



UNITED STATES TENNIS ASSOCIATION

# **DIVERSITY PLAN:**

MULTICULTURAL FOCUS

2006-2008

# Executive Summary

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## Diversity Initiative Goals

- Increase the number of multicultural people in the organizational leadership and staff in both the professional and volunteer ranks.
- Increase the number of multicultural suppliers and partners.
- Establish systems and structures that ensure full inclusion throughout the organization.
- Each of the goals match with a targeted outreach to traditionally underserved communities in order to have a direct impact on increasing the number of multicultural people playing tennis in the United States.

## Diversity Department

Since April 2004, the Diversity Department has completed an internal and external assessment of the greatest areas of opportunity for growth, the greatest challenges to overcome, and the appropriate strategic partners to assist in the execution and implementation of the Diversity Plan. Additionally, the Chief Diversity Officer, with the help of two Diversity Coordinators, the Multicultural Participation Committee and the Hispanic Participation Task Force will continue to work to identify additional key partnerships to help increase multicultural participation on and off the court.

Recognizing the lingering confusion between diversity and multicultural participation, the USTA Board of Directors voted to “re-phrase” the Strategic Priority as “Diversity”, with continued on Multicultural Participation, with the intent and plan to phase in outreach efforts to other diverse groups as traction is gained in MP.

## USTA Diversity Statement

The first important output from the 2003 Guide Team was the development of a Diversity Statement. Team members felt it important to have an official statement for the association that could address the concerns regarding the distinctions between diversity and multiculturalism, and present a consistent message to the public. The Guide Team was deliberate in stating that it believed that the overall goal of the USTA should be greater diversity and inclusion, and that the effort should start by focusing on multiculturalism (*defined as race and ethnicity*). The diversity definition follows:

### DEFINITION

*We, the United States Tennis Association recognize diversity as essential to achieving our mission, “To Promote and Develop the Growth of Tennis”. For us, diversity refers to differences of culture, ethnicity, race, gender, age, beliefs, religion, social economic status, sexual orientation, family status, physical ability, appearance and ideas.*

*We are committed to achieving greater diversity throughout the sport and fostering a tennis environment that is more inclusive.*

## Organizational Assessment Process

After visits by the Chief Diversity Officer and Executive Director to all 17 sections and a full analysis of the USTA National Staff, the following observations were made to identify significant challenges and areas of opportunity:

- 14 Sections have multicultural participation as a Strategic Priority
- 13 Sections have a full time staff person devoted to increasing multicultural participation

- Many national staff members have multicultural participation goals as a part of their performance evaluation measures
- National staff receives diversity and sexual harassment training annually
- Only five Sections have engaged in diversity training for staff and/ or volunteers
- National is less successful in recruiting and retaining Hispanics/ Latinos and Asian American tennis players, employees and volunteers
- Sections are less successful in recruiting and retaining black and African American, Hispanic/ Latino and Asian American tennis players, employees and volunteers
- Most Sections have not set multicultural participation goals to achieve by year end
- Sectional staff and leadership need to increase knowledge of diversity, what it means to be inclusive, and how to make appropriate changes to affect measurable results

#### Chief Diversity Officer Recommendations

- Establish accountability for volunteers to ensure timely achievement of increasing multicultural participation amongst volunteers, committee and council leadership, and the USTA Board of Directors
- Establish accountability for national committees to accomplish greater outreach and inclusion in keeping with the committee charge
- Determine key motivators or incentives to encourage Sections to establish MP goals and hold their staff and volunteers accountable for the results
- Provide job-function diversity training for all national divisions and Sections to ensure maximum efficiency and eliminate fundamental barriers that are currently preventing focused outreach efforts

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## STRATEGIC FOCUS AREAS

### I. STRENGTHEN INTERNAL AND EXTERNAL IMAGE

The following questions are at the heart of the internal and external image challenges facing the USTA:

- “Who” is the USTA?
- “What” does the USTA do?
- Does the organization understand the nature and breadth of diverse markets and how to access and expand the game within those markets?
- Does the organization understand the need for greater presence and visibility in diverse communities?
- Does the organization understand the need for a more effective way to leverage the presence and visibility to enhance the image of the organization and the game in diverse communities?
- Does the organization know how to bring new audiences into existing programs?

Observations reveal a pervasive lack of organizational understanding and awareness of what diversity is; and the degree to which it is present and/or absent in the organization. There are some significant issues: 1.) There is a genuine lack of understanding of how to make USTA programs and operations inclusive, 2.) there is a lack of knowledge as to how to lead and support efforts for success, and 3.) there is a lack of understanding regarding how achieving one’s diversity goals will contribute to achieving one’s other goals at the same time. This treatment of the two goals separately, and lack of understanding of the process, may create a false perception of resistance.

