



# NATIONAL INROADS ALUMNI ASSOCIATION

Best Practices Manual  
Version 1.1 Feb 2001

# National INROADS Alumni Association

## **TABLE OF CONTENTS**

### INROADS

INROADS Alumni	-	3
INROADS Profile	-	4
INROADS Milestones	-	5
Historical Biography of INROADS	-	6-7

### YOUR LOCAL CHAPTER

Membership Application	-	9
Lifetime Membership Benefits	-	10
Lifetime Membership Application	-	11
New Chapter Presentation	-	12 - 15
Start-Up Process	-	16 - 17
Sample Chapter Schedule	-	18
How to plan a Golf Tournament	-	19 - 20

### NATIONAL ALUMNI ASSOCIATION

Regional Vice Chair Structure	-	22
NIAA Board of Directors	-	23
National Chapter Assessment	-	24 - 25
Sample NIAA Board Agenda	-	26
Fund Raising Training Guide	-	27 - 33
Sponsorship Letter	-	34 - 36

# INROADS Alumni

- ◆ **As interns, you took the challenge to go farther.**
- ◆ **As alumni you are the greatest single resource on which INROADS can depend.**
- ◆ **As INROADS alumni, you can serve as role models, advisors and advocates.**
- ◆ **Only with the commitment of alumni will INROADS realize its fullest potential.**
- ◆ **Alumni are the true measure of INROADS success, the permanent trustees of its legacy and the beacon for its future direction.**

# National INROADS Alumni Association

## INROADS Profile



The mission of INROADS is to develop and place talented minority youth in business and industry and prepare them for corporate and community leadership. INROADS recruits outstanding students of color with 3.0 or better grade point averages.

Since INROADS started in Chicago in 1970 with 25 college student interns and 17 sponsoring corporation, the organization has grown to 52 affiliates, including Mexico City, Mexico, Toronto, Canada, more than 6,000 high school and college students, and over 932 client corporations in 36 states and the District of Columbia. INROADS has received the U.S. Department of Labor LIFT Award in recognition of initiatives to enhance the quality of the American work force and been selected as one of "America's Top 100 Internships" by the Princeton Review annually since 1994.

Over 11,000 graduates are pursuing professional and managerial careers. More than two dozen are corporate vice presidents, many are assistant vice presidents, others hold senior financial positions in city government, and several are successful entrepreneurs. Hundreds are at middle and upper management levels in engineering, retailing, banking, accounting, manufacturing and telecommunications.

For high school students, it combines intensive instruction in basic academic skills (math, science, English) with career counseling. The 7 INROADS Pre-College Components work with 18 host universities and 700 high school students.

INROADS college internships combine two to five summers of work experience at a local client organization with year-round academic instruction, training and guidance from INROADS counselors. Sponsor organizations make a three-part commitment to provide career-related summer work experience for interns; staff involvement as mentors, supervisors and liaison with INROADS; and financial support. The client pays an annual sponsorship fee to INROADS and the intern's summer salary.

INROADS is tough, requiring a long-term commitment from both corporations and interns. College interns must complete their job assignments to the client's satisfaction; they must remain in good academic standing, participate in INROADS training and counseling, and set goals for their career, education, social development and community service. Unsatisfactory performance in any area leads to dismissal.

Over the past five years, about eight of ten graduates who received offers from their INROADS sponsor company accepted full-time employment with them. Nine of ten sponsors recommend participation to other companies, and alumni unanimously recommend INROADS to minority youth. Both alumni and parents have organized nationally to support the organization and students.

INROADS is funded through fees from sponsor organizations, supplemented by foundation grants and contributions.

# National INROADS Alumni Association

## INROADS Milestones

- 1970 Founder Frank Carr starts INROADS in Chicago with 25 college interns, 17 sponsors
- 1972 1<sup>st</sup> female interns
- 1973 St. Louis opens
- 1974 Milwaukee opens
- 1975 1<sup>st</sup> Pre-College Components (PCC)
- 1976 Cleveland opens; 1<sup>st</sup> National Student Training Institute
- 1977 Pittsburgh opens
- 1978 Nashville opens
- 1979 Kansas City, MO; Minneapolis-St. Paul; Charleston, WV open
- 1980 618 college interns; 304 PCC students; 200 alumni; 324 sponsors
- 1981 Atlanta, Dallas, Philadelphia open
- 1982 Charlotte, Cincinnati, Houston open. National INROADS Alumni Association incorporates. 1<sup>st</sup> Regional Parents meeting.
- 1983 Founder Frank Carr retires; Reginald Dickson named President & CEO
- 1984 Denver, Northern New Jersey, North Carolina Triangle open
- 1985 Baltimore, Fairfield Westchester Co., Los Angeles, New York City open  
1,564 college interns, 609 PCC students, 772 alumni, 438 sponsors
- 1986 Columbus, Jacksonville, San Francisco Bay, Syracuse open
- 1987 Boston, Indianapolis, Memphis open; 1<sup>st</sup> National Parent Support Group conference
- 1988 Washington, DC; New Orleans, Phoenix, Richmond, Tampa Bay Area open
- 1989 Detroit, San Diego open  
1<sup>st</sup> National INROADS Alumni Association convention
- 1990 Hartford opens 4,141 college interns; 800 PCC students; 2188 alumni; 680 sponsors  
LIFT award  
1<sup>st</sup> National Seniors Conference
- 1991 Birmingham opens
- 1992 Northern NJ splits into 2 affiliates
- 1993 Miami opens; Charles I. Story elected President & CEO  
INROADS named 1 of Top 100 Internships
- 1994 Central Florida, Puget Sound; Southwest Michigan open  
INROADS named 1 of Top 10 Internships
- 1995 Mississippi, Toledo, Western New York open
- 1996 Central Texas, Greater Omaha, Hampton Roads open  
1<sup>st</sup> international affiliate opens in Mexico City, Mexico  
5,936 college interns; 815 PCC students; 6,574 alumni; 914 sponsors
- 1997 2<sup>nd</sup> international affiliate expansion in Toronto, Canada
- 1998 Oklahoma affiliate, Portland, Oregon and Savannah GA branches open (summer)  
Baton Rouge, LA branch open (early fall) Agreement signed for licensee affiliate in Johannesburg,  
South Africa Mercedes Lytle named President, Affiliate Organization
- 1999 Over 7,000 alumni
- 2000 Over 10,00 alumni

## Historical Biography of INROADS, Inc.

INROADS began in 1970 as a vision inspired by Dr. Martin Luther King, Jr. Among the thousands of marchers waiting on the Washington Mall was a white publishing executive. “That moving speech planted a seed that took years to sprout,” recalls INROADS Founder Frank C. Carr. Realizing there were few people of color in corporate management, he thought about how to change things. By 1969, he had the idea of combining work experience with survival training. After working with several business executives on refining his idea, the INROADS concept evolved into its current model; multi-year internships with training and coaching in business skills.

