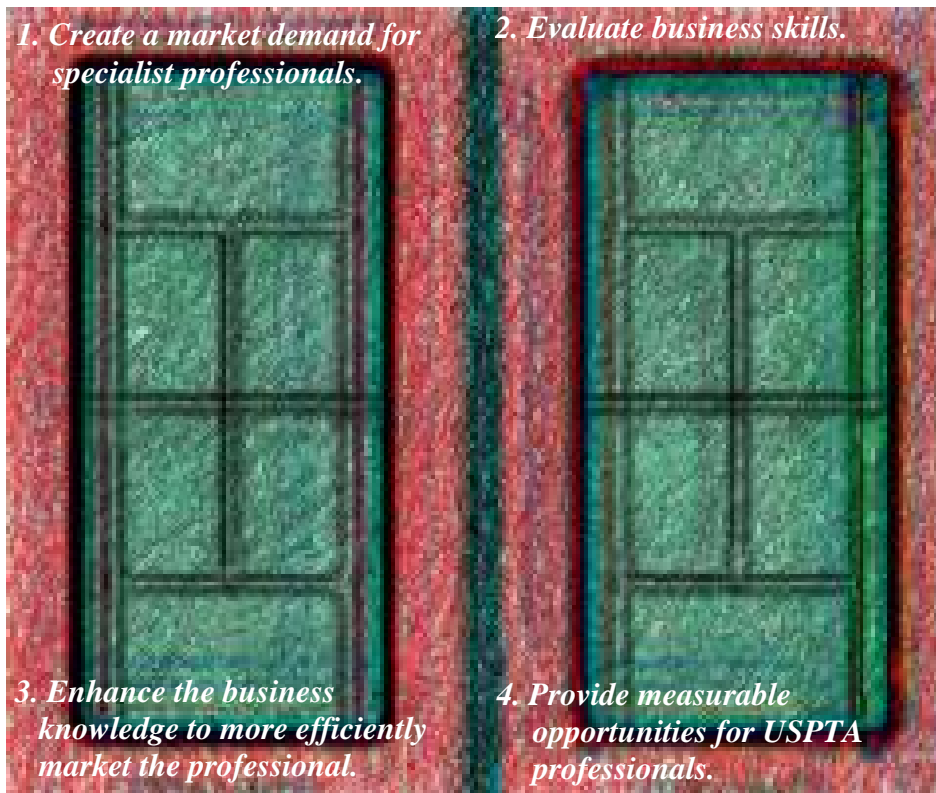
United States Professional Tennis Association, Inc.



Specialist in Facility Management

Enhancing the tennis professional's business skills

Section I. Program objectives



The Specialist in Facility Management degree is designed to:

1. *Create a market demand for USPTA-certified and specialist professionals with owners, managers and other employers.*
2. *Evaluate the business skills required for a tennis-teaching professional to effectively manage a tennis facility.*
3. *Enhance the teaching professional's business knowledge to more efficiently market the professional.*
4. *Provide measurable opportunities for USPTA professionals who possess managerial skills to earn recognition and excel at their profession in the new millennium.*

Section II. Method of operation

USPTA has gone through four major steps in designing this specialist category: identifying advisers, defining the required prerequisites and competencies, locating external educational resources to help applicants prepare for certification, documenting all work and achievements, including an evaluation stage. The results are outlined below.

A. *Advisers*

Advisers are selected for their expertise in the area of facility management programs. We are fortunate to have advisers who helped design and implement USPTA's Facility Management Program.

Will Hoag – Director of Tennis, Coral Ridge Country Club

Will Hoag has been the Director of Tennis at Coral Ridge Country Club, owned by the Robert Trent Jones family, in Fort Lauderdale, Fla., since 1973. He became a member of USPTA in 1972, and began serving on the Florida Division Board of Directors, which included holding the office of president, in 1982.

Hoag also served as chairman of the national USPTA education, long-range planning and USTA player development committees, and was previously the chairman of USPTA's national Tournaments and Rankings Committee. He currently is chair of USPTA's Ethics Committee.