#### **Expected Outcomes**

Strengthening both the internal and external image of the USTA is essential to having audiences clearly understand what the USTA does. While there is uncertainty about the scope of the Association’s operations, there is even greater uncertainty about the scope of operations with respect to diversity.

The goals that support Strategic Focus Area I will assist the organization in improving its public relations image in general and, specifically with respect to diversity, strengthen the organization with the necessary internal expertise needed to guide it toward greater inclusion, create a safe environment for having conversations about differences, increase awareness in the non-tennis community about the USTA, Including its programs, opportunities, and culture of inclusion.

**GOAL 1** – *Improve and strengthen public relations to attract and include more diverse constituents*

**GOAL 2** – *Clarify the organizational involvement process including committee selection process, at national, section and local levels*

**GOAL 3** – *Continue communicating the Diversity Plan to all constituents with regular updates*

## **II. STRENGTHEN LEADERSHIP COMMITMENT TO PROMOTE MULTICULTURALISM AS A KEY BUSINESS PRIORITY**

Leaders have the capacity to create greater confidence in the Diversity initiative and increase the likelihood of success by not just complying, but engaging in leadership behavior. If staff, volunteers, and the community observe organizational leaders “walking the talk” that is modeling inclusive behavior, then beliefs regarding the commitment will be strengthened. The strength of any initiative is leaders’ abilities to establish realistic and obtainable goals, model behavior, and hold themselves and the organization accountable, within their span of control.

### **Expected Outcomes**

- Establishment of clear, obtainable annual goals for multicultural inclusion
- Establishment of a systemic approach to multicultural inclusion that gets integrated into all operational areas
- Clarification and differentiation of roles and responsibilities with respect to multicultural inclusion throughout the organization
- Establishment of a process for holding each organizational layer accountable
- Insertion of multicultural inclusion within the legal structure of the organization
- Empower the Office of Diversity for the oversight and support of inclusion as an organizational objective

*Goals should be established for increasing MP within each area of USTA business. Areas include, but are not limited to: Pro Circuit, Marketing, Public Relations, Membership, Officials Department, all Community Tennis programs, US Open, Arthur Ashe Kids Day, corporate partnerships, National Tennis Center, purchasing, Finance, IT, Human Resources, Player Development, Advanced Media. Each department should set the following:*

**GOAL 1** – Commitment to have a diverse pool of equally or similarly qualified candidates for all vacant staff positions with particular focus on Senior Manager, Director and Managing Director level positions

**GOAL 2** – Establish at least two annual goals for achieving greater multicultural participation within each department’s programs and activities

**GOAL 3** – Establish at least one annual goal for achieving greater multicultural volunteer members on National Committees

**GOAL 4** – Establish at least two annual goals for achieving greater multicultural participation within each corresponding national committee’s programs and activities

**GOAL 5** – Establish USTA Section target goals for increasing multicultural participation at all levels of the organization, including section and district volunteers, staff, players, vendors and board members.

**GOAL 6** – Provide job-related diversity training for each department

### III. ESTABLISH FISCAL CLARITY

Historically the recurring theme with respect to Diversity has been, where will the funding come from for the initiative, and how will it be allocated. The belief exists that the diversity effort will require significant financial investment and a fear that funding MP, as a part of strategic priority will necessarily mean shifting monies from current programs to MP. Also, there has been concern that additional expectations of increased service and delivery will not result in proportionate budget allocation.

However, with appropriate commitment of time and effort on behalf of the staff and volunteers to attract and include multicultural people in existing programs, activities, and business functions there would only be a moderate budgetary increase to make the whole multicultural initiative.

#### **Expected Outcomes**

- Clear understanding of which organizational activities are multicultural-related
- Greater understanding among all constituents regarding which multicultural activities will be funded and how
- Financial incentives for achieving multicultural objectives
- Organizational awareness and understanding of diversity as a worthwhile business investment

**GOAL 1** – *Link Diversity objectives to performance compensation for all staff participating in the USTA incentive program. Determine what % of bonus would be tied to MP goals and have the Chief Diversity Officer participate in the evaluation of performance against the diversity/ MP goals identified.*

**GOAL 2** - *Identify total organizational spending on multicultural outreach initiatives, beyond the Diversity/ MP budgets.*

**GOAL 3** – *Track total dollars spent with women and multicultural owned businesses by USTA National in total, and by department, to ensure all groups are working toward achieving the 5% spending goal.*

### IV. INSTITUTIONALIZE STRATEGIC PARTNERSHIPS

Examples of greater inclusion that is being facilitated by successful strategic partnerships can be found throughout the USTA. However, successful processes and practices within Sections for achieving greater inclusion are neither well understood, nor shared in any widespread manner across the organization. While Sections differ in resources, demographics, and staff size, “Best Practices” can be identified and assessed to determine those that have universal application and other approaches that might be required.

