



This Strategic Plan is meant to serve as our guide to growing tennis in Texas with real and quantifiable goals that will impact our sport

Mission Statement: To promote and develop the growth of tennis in Texas.

Vision Statement: All people in Texas will have access to the sport of tennis.

Core Values: USTA Texas' core values are fundamental beliefs of the organization.

Integrity

USTA Texas is committed to the highest standards of integrity, honesty and ethics.

Excellence

USTA Texas continually strives for excellence and is dedicated to providing outstanding service and value.

Inclusiveness

USTA Texas actively seeks in its events, programs, membership, leadership, and activities to include on a non-discriminatory basis all people who play, watch, support, and/or enjoy the sport of tennis.

Teamwork

USTA Texas is committed to its mission and believes that mission can best be achieved through the efforts of volunteers, staff, and strategic partners working as a team.

Empowerment and Accountability

USTA Texas is committed to the empowerment of Texas communities to promote, develop, and grow the sport of tennis and to holding accountable itself and Texas communities for mission fulfillment.

Major Section Goals and Strategic Priorities

1. Strategic Partnerships

- Expand Collaborative Strategic Partnerships with CTAs and other organizations to foster the growth of tennis
- Promote Advocacy through training and education

2. Tournaments and Leagues

- Facilitate Player Development and Competitive Excellence to help Texas tennis players reach the highest levels of competitive play
- Increase League Participation by enhancing the League experience and creating innovative programming options

3. Grow Participation in Recreational and Grassroots Programming (i.e. JTT, Schools, Collegiate, Wheelchair)

- Increase Tennis Participation by making tennis accessible to all people

4. Inclusion

- Achieve Diversity and Inclusion in programs, volunteers, staff and membership that reflect the demographics of USTA Texas

5. Marketing and Communications

- Enhance, Increase, and Improve Communication to and throughout the tennis community
- Extend and Improve Marketing and Branding Initiatives to local communities

6. Resource Management

- Attract and Retain visionary volunteers, board members and staff at every level
- Maintain Financial Strength by generating new revenues and allocating funds prudently

GROWTH TARGETS

STRATEGIC PRIORITIES	'08	'09	'10	'11	'12
1. STRATEGIC PARTNERSHIPS					
CTA Expansion Plan	16	18	50%	100%	N/A
	Qualified CTAs	Qualified CTAs	JTT	JTT	Governance
Advocacy Projects	12	19	18	20	20
2. TOURNAMENTS & LEAGUES					
Participation					
Junior Competitive	62,249	62,450	63,100	2%	2%
Adult/Senior/SuperSenior	23,201	24,140	25,100	3%	4%
Leagues	51,989	54,141	56,846	5%	5%
3. RECREATIONAL PROGRAMMING					
After School Programs	803	920	1,020	10%	10%
Junior Team Tennis Players	5,562	5,500	6,150	10%	10%
Tennis on Campus	78	95	103	5%	5%
4. INCLUSION					
Volunteer	30 of 178	23 of 188	23 of 188	20%	20%
Staff	4 of 25	2 of 24	5 of 24	33%	42%
5. MARKETING & COMMUNICATIONS					
Membership Growth	52,544	53,508	55,100	4%	4%
Marketing Initiatives	\$70,154	\$58,600	\$64,000	3%	3%
6. RESOURCE MANAGEMENT					
Investments	\$1,192,713	\$1,397,188	\$1,450,300	4%	4%
Sponsorship	\$148,704	\$131,000	\$136,500	5%	7%
New Revenue Sources	N/A	N/A	\$50,000	20%	17%

2011 STRATEGIC PLANNING SCHEDULE

July 2010	Management and Executive Committees approve Strategic Priorities and/or other Strategic Plan updates
July-Oct 2010	Section staff with Volunteer collaboration recommends updated numerical goals
Aug-Oct 2010	Section Staff with Volunteer collaboration recommends annual action plans
Oct 2010	Strategic Planning Committee prepares working 2011 Strategic Plan
Oct 2010	Section Staff with Volunteer collaboration submits budget requests to the Budget and Finance Committee
Nov 2010	Budget and Finance Committee recommends 2011 budget
Dec-Feb 2010-2011	Management Committee reviews and submits 2011 budget to the Executive Committee
Feb 2011	Executive Director submits 2010 Section Evaluation to the Management and Executive Committees
Feb 2011	Executive Committee ratifies 2011 Strategic Plan
Feb 2011	Executive Committee approves 2011 budget

Adopted 2/14/10



8105 Exchange Drive, Austin, TX , 78754 (512) 443-1334 www.texas.usta.com