



# Our Strategic Plan

Adopted on July 10, 2011

Reaffirmed on December 8, 2012

Reaffirmed December 7, 2013

Reaffirmed and edited December 6, 2014

Reaffirmed December 4, 2015

Reaffirmed December 2, 2016

Revised October 23, 2017

Reaffirmed December 7, 2018

## **Preface**

This strategic plan began as a result of a comprehensive, collaborative and transparent process involving over 500 people associated with USTA-Intermountain.

Specifically, “Listening to You” sessions were held with the following groups:

- USTA Colorado Board and Staff
- USTA Idaho Board and Staff
- USTA Montana Board and Staff
- USTA Nevada Board and Staff
- USTA Utah Board and Staff
- USTA Wyoming Board and Staff
- National Committee Members
- Section Committee Members

Input was also provided from the Intermountain staff and USTA-National staff.

The USTA-Intermountain Board of Directors met with an external professional facilitator over the weekend of July 8-10, 2011 to review the feedback from the “Listening to You” sessions. The result of that meeting was a Strategic Plan adopted in 2011. Since then, the document has been edited and affirmed on an annual basis. In 2017, a task force was formed to do a thorough review. That review resulted in the document that follows.

*Reaffirmed December 7, 2018*

## **Our Core Values Statements**

**Diversity/Inclusion:** We are committed to creating an environment where all people are represented and served.

**Collaboration:** We will unite in working toward a common mission.

**Accountability:** We will work together to execute our duties and hold each other responsible.

**Trust:** We will continually earn trust through communication, transparency, goodwill and honesty.

**Innovation:** We will evaluate and adapt creatively to the changing needs of our diverse membership.

*Reaffirmed December 7, 2018*

## Our Credo

We believe that the game of tennis is a vehicle that can transform lives. We believe that our primary responsibility is to follow our mission of “promoting and developing the growth of tennis.” Therefore, we are called to be inclusive in nature and positively impact as many lives as possible by providing tennis opportunities to everyone in our Section.

We believe in the fundamental tenet that tennis is most effectively grown at the grassroots level. This philosophy is built on the foundation that strong District offices will generate more tennis activities and USTA members, which will result in a stronger Section.

We believe that, due to our geography and varied challenges/opportunities, every District is unique and requires distinct programs and strategies to most effectively grow the game. Alongside our uniqueness and individualism, is the fundamental belief that we’re all connected as one body - a body whose core is based on a shared trust; a body which depends on each other for support; a body which works toward a unified goal; a body in which there is an environment of mutual respect and transparency; a body which will encourage each other and hold one another accountable in order to achieve more; a body which will celebrate our success stories. This body, of course, is comprised of the District offices of Colorado, Idaho, Montana, Nevada, Utah and Wyoming, and the office of the Intermountain Section.

We believe in an environment where new opportunities are pursued; where administrative barriers are lifted and resources are freed and passed down to the Districts while also adhering to USTA National’s reporting requirements; where the spirit of service, innovation and integrity are valued; where the fundamental mindset is “How can we make this happen?”; and where we will hold each other accountable and measurable outcomes will be tracked.

In many regards, the Intermountain Section is now recognized as a leader within the USTA Family. We believe that this credo is instrumental to the continued success of our Section. To remain in this position, we will constantly strive for improvement, affirm our values and commitments regularly, and transform more lives through tennis. Lastly, we will remain one body – one vision.



USTA - Intermountain - Strategic Plan Outline

Mission: To promote and develop the growth of tennis		Vision: To empower and support the Districts of the ITA							
<div>Strategic Goal #1</div> <div><i>We will build the capacity of and support our Districts in delivering programs and services to grow USTA membership and increase participation.</i></div> <div>1 Pass down funding and compliance reporting requirements.</div> <div>2. Serve as communication liaison between USTA-National and the Districts.</div> <div>3. Ensure financial well-being/security of the Section and Districts.</div> <div>4. Provide general administrative support including reports, Section rankings, and sanctioning, etc.</div> <div>5. Deploy our Tennis Service Representatives.</div> <div>6. Provide trainings and best practice sessions.</div>	<div>Strategic Goal #2</div> <table><tr><th>Adult Tennis</th><th>Junior Tennis</th></tr><tr><td><div>1. Coordinate Section Championships.</div><div>2. Train and support District League Coordinators and/or District League Staff.</div><div>3. Provide NTRP Sectional oversight.</div><div>4. Administer the grievance process.</div><div>5. Interpret rules and regulations.</div><div>6. Process medical appeals.</div></td><td><div>1. Support, promote and oversee USTA programming; tournaments, team events, and training.</div><div>2. Promote Player Development Pathway.</div><div>3. Generate rankings, standings and endorsement lists.</div></td></tr><tr><td colspan="2"><div>Liaise between USTA-National and Districts.</div><div>Grow the game through programming support.</div><div>Educate Coaches.</div></td></tr></table>		Adult Tennis	Junior Tennis	<div>1. Coordinate Section Championships.</div> <div>2. Train and support District League Coordinators and/or District League Staff.</div> <div>3. Provide NTRP Sectional oversight.</div> <div>4. Administer the grievance process.</div> <div>5. Interpret rules and regulations.</div> <div>6. Process medical appeals.</div>	<div>1. Support, promote and oversee USTA programming; tournaments, team events, and training.</div> <div>2. Promote Player Development Pathway.</div> <div>3. Generate rankings, standings and endorsement lists.</div>	<div>Liaise between USTA-National and Districts.</div> <div>Grow the game through programming support.</div> <div>Educate Coaches.</div>		<div>Strategic Goal #3</div> <div><i>We will promote the work of our Districts to USTA National, Industry Partners, Membership (individual and organizational) and general public.</i></div> <div>1. Communicate through websites, social media, email blasts, periodic reports and annual reports.</div> <div>2. Develop, implement and update public relations and marketing strategy.</div> <div>3. Streamline and promote communication between all entities: (National, Districts, Committees, Industry Partners, etc).</div> <div>4. Emphasize a strong awards program.</div> <div>5. Support and mentor volunteers to join and remain on National Committees.</div>
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