Similarly, “Best Practices” in each national division can also be identified and shared throughout the organization in an effort to make outreach efforts more efficient and productive. The Office of Diversity has begun collecting “Best Practice” examples with procedures, funding, partners, results, and lessons learned. The Diversity Office will continue to collect these results and distribute them periodically to the Sections and national departments.

By developing deep-rooted relationships with professional special-interest organizations, the USTA will gain greater access to multicultural markets and potential new players, employees, volunteers, and vendors.

By strengthening internal communications and partnerships, the USTA will be able to see where/who the clear connectors are, and areas of overlap, so departments may choose to team up with others or build on the foundation already laid by another, to expedite the formation of effective game-growing relationships. The Diversity Staff should be viewed as an integral connector, as the staff may be working with more than one department on similar issues at one time.

### **Expected Outcomes**

- Establishment of a systematic process for sharing organization-wide successes in achieving greater multicultural inclusion, and recognizing Sections for innovative and successful work
- Establishment of approaches and experiences from Sections to expand organization successes in achieving greater multicultural inclusion
- Establishment of a national “Best Practices” program for diversity, with local delivery.
- Establishment of a systemic approach to assist Sections in becoming more self-sufficient in achieving greater multicultural inclusion
- Establishment of relationships with all matters of partners to assist in growing the game.

**GOAL 1** – *Identify and disseminate Multicultural Partnership “Best Practices” at the Section level*

**GOAL 2** – *Establish relationships with non-tennis organizations to gain greater insight into multicultural markets, needs, interests for better promotion and introduction of the sport, access to qualified job and volunteer leadership candidates*

## **V. PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY**

There is a clear and ongoing need to strengthen skills for both understanding diversity and the ability to manage differences in values, beliefs and behaviors that accompany diversity. Training needs to extend beyond sensitivity training, and focus significant energy on the applicability to every employees and volunteer’s area of responsibility.

This training will:

- Assist the organization in acquiring the requisite skill sets to implement a plan to achieve greater inclusion
- Assist leadership and staff to both understand and challenge their own beliefs and values that might unintentionally and unconsciously work against the goals of the plan
- Provide skills to manage a more diverse setting/environment

Achieving a shared understanding of diversity is a critical first step. Some goals and implementation steps that support this diversity plan will be easily executed, while others will require provisions of more focused training, ie., in order to hold individuals accountable for the delivery of this plan, they must be provided with the necessary tools.

The USTA has developed a training course to meet the needs of its constituents. The curriculum, “Growing Tennis through Outreach and Inclusion,” has several components to assist participants in performing a self assessment of their individual awareness, to provide knowledge and tools for identifying and eliminating barriers to participation, and to stimulate/enhance skills to identify diverse communities, reach out and bring their populations into existing tennis and volunteer programs.

Another piece of the curriculum is legislated to *address the needs and concerns of USTA National and Sectional Leadership*. After completion of this session, USTA leaders will have a better understanding of 1) how to lead and effectively support a diversity initiative, 2) risk management, and 3) how to create his/her own action plan.

USTA Adjunct Faculty members have been trained to deliver the curriculum for sectional and national staff. The Leadership Module is to be delivered by the Chief Diversity Officer, or the CDO’s designee, to the Sectional Leadership (i.e. Board of Directors, Nominating Committee, Senior Management Staff, Executive Director, Committee and Council Chairs) upon request.

### **Expected Outcomes**

- All organizational personnel will have a an individual and shared understanding of diversity, multiculturalism and inclusion
- The organization will have a mechanism for the ongoing training and development of all of its personnel with respect to diversity
- Board members, leaders, staff and volunteers will have developed the requisite skills to lead and manage a more diverse workforce
- A greater understanding of how to reach out effectively and efficiently to bolster participation in existing programs will have been generated.

**GOAL 1** – *Update the design of and deliver Diversity Awareness and Job Training Nationally*

**GOAL 2** – *Continue USTA University Adjunct Faculty Training of Trainers Program*

**GOAL 3** – *Deliver Job Specific Diversity Curriculum at all USTA Hosted Conferences and Meetings including: CTDW, Staff Development, TTC, USTA Officials Workshops, Annual and Semiannual Meeting,*