Today, INROADS operates affiliate offices in forty-nine US cities; Mexico City; and Toronto, Canada. Nearly 6,500 INROADS interns are gaining valuable work and leadership experience through summer internships and the INROADS system of training and development. Over 10,000 INROADS alumni are increasingly achieving leadership positions as corporate officers, business managers, entrepreneurs, and professionals in a host of fields. Since 1994, INROADS has been selected as one of America’s Top 10 Internships by the Princeton Review. Most recently, retired General Colin L. Powell endorsed INROADS as meeting a great need in developing tomorrow’s leaders.

### **Building INROADS 1970-1980**

From the beginning, INROADS has required a long-term commitment from both student and sponsoring corporations. Students pledge to uphold high standards of performance at school, on the job, in training, and in community service. Sponsors pledge career experience, a mentor for each student, a liaison to coordinate internships, and financial support.

Since its formative years, INROADS has stressed excellence based upon performance and emphasized mutual respect for high standards and for significant investment by both student and client sponsor.

### **Going Coast to Coast 1981-1990**

During the 1980’s, INROADS embarked on major expansion. By 1985, INROADS was poised to open on the east and west coasts. For the first time, sponsors underwrote managers to aid the start-ups. Clients backed expansion as they institutionalized INROADS as their preferred supplier of talented minority managerial candidates. For nearly ten years, companies with 10 or more interns rose from 20 to 132. INROADS set the stage by introducing national standards in 1983 and encouraging client “pipelining” and national oversight of interns.

By selecting new interns each year, clients developed a steady stream of proven talent to hire. Many companies began introducing standardized work experiences for their interns, to ensure consistent orientation and developmental experiences. This standardization helped boost graduate placement, as interns easily hired into any business unit.

# National INROADS Alumni Association

## **Improving Internally 1991-1994**

During the early 1990's, INROADS began internal operational improvements. Through the organization's first capital campaign, coined the Resource Development Program, INROADS raised over \$2 million within three years. The campaign funds enabled INROADS to push its operating standards to new heights.

Campaign donations underwrote four infrastructure projects: An organizational assessment; creation of a professional staff training and development program; implementation of a state-of-the-art information system with commensurate hardware, software, and staffing; and establishment of a national alumni relations department. Accomplishing these four initiatives poised INROADS to remain at the competitive edge in student leadership development.

## **Preparing for the 21<sup>st</sup> Century 1995-1998**

In 1995, INROADS celebrated a quarter century of preparing "Leadership for the 21<sup>st</sup> Century." It has been recognized with awards from the Department of Labor and the Martin Luther King Center for Nonviolent and Social Change. Intern endorsements led to its being named as one of "America's Top 100 Internships," by the Princeton Review.

Recognizing the need to expand beyond the US borders, INROADS began its pursuit to open affiliates in its neighboring North America countries. With the assistance of several INROADS corporate partners, the organization's first international affiliate opened in Mexico City, Mexico in June 1996. This successful opening encouraged commitments from other corporations to help open the Toronto, Canada affiliate the following year. In 1998, INROADS continued its western expansion with the opening of its Oklahoma affiliate and a branch in Portland, Oregon. A recent agreement with business executives in Africa has led to a new initiative with the launching of our INROADS/South Africa franchise office.

For twenty-eight years, INROADS has turned the dreams of people of many colors into realities every day. We continue to place the development of aspiring minorities at the forefront of our efforts. INROADS makes a difference!

## Your Local Chapter



**NATIONAL INROADS ALUMNI ASSOCIATION (NIAA)**

Annual (One-Year) Membership Application Form

**Date of Application:** \_\_\_\_\_

*Complete this form, make your \$50.00 check/money order payable to **INROADS, Inc./NIAA** and mail to: INROADS Office of Alumni Relations, 5247 Wisconsin Ave, NW, Suite 5 . Washington, DC 20015.*

<b>PLEASE CHECK ONE:</b>	<input type="checkbox"/> <b>FIRST-TIME MEMBER</b>	<input type="checkbox"/> <b>RENEWAL MEMBER</b>
	Male	Female

FULL NAME \_\_\_\_\_  
 (First) (Initial) (Last) (Maiden)

Preferred Mailing Address

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Home Phone \_\_\_\_\_ Work \_\_\_\_\_

E-mail \_\_\_\_\_ Fax \_\_\_\_\_

Employer \_\_\_\_\_ No. of Years \_\_\_\_\_

Intern Affiliate \_\_\_\_\_ Current Chapter \_\_\_\_\_

<u>College Attended</u>	<u>Degree(s) and Field</u>	<u>Year(s) Graduated</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

**\*One Year Membership Dues:** **\$ 50: 00**

**NIAA Annual Giving Contribution:**

**Credit Card payments also accepted**

General Fund \$ \_\_\_\_\_  
 Capital Campaign \$ \_\_\_\_\_  
 Scholarship Fund \$ \_\_\_\_\_

<b>Total Remittance</b>	<b>\$ _____</b>
-------------------------	-----------------

*As a member of the NIAA, you are entitled to serve on the organization's committees. Please indicate which (if any) you wish to join:*

Alumni Development      Finance      Alumni Relations      Rules

Other (please specify) \_\_\_\_\_

\*Life Membership is \$500.00. For more information, contact the INROADS Office of Alumni Relations, 5247 Wisconsin Avenue, NW, Suite 5. Washington, DC 20015. 202-537-6100/6107; Fax: 202-537-6024



**NATIONAL INROADS ALUMNI ASSOCIATION (NIAA)**



**For a onetime fee of \$500, you can become a Life Member of the NIAA. In addition to all the regular privileges of being an NIAA member, Life Members will:**

- Receive NIAA Life Member certificate, custom lapel pin, automobile decal and an office paper weight
- Receive special discounts on convention registration
- Have your name listed on the N.I.A.A. website to link to your small business site (\$100 value)
- Be recognized on special plaques in the INROADS, Inc. headquarters
- Enjoy the satisfaction of giving back to the organization because 75% of your life membership fee is allocated to the NIAA Endowment Fund

**To become an NIAA Life Member, complete and mail the application (in this handbook) form along with your payment.**

For more information, please contact the Office of Alumni Relations via e-mail at [alumnirelations@inroadsinc.org](mailto:alumnirelations@inroadsinc.org)

INROADS, Inc., Office of Alumni Relations  
5247 Wisconsin Avenue, NW, Suite 5  
Washington, DC 20015  
202-537-6100/6107  
202-537-6024 Fax

***INROADS Alumni: The True Measure of INROADS' Success!***

**NATIONAL INROADS ALUMNI ASSOCIATION (NIAA)**

**LIFETIME MEMBERSHIP APPLICATION**

**Date** \_\_\_\_\_

**TO: National Chairman, Lifetime Membership**

Kindly enroll \_\_\_\_\_ as a

Member of the National INROADS Alumni Association for **Life Membership**. I hereby agree to remit the Life Membership fee of Five Hundred Dollars (\$500) to the Office of Alumni Relations as follows:

**Life Membership includes a lapel pin, paperweight, wall certificate with your Membership Number, personal ID Card, window decal and NIAA convention discounts.**

\_\_\_\_\_ Payment in Full.....\$500.00

\_\_\_\_\_ Extended Payment Plan

Initial payment herewith.....\$250.00

The balance of \$250.00 will be paid in full with 6 months of the date above.

