



NEW ENGLAND

Strategic Plan

Mission

"To Promote and Develop the Growth of Tennis"

Vision Statement

"USTA New England will be widely recognized and respected in all communities for providing quality tennis programs, resources and services."

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 and Inclusion

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.



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 other 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 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 and Inclusion

Partnership Development

USTA Player Development

Volunteer Development

VISION

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