



New York Junior Tennis & Learning

# STRATEGIC PLAN

2024 - 2029



**SUCCESS IS A  
JOURNEY, NOT A  
DESTINATION. THE  
DOING IS OFTEN MORE  
IMPORTANT THAN THE  
OUTCOME.**

**-ARTHUR ASHE**

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# MESSAGE FROM BOARD CHAIR & CEO



Dear Friends and Stakeholders,

Playing tennis offers intrinsic social, emotional, and physical health benefits that can promote success in life, including educational achievement. NYJTL's North Star is to ensure that students from low-income and diverse communities in New York City have access to the benefits that tennis and educational support provide.

NYJTL is poised to deepen its impact. To chart its path forward, we engaged in a comprehensive strategic planning process that included thorough program analysis and benchmarking against nonprofit best practices. We are excited to share the results with you.

Our process began with establishing a baseline of our current operations, followed by internal listening sessions that provided insights from our staff and board. We assessed trends and opportunities within the broader context of tennis and youth development, and conducted interviews with external stakeholders, including experts in sports, education, and youth services.

As a result of this collaborative effort, we have outlined five key goals to guide our work in the coming years:

- Create connected pathways for all youth to experience the benefits of tennis.
- Provide aligned curricula and support to ACES after-school programs to improve quality.
- Strategically balance community and commercial offerings at the Cary Leeds Center.
- Grow and diversify funding sources.
- Enhance operations and staff support.

We recognize the importance of adapting and integrating our programs to create greater impact. The organizational changes we envision will not only improve our current offerings but also position us for future growth.

We are grateful for your continued support as we embark on this exciting journey. Together, we can ensure that every young person in our city has the opportunity to thrive through the power of tennis and education.

Thank you for being a vital part of our journey.

Sincerely,

A handwritten signature in black ink that reads "Bob Horne".

Bob Horne  
NYJTL Board Chair

A handwritten signature in black ink that reads "U.K. Tambar".

U.K. Tambar  
President & CEO

# ABOUT US

## MISSION

To develop the character of young people through tennis and education for a lifetime of success on and off the court.

## VISION

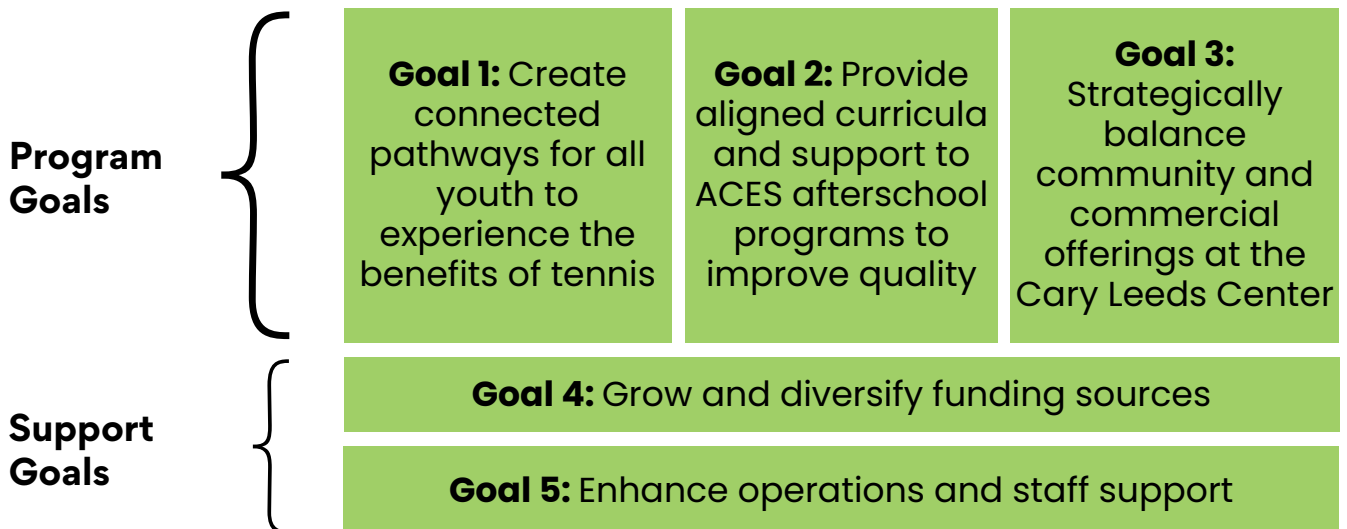
Playing tennis provides intrinsic social, emotional and physical health benefits that promote success in life.

Ensure that diverse students across NYC have access to the benefits that tennis provides, at a level of skill and intensity that is appropriate for them.