I understand that the Life Membership Fee must be paid in full within 6 months from the date of my initial payment or my Life Membership will be suspended until such payment is made. Forfeiture of payments will occur if full payment is not received within a period of one year from the date above.

**Method of payment**

- Check/Cash (make checks payable to INROADS Inc./NIAA)
- Visa
- Master Card
- American Express

\_\_\_\_\_ Card Number

\_\_\_\_\_ Expiration  
Date

\_\_\_\_\_ Name as printed on card

\_\_\_\_\_ Signature

\_\_\_\_\_ Home Address

\_\_\_\_\_ City St. Zip

\_\_\_\_\_ Internship Affiliate Grad. Yr.

\_\_\_\_\_ Sponsoring Company

\_\_\_\_\_ Current Employer

\_\_\_\_\_ Job Title

\_\_\_\_\_ Employer Address

\_\_\_\_\_ City St. Zip

\_\_\_\_\_ Phone Fax

\_\_\_\_\_ E-mail

Mail this application and payments to:  
INROADS, Inc. Office of Alumni Relations  
5247 Wisconsin Avenue, NW. Suite 5  
Washington, DC 20015 or Fax: 202-537-6024



## New Chapter Presentation

### OPENING

- Welcome/Introductions: Stress that this is intended to be a workshop not a lecture. Everyone already knows the right answers; this process helps us to ask the right questions...

### EXPECTATIONS/ GOALS

- What are your expectations/goals for today's session
- List on a flip chart
- This list is a contract that you should attempt to fulfill within an allotted time

### Slide #1 -- THE GOAL

- Identify goals for a local chapter (flip chart)
- Why have a chapter at all (flip chart)
- Note definitions of Productive, Non-Productive, and Measurements

### Slide #2 -- STAKEHOLDERS

- Have group identify INROADS stakeholders on flip chart before sharing slide

### Slide #3 - STAKEHOLDERS EXERCISE

- Use flip charts to identify what organized alumni can do for each stakeholder Identify what each stakeholder can do for alumni. Now perform a reality check. What should alumni do? What can alumni do? Identify Productive and Non-Productive actions. How will you measure your progress?

### Slide #4 -- DIVERSITY

- This is the reality, don't allow it to overwhelm you.

### Slide #5 -- ILLUSIONS

- Turn it into a positive
- Our diversity is our strength!
- We are everywhere and can do anything!

### Slide #6 -- OUR COMMONALTY

- Remember we have one commonality
- For some alum it was positive -- Pay Back, Reach Back
- For some it was negative -- Help us improve for the next generation

### Slide #7 -- DIVERSITY RESPONSE

- Identify each alumni (sub-group chart)
- Develop a strategy to get them involved (chart)

### Slide #8 -- LETS GO

- Time to get started

# National INROADS Alumni Association

## Slide #9 -- NIAA CHAPTER START-UP PROCESS

- Walk through each step
- See Exhibit 1: NIAA Start-up Process Flow Chart

## Slide #10 -- NIAA EXPECTATIONS - CORE COMPETENCIES

- Remember The Goal - This is the Measurement portion
- What the National looks for from local chapters
- The Core Business of any NIAA Chapter is supporting the local affiliate in their efforts to empower our young people.
- This philosophy should be the engine that drives your organization

## Slide #11 -- STRUCTURE

- The organizational essentials for success
- The fuel that provides what you need to reach your destination

## Slide #12 -- MEMBERSHIP SERVICES

- What people really want.

## Slide #13 -- NIAA RESOURCES

- The help National can provide
- Exhibit 2 – Detailed Contact Info

## RECAP

- You have a goal
- You know the constituencies you serve
- How can you provide services to them
- What support can they can provide you
- You've focused on Productive actions only

Q. What are your resources?

A. People -- Alumni are our #1 resource all other resources will follow if you use your people effectively

## QUESTIONS/COMMENTS

Review original expectations/goals flip chart  
Have you fulfilled your contract?

# National INROADS Alumni Association

## INROADS STAKEHOLDERS (Slide # 2)

- ALUMNI
- INTERNS
- CORPORATE SPONSORS
- STAFF
- PARENTS
- THE COMMUNITY

## STAKEHOLDERS EXERCISE (Slide #3)

- SERVICES WE CAN PROVIDE
- SUPPORT WE CAN RECEIVE
- REALITY CHECK

## Diversity Response (Slide # 4)

- Identify each alumni sub-group
- Develop a strategy for each

## OUR COMMONALITY (Slide #6)

- The INROADS Experience

## NIAA CHAPTER START-UP PROCESS (Slide #9)

- Step #1 -- Meet with local Managing Director
- Step #2 -- Contact area INROADS Alumni
- Step #3 -- Conduct a Start-up Meeting
- Step #4,-- Conduct an Executive Comm. Meeting
- Step #5 -- Host Initial General Body Meeting
- Step #6 -- Formalize Relationship with NIAA

## NIAA EXPECTATIONS / CORE COMPETENCIES (Slide #10)

- FACILITATE
- MENTOR INTERNS
- RECRUIT INTERNS & SPONSORS
- REPRESENT ALUMNI ON LOCAL BOARDS
- NETWORK WITH PARENTS & STUDENTS

## National INROADS Alumni Association

- \$\$\$ PROVIDE FINANCIAL SUPPORT \$\$\$
- PROVIDE ASSISTANCE TO STAFF
- ASSIST IN PUBLIC RELATIONS

### CHAPTER INFRASTRUCTURE (Slide #11)

- CURRENT MAILING LIST & DIRECTORY
- CALENDAR OF UPCOMING EVENTS
- CHAPTER NEWSLETTER
- SOUND FINANCIAL MANAGEMENT
- REVENUE SOURCE & ASSETS
- CONSTITUTION & BY-LAWS
- NETWORKED WITH OTHER ORGANIZATIONS
- IDENTITY ITEMS

### NIAA EXPECTATIONS / MEMBERSHIP SERVICES (Slide #13)

- COMMUNITY SERVICE
- SOCIAL ACTIVITIES
- PERSONAL/PROFESSIONAL DEVELOPMENT
- EMPLOYMENT REFERRALS

### INROADS ALUMNI RESOURCES (Slide #14)

- NIAA OFFICERS
  - CHAIR – Robert Greene
  - EASTERN – Pam Parker
  - WESTESTERN – Kevin D. Jones
  - MIDWEST – Charles Dobbins
  - SOUTHEAST – John Howard
  - NORTHEAST – Janine Glascoe
- INROADS OFFICE OF ALUMNI RELATIONS
  - Horace McCaskill
- OTHER CHAPTERS IN YOUR AREA

**CHAPTER START-UP PROCESS**

Step #1

- Meet with Managing Director
- Contact NIAA for name of closest member Chapter Representative

Step #5

- Conduct 2<sup>nd</sup> Meeting (Strategic planning)
  - Assoc. Mission Statement
  - Goals, Objectives

Step #2

Contact local Alumni  
Record contact information

Step #6

Conduct 3<sup>rd</sup> Meeting to establish Executive Committee

Step #3

- Conduct Start-up Meeting(s)
  - Identify Executive Committee
  - Define purpose, structure, etc.