Hoag was honored as the Florida Division Professional of the Year in 1985, 1987 and 1990. He holds a bachelor's degree in psychology from California University of Pennsylvania in California, Pa.

Eric Wammock – Club Manager, Sea Pines Resort

Eric Wammock, an Elite Professional member of USPTA, followed in the footsteps of a tennis pro who had inspired him in his youth.

Wammock said he grew up playing tennis at the Ponte Vedra Resort in Florida, "and had a terrific instructor, Zdravko Mincek. His style, content and enthusiasm led me to become a teaching professional."

During college, Wammock taught summers at Ponte Vedra, followed by Woodlake Swim and Racquet Club. In 1988, when he finished college, he became the youngest Division I head coach at Virginia Commonwealth University and the head tennis pro at Woodlake.

In 1992, Wammock moved to Sea Pines Racquet Club at Hilton Head Island, S.C., where he currently is the head tennis pro and club manager. He oversees one of the most profitable tennis resorts in the country, having learned from previous director of tennis Kurt

Kamperman, current president of the Tennis Industry Association and former USPTA president.

Wammock earned an associate of arts degree from Florida Junior College and a bachelor of science in mathematics from Virginia Commonwealth University.

B. Prerequisites and required competencies

When applying for the Specialist in Facility Management degree, USPTA members first must have accomplished each of the following:

1. A USPTA Elite Professional or Master Professional rating
2. Minimum two years experience as director of tennis at a facility with a minimum of eight tennis courts, pro shop, athletics and/or fitness area, swimming pool, snack bar or grill
3. Letter(s) from direct superior verifying work experience
4. Attendance at the following specialty courses (2 credits each):
 - Creating a total service organization
 - From tennis professional to business manager
 - Quality management
 - Tennis business management
5. Ten additional credits in USPTA-sponsored, facility-management-specific courses and/or seminars
6. The competencies required to become a Specialist in Facility Management include a thorough knowledge of business management skills. In 3,000 words or more, write a narrative thoroughly outlining how applicant would define and/or explain his or her philosophy and skill for the required competencies below. List steps taken, key elements, and /or specific examples where applicable. They include:
 - a) Lesson programming
 - 1) Private and group lessons
 - 2) Clinics
 - 3) Camps
 - b) Event and activity programming
 - 1) Socials and mixers
 - 2) Tournaments
 - 3) Camps
 - 4) Special events
 - c) Staffing
 - 1) Professional
 - 2) Pro shop
 - 3) Maintenance
 - 4) Food and beverage
 - d) Retail and merchandising
 - 1) Buying
 - 2) Displaying
 - 3) Inventory control
 - 4) Sales and promotion

- 5) Compliance (licenses/permits)
 - e) Maintenance
 - 1) Courts
 - 2) Grounds
 - 3) Facilities
 - f) Management skills
 - 1) Communication
 - 2) Staffing (team building)
 - 3) Organizational
 - 4) Problem solving
 - 5) Human resources (regulations)
 - g) Financial skills
 - 1) Budgeting
 - 2) Forecasting
 - 3) Financing
 - 4) Payroll
 - 5) Risk management
 - h) Business skills
 - 1) Communication
 - 2) Organizational
 - 3) Marketing and promotion
 - 4) Negotiating
 - 5) Computer
 - i) Equipment (tennis)
 - 1) Technology
 - 2) Customization
 - 3) Repair
 - j) Food and beverage (basic understanding)
 - 1) Buying
 - 2) Inventory control
 - 3) Service
 - 4) Quality control
 - 5) Catering (functions)
 - 6) Compliance (licenses/permits)
7. Terminology - Define and explain the following terms. When applicable, give examples, key elements or points and its relevance to facility management.

