



USTA New England Strategic Plan 2019-2026

Approved and adopted by the USTANE Board of Directors, January 25, 2019

USTA New England is a 501c4 non-profit organization that serves as the governing body for the sport of tennis in New England. In conjunction with its seven State Associations, the mission of the organization is to “promote and develop the growth of tennis”.

The organization is governed by a dedicated Board of Directors that includes representation from all seven State Associations, including Connecticut, Eastern Massachusetts, Maine, New Hampshire, Rhode Island, Vermont, and Western Massachusetts. Volunteers throughout New England serve on a number of committees that fall under five councils: Adult Tennis, Administration, Delivery System, Player Development and Youth Tennis. There are also standing and other committees that report directly to the Board of Directors.

On the operational side, the staff is led by an Executive Director who works with staff in five departments: Community Tennis, Competitive Tennis, Marketing, Finance, and Diversity & Inclusion. The professional staff of thirty-four includes five field staff positions called Tennis Service Representatives, a Junior Play Manager, and fourteen USTA League coordinators.

Our mission, vision and strategic values guide the our work and our strategic priorities.

Our Mission Statement

The mission of USTA New England is: To promote and develop the growth of tennis in New England.

Our Core Values

Excellence

We provide outstanding, value-adding products and services to our members, tennis consumers, and the communities where we operate. By proactively establishing collaborative, high-performing partnerships with other tennis providers we collectively accelerate the growth of the tennis industry.

Innovation

We embrace change and encourage creative approaches to delivering products and services that exceed the expectations of our members and tennis consumers. By taking educated risks, we ensure that consumers of all ages and abilities can participate in tennis for a lifetime.

Inclusiveness

We encourage and embrace the participation and contributions of all people that desire to be engaged with our organization. By honoring and leveraging the diversity of thought, expertise, cultural heritage, and individual differences we ensure the long-term growth and sustainability of tennis.

Passion

We believe that tennis changes lives in positive ways and are inspired by that possibility to act with a sense of energy, determination, and enthusiasm. Passion is the fuel that drives all that we do.

Integrity

We operate all of our endeavors within an environment of trust, mutual respect, and safe play conditions. Our reputation is well-respected by all because we consistently treat those we deal with in a fair, honest, and ethical manner.

Accountability

We operate with total commitment and hold ourselves accountable to the highest standards of performance. Each of us individually and collectively is responsible for delivering on our mission and our brand promise.

Strategic priorities for the next eight years

USTA New England has identified five Strategic Directions for the next eight years. They have been established to help focus our efforts on what is most important in meeting our mission and provide a better link to the actions we take every day.

Attract, re-engage and retain tennis participants of all ages, inclusive of diverse populations.

USTA New England will establish, sustain and grow active participation in the junior, young adult, adult and senior populations. We must continuously create, refresh and deliver a portfolio of programs and experiences - social through competitive - that are accessible, satisfying and relevant to the lifestyles and stages of intended consumers.

Improve the tennis delivery system, provider quality and consumer experience across the Section.

USTA New England will enhance the accessibility, quality and availability of facilities to support the evolving local play. We must continuously collaborate and consult with tennis providers to strengthen education, delivery, capabilities and service management practices to improve consumer experience and retention.

Cultivate a collaborative and aligned team of volunteers and staff.

USTA New England will enlist dedicated volunteers and staff who work effectively together at all levels and across our Section. Provide developmental and educational opportunities that engage and inspire, ultimately enabling our collective team to grow the game.

Expand and leverage strategic partnerships and community engagement.

USTA New England will develop key traditional and non-traditional partnerships and sponsorships to expand tennis advocacy across the communities we serve. We must continuously demonstrate and communicate to public, private and non-profit leaders how tennis adds value to their constituencies and communities.

Ensure continued financial growth and performance.

USTA New England's efforts to grow the game rely on our continued ability to generate and sustain revenues through the achievement of key USTA performance metrics, including our core events, products and services. We must engage in constant evaluation of current investments, exercise fiscal responsibility and explore opportunities that enable us to diversify our revenue streams and ensure long-term financial health and stability.