Step #7

Is there an NIAA Meeting?  
  
IF YES: Send Assoc. President or Appointed Rep.

Step #4

- Conduct Executive Committee Meeting
  - Set Agenda for General Membership meeting

IF NO: - Notify NIAA Secretary  
  
- Contact Rules Secretary  
  
- Continue local planning

The following steps are recommended for the start-up of a local association. It is imperative that these steps be followed to establish a strong association and prepare for membership in the NIAA. Interaction between the affiliate Managing Director, alumni and representation from the NIAA are critical to ensuring the smooth development and mutual support necessary to sustain an alumni association.

Step #1 MEET WITH AFFIATE MANAGING DIRECTOR

# National INROADS Alumni Association

Your affiliate Managing Director will have access to the information needed to get you started, i.e. directory of alumni in the area, copy of NIAA reference manual, etc. Your relationship with the Managing Director will be important to your success as an organization.

## Step #2 CONTACT INROADS ALUMNI IN THE AREA

This step may be handled in one of two ways, by phone or by mail. Another recommendation is that a letter be sent out to alumni, which outlines the importance of forming an Alumni Association. You should be prepared to answer any questions and make your primary goal that of obtaining a commitment from all alumni contacted.

## Step #3 CONDUCT A START-UP MEETING

Utilize this meeting to set the foundation for your organizational structure. You may want to identify an EXECUTIVE COMMITTEE to oversee the process of formation. If necessary, you may also want to contact an already established chapter for guidance and/or assistance as appropriate. Record all proceedings from this meeting to serve as check points for future meetings.

## Step #4 CONDUCT AN EXECUTIVE COMMITTEE MEETING

The Executive committee should meet and plan the agenda for the membership meeting.

## Step #5 CONDUCT A MEMBERSHIP MEETING

At this point, the Executive Committee should present for discussion, the following issue:

- 1) Purpose for existence;
- 2) Long & short range goals
- 3) Governing policies/procedures, i.e. By-Laws
- 4) Dues payment structure
- 5) Meeting dates

## Step #6-7 COMMITTEE DEVELOPMENT, RELATIONSHIP TO NIAA

At this point you are ready to send a representative to the NIAA board meetings. Please refer to the Governing policies and financial guidelines outlined in this manual as you continue to develop your local activities, as well as the goals and objectives of your association.

# National INROADS Alumni Association

## SAMPLE CHAPTER SCHEDULE

JUNE	* NIAA/CHAPTERS	- SENIOR INDUCTION CEREMONY
	* NIAA/CHAPTERS	- INTERN ACTIVITY
	* NIAA	- BOARD MTG - ATLANTA, GA
	* NIAA	- FISCAL YEAR BEGINS
	* INROADS	- INTERNSHIPS BEGIN
	* PSG	- ANNUAL PICNIC
JULY	* NIAA/CHAPTER	- END OF SUMMER MTG
	* NIAA/CHAPTER	- INTERN ACTIVITY
AUGUST	*BREAK	
	* INROADS	- INTERNSHIPS END
SEPTEMBER	* NIAA/CHAPTER	- FALL MTG
	* NIAA/CHAPTER	- PROGRAM (FOLLOWING MTG)
OCTOBER	* NIAA/CHAPTER	- FUNDRAISING ACTIVITY
	* NIAA	- BOARD MTG - NASHVILLE, TN
NOVEMBER	* NIAA/CHAPTER	- WINTER MTG
	* NIAA/CHAPTER	- PROGRAM (FOLLOWING MTG)
DECEMBER	* NIAA/CHAPTER	- INTERN ACTIVITY
	* NIAA/CHAPTER	- HOLIDAY GIVING ACTIVITY
JANUARY	* NIAA/CHAPTER	- WINTER MEETING
	* NIAA/CHAPTER	- PROGRAM (FOLLOWING MTG)
	* INROADS	- TALENT POOL BEGINS
FEBRUARY	* NIAA/CHAPTER	- FUNDRAISING ACTIVITY
	* NIAA	- BOARD MTG PHOENIX, AZ
MARCH	* NIAA/CHAPTER	- SPRING MTG
	* NIAA	- PROGRAM (FOLLOWING MTG)
APRIL	* NIAA/CHAPTER	- MEMBERSHIP DRIVE
	* NIAA	- FUNDRAISER (SCHOLARSHIP)
MAY	* NIAA/CHAPTER	- SPRING MTG
	* NIAA/CHAPTER	- PROGRAM (FOLLOWING MTG)
	* NIAA	- END OF FISCAL YEAR

## How to Host a Golf Tournament

### 1) Secure a golf course!!

This is the single most important factor for successful tournament. typically, you must secure the course 9 months to 1 year in advance. So start planning early. In securing a good course, look for these things:

**Affordability** – Public courses are usually the most affordable. Since the cost of the course determines how much money you make, cheaper is better. For instance, the course charges you \$30 per golfer, and you set the registration fee at \$50 per golfer. You earn \$20 profit per golfer. Now, say the course charges \$60 per golfer. To make the same profit, you must set the registration fee at \$80. It will be much harder to attract golfers at the \$80 level than at \$50 (unless you have some big incentives like celebrities or great prizes).

**Quality** – You must have a quality course in order to have a quality tournament. A quality tournament will keep golfers coming year after year. This will help your tournament to grow and profits to increase each year.

**Date preference** – Late Fall or late Spring are the best times of year for a tournament. the days are longer and the weather is more mild. Also, try to stay within Daylight Savings Time for the most hours of daylight.

Friday tournaments work best. Golfers enjoy taking Friday off rather than during the week. Also, if a corporate sponsor pays for the foursome, Friday is the most acceptable weekday to have their employees gone. Weekends would be great, but most courses don't hold tournaments on weekends.

**Tournament Format** – Find a course that allows a shotgun start with a scramble format (see definitions below). this allows players to finish at the same time and they can attend the after-tournament events.

**Incentives** – Find a course that includes a cart, a bar-b-que or other incentives with the green fee.

### 2) Secure Sponsors

Find sponsors to provide raffle prizes or defer some of the tournament costs. Sponsors may be INROADS companies, local golf shops, or companies that are in touch with the golfing community. Advertise sponsors on posters, fliers and at various holes of the tournament.

