

Tennis Sport of Opportunity



To Promote and Develop the Growth of Tennis

The President's Priorities

- Maintain Strong and Transparent Relations with Our Partners and Enhance Volunteer Service Opportunities
- Advance the Financial Soundness of the USTA
- Promote and Develop the Youth-Collegiate Continuum
- Build Cross-Cultural Competence to Ensure Successful Diversity and Inclusion
- Leverage the USTA's Commitment to Education
- Have Fun!



Jon Vegosen



Strategic Directions of the USTA



The USTA

As the national governing body for the sport of tennis, the USTA, in conjunction with its 17 sectional associations, will employ teamwork and unity of purpose to fulfill its mission. The organization conducts and participates in national and international competitions, maintains rules of the game, educates the public, participates as a member of the International Tennis Federation and works with allied organizations. These strategic directions serve to ensure consistency, quality and a unified vision for tennis in the United States.



Mission

The mission of the United States Tennis Association is:
TO PROMOTE AND DEVELOP THE GROWTH OF TENNIS.

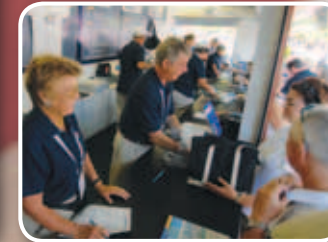


Core Values

- INTEGRITY
- INCLUSIVENESS
- EXCELLENCE
- TEAMWORK
- ACCOUNTABILITY



Giving back is critical to the USTA's mission. Various components to achieve this goal are USTA Serves, the national charitable foundation of the USTA, which promotes tennis and education; the National Junior Tennis and Learning (NJTL) network; and The Big Serve, one of the USTA's leading advocacy initiatives.



"Tennis is the universal key that opens doors, minds and hearts."

— Jon Vegosen



The USTA's 7 Strategic Directions

- COMMUNITY TENNIS
- DIVERSITY AND INCLUSION
- PROFESSIONAL TENNIS
- PLAYER DEVELOPMENT
- FISCAL OPPORTUNITIES / FISCAL MANAGEMENT
- PEOPLE RESOURCES / STRUCTURE
- ACCOUNTABILITY

For more information go to USTA.com

Strategic Directions of the USTA Tennis: The Sport of Opportunity

1 Community Tennis

Increase tennis participation in the U.S. as well as participation in USTA programs. Progress will be evaluated annually and measured against pre-determined objectives.

Tactics:

- 1.1 Strengthen infrastructure and delivery systems, targeting facilities, coaches, teaching professionals, organizers and programs.
- 1.2 Develop consistent marketing communications that promote the benefits of tennis and increase awareness of USTA programs and services.
- 1.3 Dynamically support 10-and-under play and competition at the national, sectional and local levels.
- 1.4 Increase number of frequent players in USTA League, USTA Jr. Team Tennis and USTA Tennis On Campus.
- 1.5 Ensure that all USTA programs and services are relevant and available to key target audiences while positively supporting other tennis offerings.
- 1.6 Build strong collaborations with local communities, allied organizations and local providers.
- 1.7 Increase diversity among players, providers, volunteers and staff.



2 Diversity and Inclusion

Ensure that diversity and inclusion are in every strategic direction and in the action plans of employees and volunteers at every level.

Tactics:

- 2.1 Proactively address and respond to diversity and inclusion gaps in the USTA's leadership and volunteer bases.
- 2.2 Require all national business units and sections to establish and meet diversity and inclusion goals in the areas of tennis program participation, and the recruitment and retention of staff and volunteers.



3 Professional Tennis

Leverage pro tennis to grow revenue and increase tennis participation.

Tactics:

- 3.1 Grow and protect the US Open, the Olympus US Open Series, the USTA Billie Jean King National Tennis Center (NTC) and its many businesses.
- 3.2 Grow and protect Series events and other major U.S. professional tournaments.
- 3.3 Use Pro Tennis as a driver for new business, property ownership, revenue opportunities, new audiences and pro circuits.
- 3.4 Use Pro Tennis to drive tennis into entertainment and public relations, providing TV and other media exposure and project opportunities.
- 3.5 Increase tournament extensions (e.g., concerts, entertainment) to generate greater revenues and attract broader audiences.



4 Player Development

Focus on player development at every level and assume the responsibility for developing champions.

Tactics:

- 4.1 Dramatically increase efforts to identify outstanding young athletes and encourage them to play tennis, and nurture more American players into the world's Top 10.
- 4.2 Improve and assist U.S. junior tournaments, collegiate play and pro circuits.
- 4.3 Promote play by children ages 10 and under by broadly supporting the QuickStart Tennis play format and utilizing it in training and competitions.
- 4.4 Employ the Boca Raton, Carson, NTC and any other regional or national tennis training centers to their fullest potentials.
- 4.5 Create and maintain strategic partnerships with coaches, academies and others to achieve USTA goals.



5 Fiscal Opportunities/ Fiscal Management

Protect and expand current revenue streams and develop new ones.

Tactics:

- 5.1 Leverage organizational assets (e.g., websites, membership, diversity programs, information technology, etc.) to best serve the mission of the USTA.
- 5.2 Consider investing in or creating sports and entertainment properties that leverage existing staff skills and reach new, diverse audiences.
- 5.3 Review current programming on a scheduled basis to ensure relevance against the mission and examine the effectiveness and value of every program.
- 5.4 Schedule and conduct periodic reviews of resource allocation.
- 5.5 Create budgets that address capital requirements to support current and future USTA funding needs in line with the long range plans.
- 5.6 Encourage and enhance creativity to support fundraising growth of USTA Serves and section and local tennis foundations.



6 People Resources / Structure

Actively maintain and recruit a talented, fully engaged and focused volunteer and staff corps.

Tactics:

- 6.1 Attract and retain visionary volunteers and staff at every level.
- 6.2 Differentiate and respect the roles of volunteers and staff to create organizational synergy through volunteer and staff teamwork.
- 6.3 Establish focused committees with clear responsibilities that utilize the unique skills of the volunteer committee members.
- 6.4 Create short-term, time- and task-specific opportunities to enable increased involvement for volunteers who have limited time to contribute.
- 6.5 Provide the environment necessary to move into new areas best able to grow and promote tennis.
- 6.6 Develop a program to identify opportunities for volunteers to contribute using their skill sets.



7 Accountability

The Board of Directors is responsible for establishing strategic priorities, goals and objectives to achieve the USTA's mission. The Executive Director is accountable to the Board for achieving strategic objectives. Staff members are accountable to the Executive Director for achieving their business units' objectives. Volunteers are accountable to the volunteer leadership to ensure compliance with the USTA's Strategic Directions.

Tactics:

- 7.1 Give necessary authority to the Executive Director to manage the national staff and to accomplish the mission.
- 7.2 Hold the Board, sections, committee leadership, volunteers and staff members accountable for achieving their objectives.
- 7.3 Provide the resources needed for success while being mindful of financial constraints.
- 7.4 Create an environment that promotes the generation of new ideas and approaches.
- 7.5 Encourage and support sections.
- 7.6 Identify key metrics to determine success and/or failure with respect to achieving the association's goals.

