



**NEW ENGLAND**

## **Strategic Plan**

### **Mission**

"To Promote and Develop the Growth of Tennis"

### **Vision Statement**

"The vision of USTA New England is that tennis will become one of the Top 10 participatory sports in the region."

### **Core Values**

Constitute the fundamental beliefs of our organization.

- Integrity** USTA New England is committed to the highest standards of integrity, honesty and ethics.
- Excellence** USTA New England continually strives for excellence.
- Teamwork** USTA New England's mission can best be achieved through the efforts of both volunteers and staff working as a team. USTA New England will recruit and retain a dedicated body of volunteers and staff.
- Accountability** USTA New England, its staff and volunteers are obligated to accept responsibility and be accountable for how their actions support the mission.
- Inclusivity** USTA New England actively seeks all people who play, watch, support and/or enjoy the sport of tennis into its events, membership, leadership, and activities on a non-discriminatory basis.
- Service** USTA New England shall provide exceptional service to its current and potential members, volunteers, partners and staff.

### **Strategic Priorities**

Align with the Core Values of the organization and with our overarching goal to increase participation.

#### **Level 1**

- Membership Growth
- USTA Jr. Team Tennis (Youth)
- USTA League Tennis (Adults)
- USTA School Tennis
- Diversity with a focus on Multicultural Participation

#### **Level 2**

- Partnership Development\*
- USTA Player Development\*\*
- Volunteer Development

\* Partnership Development includes Colleges, Tennis Clubs, Recreation & Parks Associations, Community Tennis Associations, World Team Tennis, USPTA, PTR, International Tennis Hall of Fame and Pilot Pen Tennis.

\*\*The development of talented junior players who have the potential to succeed at the Sectional, National and International level.



NEW ENGLAND

## Strategic Plan

### Key Actions

Promote, develop, and implement recreational and competitive tennis programs.

- Continue to strengthen current programming through a continuous improvement process.
- Create innovative programs and formats that will align with player interests.

Increase the public awareness and image of tennis.

- Develop and implement a comprehensive marketing and communications outreach plan.
- Continue to expand our web-based capabilities, including the use of the USTA New England web site.
- Connect tennis with key societal trends and issues.

Serve as a resource to the tennis community, with excellent customer service.

- Provide educational materials, technical advice, and other information.
- Respond to feedback from the field on how we can best meet stakeholder needs.
- Act as the connector between the USTA and local stakeholders.

Generate and manage financial and overall resources to support tennis programs.

- Create and implement a plan to increase revenue through our existing activities.
- Revisit the concept of the Alternative Revenue Task Force to present concrete ideas for Board consideration.
- Explore the use of some of the organization's excess cash to invest in one or more new initiatives that could lead to future revenue opportunities.
- Look for lessons learned about diversifying revenue streams from other sections.

Support player development for New England juniors.

- Identify talented junior players and establish USTA New England as their “go-to” resource.
- Provide a development path that will enable talented junior players to reach their full potential.

Build strong partnerships throughout New England.

- Develop criteria for entering into strategic partnerships.
- Explore alliances in which the collaborative relationship would leverage the respective core competencies of the organizations.
- Ensure that partnerships are actively managed.

Grow and support the volunteer network

- Identify, recruit and train/prepare new volunteers to the organization.
- Provide a cohesive welcoming process that gives volunteers meaningful work.
- Recognize volunteers for their efforts on behalf of USTA New England.
- Offer development opportunities that will enable volunteers to be successful in their efforts to support the mission of USTA New England.

Represent and engage a diverse audience reflective of the New England Section

- Highlight the achievements and success stories of diverse players in our publications and on our web site.
- Recruit and involve a diverse population into volunteer and staff positions within the organization.
- Seek outreach opportunities in settings and publications that attract a diverse audience.
- Identify and allocate necessary resources to support multicultural initiatives.

Set and track performance benchmarks

- Set milestones that meet the SMART standard (Specific, Measurable, Attainable, Realistic, Timely).
- Track the organization's performance against these targets.
- Report to the Board on progress.

# USTA New England

**MISSION: "TO PROMOTE AND DEVELOP THE GROWTH OF TENNIS"**

**Core Values:** Integrity ✦ Excellence ✦ Teamwork ✦ Accountability ✦ Inclusivity ✦ Service

## KEY ACTIONS

Promote, develop, and implement recreational and competitive tennis programs

Increase the public awareness and image of tennis

Serve as a resource to the tennis community, with excellent customer service

Generate and manage financial and overall resources to support tennis programs

Support player development for New England juniors

Build strong partnerships and improve communication across the tennis community

Grow and support the volunteer network

Represent and engage a diverse audience reflective of the New England Section.

Set and track performance benchmarks

## STRATEGIC PRIORITIES

Membership Growth

USTA Jr. Team Tennis

USTA League Tennis

USTA School Tennis

Diversity

Partnership Development

USTA Player Development

Volunteer Development

## VISION

"Tennis will become one of the 'Top 10' participatory sports in New England"