### 3) Plan the Tournament Day

**Check-in:** Provide golfers with tournament rules, their whole assignment, a cart (if part of green fees) and welcome package. The welcome package can include: bag tags personalized for you tournament, golf balls, ball markers, hats, etc. The course will help you with the tournament rules.

# National INROADS Alumni Association

**Betting holes:** These holes can be very good fundraisers, and they help to breakup the day. Some ideas include: longest drive, closest to the pin, etc. The course can give you more ideas. Prizes for betting holes are usually cash. Be sure to set the minimum bet high enough so you cover the cash prize.

After-tournament events: Typically the course will provide a bar-b-que. You may want to give out door prizes at this time. Small door prizes are given to almost all participants (golfers receive door prize tickets when they arrive at the bar-b-que). Raffle tickets are also sold and larger prizes are raffled off (a set of golf clubs or airline tickets make good grand prizes). Remember, good prizes will keep players coming back. So start collecting them early, you can't have too many!! Finally, trophies are given for low score – foursome, high score – foursome, low score – individual and high score – individual.

## 4) Advertise for the Tournament

Distribute registration fliers three months before the tournament to the following locations:

- the golf course where the tournament will be held;
- other local golf courses;
- prior year's participants (keep a file of their names and addresses);
- the INROADS Board of directors; and
- any other connections you may have.

Typically, the registration fee is the same for each player in a foursome as it is for singles. Singles will be combined into a foursome prior to the tournament start, for registration flier to use next year.

## 5) Other

Strongly consider joining forces with your local Parents Support Group. Although this will mean splitting profits, it will automatically double the amount of volunteers and contacts.

You may include other family functions with your golf tournament. Possibly, a picnic or games for family members. Just be careful no to try to do too much.

Don't be discouraged with your profits the first year. focus on having a quality tournament with lots of incentives for the players. With a quality tournament, your numbers will grow each year.

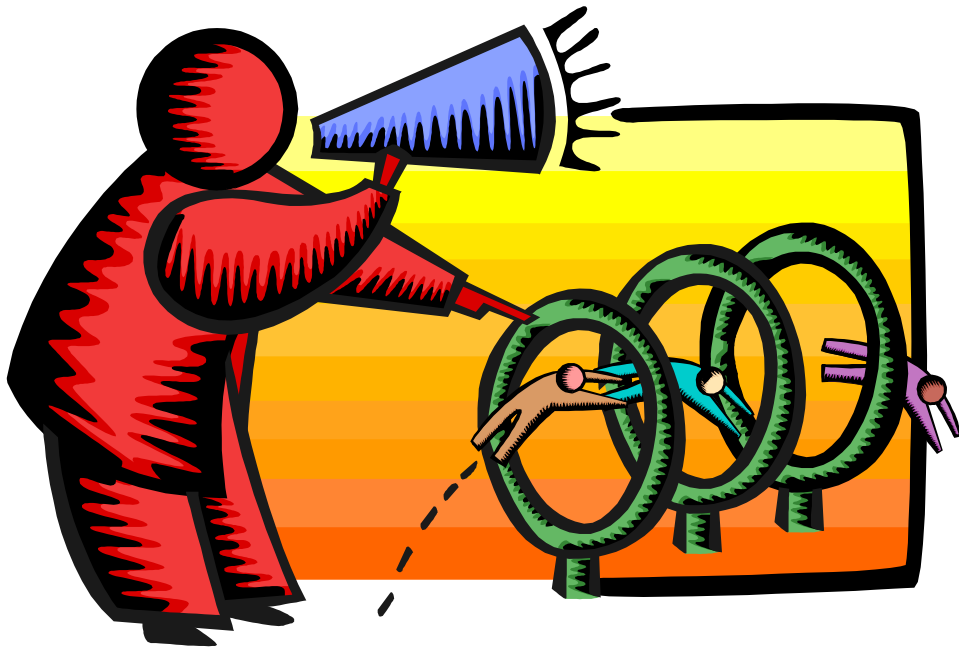
There is a manual available entitled Encyclopedia of Fund Raising: Golf Tournament Management Manual. It focuses on high priced tournaments held at exclusive courses (charging \$200-\$300 per player).

## 6) Definitions

**Shotgun start:** in a shotgun start, all players arrive at one time, get into their carts together, drive out to a pre-assigned tee and at a given time, tee off simultaneously. In olden days, the Golf Pro fires a shotgun to signal start of play. Hence the name Shotgun Start. The maximum capacity for this format is 144 players. This assumes a maximum of two foursomes starting from each tee ( $4 \times 2 \times 18 = 144$ ).

**Scramble:** These are the least demanding of golfing skill. Each player hits his own ball off of each tee. Then all four golfers hit their next shot from the location of the best-hit ball. They do this through the game, except on the tee, where they usually play their own ball. The tournament is based on foursome scores. This format works well for tournaments because it is the fastest moving.

# NIAA



# National INROADS Alumni Association

## Regional Vice-Chair Structure

<u>Region</u>	<u>Chapters</u>
Western	Puget Sound, Northern California, Los Angeles, San Diego, Arizona, Colorado, Dallas-Fort Worth, Houston, Central Texas, Mexico, Louisiana
Midwest	Kansas City, Saint Louis, Indiana, Chicago, Wisconsin, Minneapolis-Saint Paul, Metro Detroit, Southwest Michigan, Greater Cincinnati-Dayton, Toledo, Northeast Ohio, Columbus, Greater Omaha
Southeast	Memphis, Nashville, Mississippi, Birmingham, Jacksonville, Central Florida, Miami, Tampa Bay, Atlanta
Eastern	Pittsburgh, Philadelphia, West Virginia, Baltimore, Greater Washington, Richmond, Charlotte, North Carolina Triangle, Hampton Roads
Northeast	Upstate New York, Western New York, New York City, Fairfield-Westchester Counties, Central New England, Greater Hartford & Springfield, Northern New Jersey, Central New Jersey

# National INROADS Alumni Association

NIAA Board of Directors

## **National Chair**

Robert Greene  
Arthur Andersen  
[robert.l.greene@arthurandersen.com](mailto:robert.l.greene@arthurandersen.com)

## **Regional Vice Chairs**

- **Eastern**  
Pam Parker  
Bank of America  
[pammyp1@aol.com](mailto:pammyp1@aol.com)
- **Western**  
Kevin D. Jones  
TEMAC Solutions, Inc.  
[kdj@temacsolutions.com](mailto:kdj@temacsolutions.com)
- **Midwest**  
Charles Dobbins  
Anheuser Busch, Inc.  
[charles.dobbinsjr@anheuser-busch.com](mailto:charles.dobbinsjr@anheuser-busch.com)
- **Southeast**  
  
John Howard  
FISI Cedent  
[jthjr@hotmail.com](mailto:jthjr@hotmail.com)
- **Northeast**  
  
Janine Glascoe  
Merc  
[janine\\_glasgow@merc.com](mailto:janine_glasgow@merc.com)

**CHAPTER ASSESSMENT**

January 1 - December 31, 2XXX

**Achievements**

***Of our 18 Chapters reporting:***

- XXX% have assisted INROADS Staff
- XXX% have facilitated Intern workshops
- XXX% held a seat on the local affiliate Board of Directors
- XXX% have developed and maintained an accurate mailing list

**We are pleased to report that NIAA Chapters have:**

- Facilitated XX intern workshops
- Secured X new inroads sponsoring companies
- Developed X new internships within existing sponsors
- Held XX community service projects networked with XX other organizations
- Hosted XX networking/social functions
- Provided X personal/professional development workshops
- Contributed \$XX,XXX to INROADS an estimated current account balance in excess of \$XX,XXX and XX,XXX members.