Accountant	Expense
Accrual accounting	Assets
Pro forma statement	Liabilities
Capital expenditures	Accounts receivable
Profit and loss statement (P & L)	Accounts payable
Income statement	General ledger
Balance sheet	Overhead
Budget	Fixed cost
Income	Capital budget

Operating budget	Limited sales tax license
Cash flow	Liquor license
Cash accounting	Inventory
Long-term debt	Key performance indicators (KPI)
Short-term debt	Lease agreement
Depreciation	Business cycles
Payroll	Liability insurance
Cost of goods sold	Equal opportunity employment
Billing	Compensation
Business license	Employment termination
Occupational license	

8. Create and submit project files in the form of a balance sheet, income statement and budget with a three-year forecast for each. These must be created with a spreadsheet application and saved in a folder labeled “Financials” onto a disk or CD-Rom.

C. Educational resources

1. USPTA resources

Most of the competencies for this specialist degree can be attained through USPTA resources that include the following:

Specialty courses:

- Creating a total service organization
- From tennis professional to business manager
- Quality management
- Tennis business management
- Club activity programming
- Tennis club marketing
- Tennis club programming
- Court maintenance
- Creative programming
- Management and programming for service and survival
- Marketing: promotion and sales
- Marketing and promotion success
- Net profit: a business program for tennis professionals
- Pro shop operations
- Stringing, gripping and equipment consulting
- Equipment customization
- Equipment consulting specialty courses

*Courses may be added or removed at the discretion of the USPTA Educational Committee.

2. External resources

Many of the competencies for this specialist degree can be attained through external educational resources that are available in the marketplace as well as online. Some examples are:

- a) *Net Profit: A Business Program for Tennis Professionals and Tennis Business Management* publications
- b) Club Managers Association of America courses and publications
- c) International Health, Racquet and Sportsclub Association courses and publications
- d) Facility Managers Manual by Rod Heckelman

D. Documentation

Individuals must submit this application, and a scrapbook or an electronic scrapbook that includes documentation that they have completed all prerequisites and requirements, and achievements demonstrating the required competencies to effectively manage a tennis facility. Electronic scrapbooks must be saved on a disk or CD-Rom and have a separate folder for documentation, narrative, terminology and financials. All required documents and project files must be placed in their corresponding folders. Once scanned, documentation files may be saved as either graphics (.jpg) or Word documents.

E. Evaluation

The Specialist in Facility Management certification is gained upon the favorable review and evaluation of the applicant's documented work and achievements. The evaluation will be conducted by a committee composed of some of the finest facility managers within USPTA.

Section III. Materials

It is the responsibility of the applicants to supply USPTA with a scrapbook documenting their work, continuing education and achievements. USPTA will verify attendance at all seminars and courses submitted to USPTA for continuing education credits.

Section IV. Review

The review of the scrapbook during the evaluation phase will take place twice per year. The committee will meet at the World Conference and one other time yearly, to be decided by the committee. There is a \$100 administrative fee to offset the expenses associated with this specialist degree.

Section V. Application

Application Specialist in Facility Management

Please print clearly and complete the application. Return **all** required documentation and application to:
USPTA Education Department
11961 Performance Drive
Orlando, FL 32827

Name _____

Address _____

Phone (work) _____ (home) _____

Member number _____ e-mail _____

Division _____

Qualifications/experience

- Yes, I have a minimum of two years' experience as director of tennis at a facility with a minimum of eight tennis courts, pro shop, athletics and/or fitness area, swimming pool, snack bar or grill
- Yes, I have attached letter(s) from direct superior verifying work experience
- Yes, I have attended "Creating a total service organization" specialty course
- Yes, I have attended "From tennis professional to business manager" specialty course
- Yes, I have attended "Quality management" specialty course
- Yes, I have attended "Tennis business management" specialty course
- Yes, I have acquired (10) additional credits in USPTA-sponsored facility management courses
- Yes, I have documented my work and achievements demonstrating the competencies required
- Yes, I have completed the 3,000-page paper on implementing facility management competencies
- Yes, I have completed the terminology section

- Yes, I have completed a project file for the balance sheet, income statement and budget with a three-year forecast for each.