# National INROADS Alumni Association

<b>NATIONAL CHAPTER ASSESSMENT</b>
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**FOR THE PERIOD: XXXX - XXXX**

		TOTAL	%
<b>1.</b>	<b>INROADS SUPPORT</b>		
<b>HAVE MEMBERS OF YOUR CHAPTER:</b>			
1	Facilitated intern workshops?		
2	How man workshops?		
3	Mentored interns?		
4	Worked with your local affiliate's student association?		
5	Recruited new interns at high schools or colleges?		
6	Assisted in securing new sponsoring companies?		
7	How many new sponsors?		
8	Enabled INROADS to Increase the number of interns _		
	Within existing sponsors?		
9	How many new internships?		
10	Held a seat on your local Board of Directors?		
11	Partnered with your local Parent Support Group?		
12	Participated in the INROADS Family Picnic?		
13	Assisted In the National Essay Contest?		
14	Participated in the Annual Personal Giving Drive?		
15	Made other financial contributions to your affiliate?		
16	Estimated total value of financial contributions?		
17	Assisted INROADS staff?		
18	Held an induction ceremony for new graduates?		
19	Awarded a scholarship to local interns?		
<b>II.</b>	<b>Membership</b>		
1	What is our total number of members?		
2	How your Chapter defines membership:		
	Only individuals who pay their dues		
	All INROADS alumni living in your area		
	Individuals who are active		
	Other		
3	Do you have associate members?		

**SAMPLE NIAA BOARD AGENDA**

**Friday, February 9, 2001**

8:00	Breakfast	Catered
8:10	Call to Order and Introductions	Bob Greene
8:30	Welcome to Houston	DYNEGY Rep
8:45	Review of Prior Board Meeting Minutes	Nutonya Parker
9:00	Meeting Overview	Bob Greene
9:15	Financial Report	Misa Thompson
9:30	2001 National Conference	Howard / Parker
11:30	Alumni Relations Update	Horace McCaskill
12:15	Lunch	Catered
1:30	National Board Report	Kevin Jones
2:00	Guest Speaker	
3:15	Break	
3:30	Fund Development Committee	Pam Parker
4:00	Marketing Report	Tiffany Eubanks
4:45	Saturday Preview	Bob Greene
5:00	Housekeeping Items	Kevin Jones

**Saturday, February 10, 2000**

8:30	Breakfast	Catered
9:00	Regional Vice Chair Reports	RVC's
9:45	Transition Planning	
10:30	Best Practices Presentation	Kevin Jones
11:00	Action Item Summary	
11:30	Next Meeting Update	Charles Dobbins
12:00	Once Around the Room	
12:15	Motion to Adjourn	

**EFFECTIVE FUNDRAISING INVOLVING YOUR BOARD**

Training Guide

**EFFECTIVE FUNDRAISING: INVOLVING YOUR BOARD**

Recent cutbacks have focused attention on a major weakness of many groups -- an over-reliance on outside funding coupled with a failure to develop an internal capability to raise money that will sustain their important work. Community-based Fundraising, which can include a variety of methods that utilize the members and resources of an organization, has become an important part of meeting this pressing need for funds.

Experience has shown that the success of this approach is based on effective internal organization. Developing this strong internal foundation for fundraising requires board acceptance of its fundraising responsibility, a well-organized standing fundraising committee, and the development of a carefully planned annual fundraising strategy. The guidelines and examples presented in this article will help your organization become more successful at fundraising.

**ROLES OF THE BOARD OF DIRECTORS**

Planning for effective fundraising begins with a clear understanding of the roles and responsibilities of the nonprofit board of directors.

Successful nonprofits need a strong board of directors which assumes ultimate responsibility for all activities of the organization. Board members, in effect, own the organization. They are the final policy makers and they employ staff.

The board has three broad areas of responsibility: policy and program development; community and organizational development; fundraising and support development.

The first, policy and program development begins with determining and then periodically reviewing the mission or general purpose of the organization. It also covers planning creatively for the future including short and long term plans for programs, policies, resources and support, finances, personnel and institutional development, as well as guiding the implementation and evaluation of programs and services.

The second area, community and organizational development, covers the following: Broadening the organization's base of support in the community; interacting with the community to generate or bring new issues and community needs to the organization; maintaining accountability to the public, government, members, clients, and staff; Training and developing current and new

leaders within the membership, board, committees, and staff; renewing and self-evaluation of the board itself; and providing continuity over time.

The third area, fundraising and support development, includes giving personal time and money; developing existing and new constituencies (donors, members, and supporters); recruiting volunteers; leading and supporting fundraising campaigns; and maintaining accountability to donors and funding sources.

The three areas are closely linked to each other: If the Board is going to make decisions that reflect the true interests and needs of the community or constituency, the members must maintain good communication with that constituency. If the Board is expected to raise funds to support the programs of the organization, then board members must be involved in program planning and decision-making. If the organization is counting on board members to raise funds from the community, then board members need to have and maintain relationships with individuals and institutions in that community.

## II. CLARIFYING EXPECTATIONS OF BOARD MEMBERS

For a board to operate successfully each member must understand and accept the specific duties and responsibilities that come with board member status. More and more organizations have found it helpful to develop a written statement of agreement for board members. This statement serves as a job description and clarifies board responsibilities. Here is sample:

"As a Board Member of the XYZ Agency, I am aware that I, along with other members, am legally and fiscally responsible for the organization. I agree to carry out the following responsibilities:

1. To attend all regular board meetings.
2. To serve as an active member of at least one committee.
3. To support the fundraising activities of the organization in whatever ways are best suited to me.
4. To carefully prepare myself for the policy- and decision-making I will be involved in as a board member.

Once an organization has a clear sense of the board's roles and responsibilities, it can begin the formal process of recruiting board members. The current board should appoint a nominations committee to assess the present board's strengths and weaknesses especially in the area of fundraising and determine what skills

# National INROADS Alumni Association

Please listen carefully to the following observation because it runs counter to the popular view of who should be recruited as board members: There is a common belief that the board should have "movers and shakers" on it for effective fundraising. Bank presidents, successful business people, politicians, corporate executives and the like are thought to be people with power and connections making them ideal board members. This is definitely not necessary! There are thousands of successful organizations whose board members are neither rich nor college-educated and who have no access and little desire to know the movers and shakers of the community. Yet they are highly successful at fundraising because they have the willingness to commit time to the organization and they possess or have learned the skills necessary for effective fundraising. It is these kinds of people that you want to recruit as board members.

### III. CLARIFYING THE BOARD'S FUNDRAISING COMMITMENT

But why is it so important for the board to be involved in fundraising? It is absolutely essential for the board to take a leadership role in fundraising. It's their organization. They are responsible for the well-being of the organization and for its success. Furthermore, their supporters and potential supporters see board members as the people most committed to the organization. If they who care the most about the group will not take a lead role in fundraising, why should anyone else? On the other hand, when the board does take the lead, its members and staff can go to individuals, corporations, and foundations and say, "We have 100% commitment from our board. All board members give money and help to raise money." This position strengthens their fundraising case a great deal.

The implications of all this for recruitment of new board members should be clear: If we expect new board members to raise funds for the organization, WE HAVE TO TELL THEM BEFORE THEY ARE BROUGHT ONTO THE BOARD! Here's where the written memo of agreement we spoke of earlier can really come in handy.

### IV. ESTABLISHING/DEVELOPING THE FUNDRAISING COMMITTEE

Establishing, maintaining, and supporting a standing fundraising committee is the Critical test of the board's commitment to fundraising.

There should be a written description of what is expected of the Fundraising Committee to guide the Chair and members. The description should summarize the purpose of the committee, its

Composition and selection procedure, and the specific duties of the committee. HERE IS A SAMPLE:

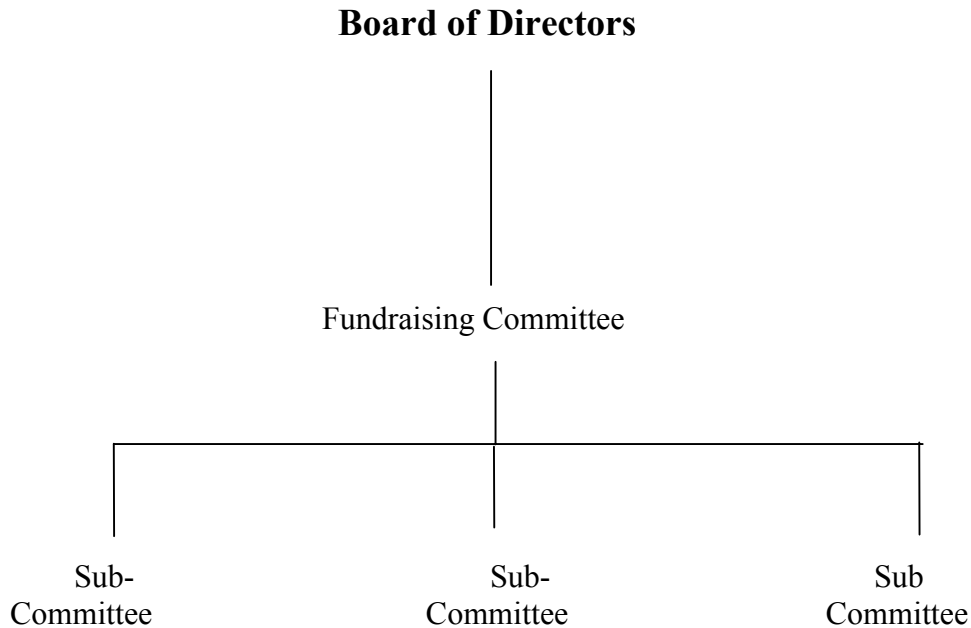
#### **Committee Description: Fundraising**

GENERAL PURPOSE: The general purpose of the committee is to assume prime responsibility for raising funds to meet the budget of the organization.

#### **Responsibilities:**

1. Develop the annual fundraising strategy;
2. Develop the necessary sub-committees to carry out the fundraising plans;

3. Develop a plan for involving board members in fundraising;
4. Investigate new fundraising ideas for future use.



This Diagram shows the relationship between the board, the fundraising committee and its sub-committees organized around each major fundraising event or project.

Most successful; what appears to hold promise but hasn't proven itself fully; and what should be dropped from consideration of new possibilities: ideas drawn from books and articles on fundraising; news stories describing unique and successful fundraising events; Successful fundraising approaches used by other local groups. It is critical that the development of the strategy involve the entire committee. The Chair will not gain the commitment of committee members if the Chair develops the strategy alone.

In choosing the best possible mix of events and activities, the Committee must look at a number of key questions: How much time is needed once planning is underway? How many volunteer workers are needed in order to insure success? How much front money is required? Does the committee currently have the skills needed or will new members have to be recruited? Is the plan cost effective in terms of the volunteer and staff time needed? How much money will his activity actually raise? Does this activity or event have the potential of becoming an annual, renewable source of income for the organization?

There should be variety built into the strategy. A diversified fundraising strategy provides the board with a number of ways to participate in fundraising, thereby utilizing all the skills of members. Some can solicit large gifts, others can plan special events, write mail appeals, market products for sale, etc. Board members inexperienced in fundraising can start with an easy assignment and then move on to more difficult fundraising assignments.

# National INROADS Alumni Association

Let's look at an example: Imagine an organization that set a fundraising goal of \$50,000; Here's what their fundraising strategy might look like:

Membership Drive/Phone-a-thon - \$12,000;  
Special Gifts Campaign (involving individual donors) - \$15,000;  
Anniversary Dinner and Program Advertisement Books - \$12,000;  
Bowl-a-thon - \$11,000.

After selecting the specific activities, events, and projects that will make up the fundraising strategy, the next step is to place them on a timeline. Give consideration to the best timing for each activity and other organizational activities that the fundraising might tie into.

It is at this point that core committee members are each asked to chair or co-chair one component of the overall strategy. In some cases it will already be clear who will take responsibility for an event: they had previously agreed or they are the only committee members with the necessary skills. And at times additional members may need to be recruited.

Finally, the Fundraising Strategy is presented to the full board for their comments, suggestions, and approval.. Remember; their full support of the plan is needed so they need to participate in its formulation. Once the Fundraising Strategy is in place, the Board must review committee progress on a regular basis.

Let's briefly recap the major points about developing fundraising strategy:

1. Look at a number of possibilities.
2. Choose the best mix of activities.
3. Develop a timetable.
4. Assign responsibility for each major fundraising activity.

## **VII. DEVELOPING ACTION PLANS AND ASSIGNMENTS BASED ON THE STRATEGY**

It is now up to the Chairs of specific fundraising activities to develop more detailed plans. This more detailed planning for each activity replicates the group process that led to the overall strategy. Here's a description of the planning process:

1. Sub-committee members first review the fundraising activity they are responsible for.
2. Next by means of brainstorming, they develop a list of all possible planning steps and tasks involved in the fundraising project. The ideas are recorded on newsprint.
3. A program chart and timetable is then developed. It should answer the following questions: What will be done/? How will it be done? Who will do what? When will each task be completed? By what date will our overall goal be achieved?
4. Finally, the group determines a schedule of future meetings as well as a method for monitoring progress in between meetings.

## National INROADS Alumni Association

5. At future meeting of the sub-committee, the original meetings, the original sheets of newsprint containing the program chart and timetable can be put up on the wall and used as the basis of reporting on group progress. Adjustments to the plan and timetable can also be made more easily with the newsprint sheets the group.
6. Make reporting on sub-committee member progress a regular agenda item at every meeting. This can help to encourage people to get their assigned tasks done on time.

Don't be afraid to set deadlines. Whenever possible, have the group determine deadlines for itself. Once they have been set, communicate them clearly to group members, and remind them of the ones that are approaching.

In developing a strong Fundraising Committee as well as strong sub-committees, it is important to recruit members on the basis of a clear match between the individual volunteer and the tasks and assignments that need doing.

It is important to note that this approach to organizing for effective fundraising rests on a strong relationship between the core Fundraising Committee composed of the 5 to 8 volunteer leaders who assume responsibility for the key elements of the annual fundraising strategy and the sub-committees that are organized to carry out those components. The Chair of the overall committee must be able to rely on members of the core group to assume full responsibility for carrying out the activities and projects that are parts of the Fundraising Strategy.

This structure has a number of strengths: It can help to delegate responsibility for the fundraising plan allowing the Chair time to monitor progress of each fundraising activity; It gives the sub-committee chairs an opportunity to develop leadership skills; it provides a structure that allows a much larger number of volunteers to get involved in the fundraising work of the organization.

### VIII. SUMMARY

Let's now summarize some of the key lessons of effective community-based fundraising presented in this article:

Number two, the board must establish a strong fundraising committee that plans an annual fundraising strategy designed to meet a specific fundraising goal;

And Number three, the structure of the Fundraising Committee must be one that encourages clear delegation of responsibility by the Chair to sub-committees organized around each fundraising activity.

The ideas presented in this program are not only theories. These approaches to fundraising work! a growing number of nonprofit organizations are discovering that, inspite of their prior misconceptions and fears, they can be highly successful at fundraising. Your organization can do the same!

### IX. WHERE DO YOU GO FROM HERE

Assistance is available to help your organization start the process of strengthening the fundraising capability of your organization. The first step is to discuss some of the ideas presented in this article. Secondly, the M.A.U.D. RESOURCE CENTER has produced a thirty minute video tape that covers the material in this article. The

## National INROADS Alumni Association

video program can be used effectively with board, staff, and fundraising committee members. Thirdly, resource materials are available from the M.A.U.D. Library. Finally, M.A.U.D. can provide training and technical assistance in fundraising to members of your board and staff. If you'd like more information on these services, contact the M.A.U.D. Resource Center at 414/344-3933.

**Sponsorship Letter**

TO: Your Supervisor  
FROM: Your Name  
DATE: TODAY  
SUBJECT: INROADS NIAA Board Participation

Dear \_\_\_\_\_,

I am sending this note to communicate my recent election to the National INROADS Alumni Association Board of Directors as the National Board Representative – YOUR CHAPTER.

As a Board member, I will be attending National Board meetings three times a year (February, June, and October). The meetings will be held in cities across the various INROADS regions and are typically two days in length. The first day consists of the Board of Directors meeting and the second day consists of Board Committee Meetings. As a former INROADS intern, I have a personal commitment to the organization and its purpose. INROADS has a tremendous impact in [INSERT CITY NAME]'s corporate community and the lives of the interns which participate. [INSERT YOUR COMPANY'S NAME] is an INROADS sponsoring company and currently has at least [INSERT # OF INTERNS] INROADS interns.

The purpose of this letter is two-fold. First, I wanted to inform you of my participation on the Board. Secondly (*and of utmost importance*), I would like to request corporate reimbursement for my associated travel expenses.

I have attached several documents to provide background information on INROADS and an estimate of upcoming travel expenses. Please review this information and call me if you would like to discuss this further. Thanks for your assistance in this matter.

Your Name

Attachments

- Historical biography of INROADS, Inc. (See first section of INROADS Section of Document)
- Role of the National Board
- Board Meeting Schedule
- Travel Expense Estimate
- Profile of INROADS, Inc. (See first section of INROADS Section of Document)

## Role of the National Board

**T**

he National INROADS Alumni Association (NIAA) is an organization of individual members belonging to local chapters. Formally established in 1980, the NIAA has grown from a few concerned alumni to 40 alumni chapters. As part of INROADS, Inc. whose mission is to develop and place talented minority youth in business and industry and prepare them for corporate and community leadership, the NIAA "makes the dream a reality" through its actions and presence in local affiliates.

### Our Mission

*Recognizing that we are the true measure of INROADS' success, through national programs and services we commit to facilitate and leverage alumni networking opportunities and coalitions; advance and promote alumni opportunities for continuing leadership and personal professional development; grow, strengthen, and develop alumni chapter and individual membership; and support the mission of INROADS, Inc. and its affiliates by mentoring interns, preparing them for NIAA leadership, and by providing value-added services to both affiliates and surrounding communities.*

On an annual basis, alumni chapters across the country actively pursue the fulfillment of this mission. Through the facilitation of intern and Pre-College training workshops, personal giving, service on community boards and reaching out to minority youth through mentoring programs, alumni effectively "live" the INROADS mission each day. The NIAA is a unified organization with by-laws, articles of affiliation, and guidelines for membership. In its current structure, local associations who meet the following conditions are considered member chapters of the NIAA once they:

- Form a local association with officers.
- Adopt by-laws that comply with the national organization to govern and manage the local association.
- Commit financial resources to pay the NIAA assessment fee and join the financial system of INROADS.

Transitional workshops through the annual Seniors Conference serve as opportunities to encourage participation by all future alumni in order to help fulfill the INROADS mission. These and other activities allow for the development of a strong network of professionals on a path of leadership in corporate America and the community.



**National Board Meeting Schedule**

February (2<sup>nd</sup> weekend – Fri & Sat)

June (4<sup>th</sup> weekend – Fri & Sat)

November (2<sup>nd</sup> weekend – Fri & Sat)

The location of each meeting is determined annually at the November meeting.

**Travel Expense Estimate**

**[YOUR COMPANY NAME – YOUR CITY]**

- Flight (lowest fare): \$300
- Hotel (2 nights): \$300
- Meals: \$75

**Trip Total:** \_\_\_\_\_ **\$675**

[CURRENT YEAR] Travel Estimate: 3 trips \* 675 = **\$2025**

[NEXT YEAR] Travel Estimate: 3 trips \* 675 = **\$2025**