## VALUES

- Healthy Living: commitment to physical exercise, nutrition and mental wellness
- Teamwork: commitment to fair play and sportsmanship
- Learning: commitment to embrace learning and personal growth
- Community: commitment to service and diversity and inclusion
- Character: commitment to honesty, integrity and grit

# OUR STRATEGY



# GOAL 1: CREATE CONNECTED PATHWAYS FOR ALL YOUTH TO EXPERIENCE THE BENEFITS OF TENNIS

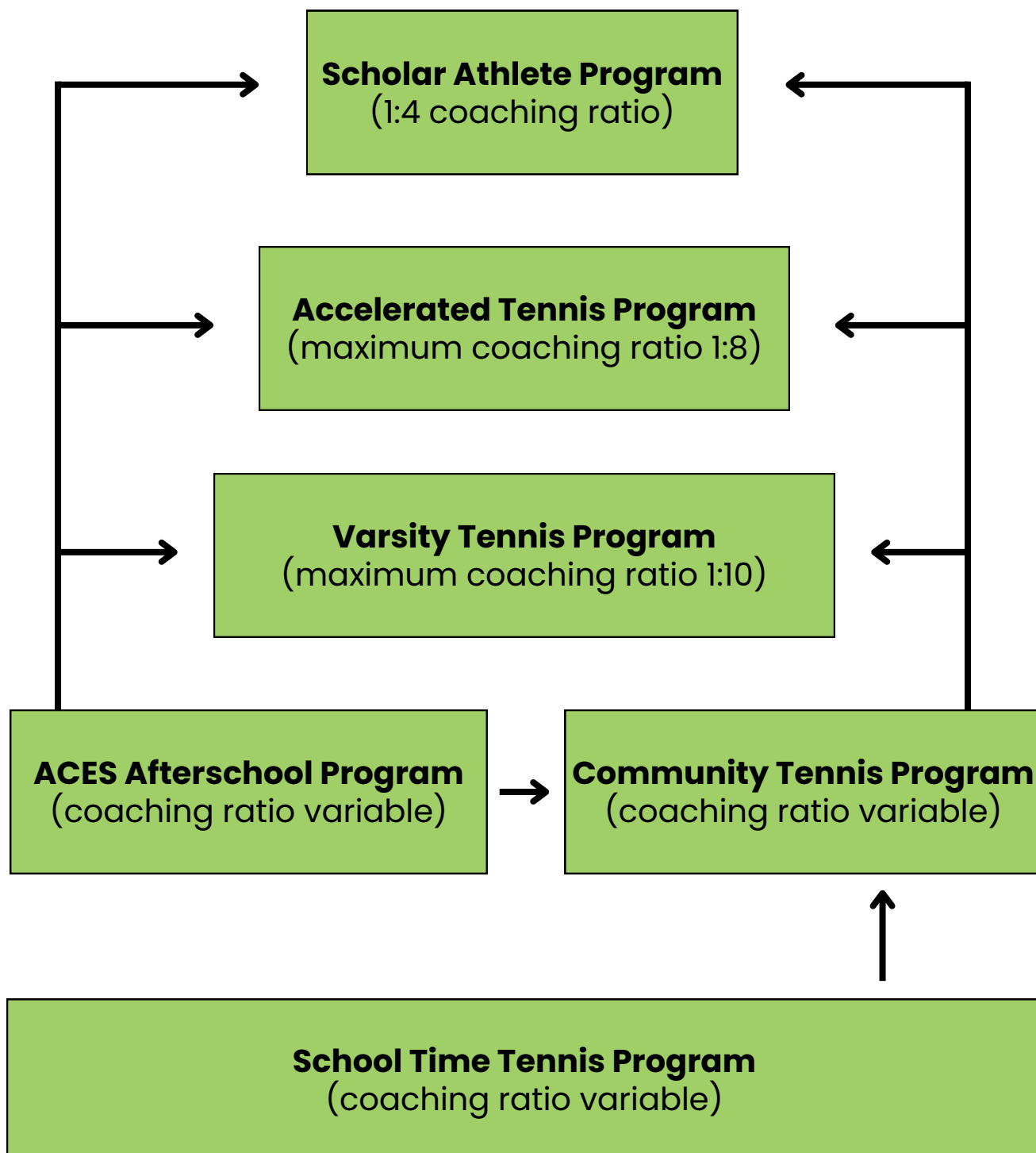
- Create delineated pathways through increasingly intensive tennis instruction, with clear connectors between levels, from beginner to college/pro level
- Define curriculum and coaching models for all levels of the pathway, including educational and mentorship supports for cohorts at higher levels of the pathway
- Design a training pipeline for program participants to become volunteers and coaches
- Strategically implement pathways and expand geographic footprint to increase participation at all levels of tennis ability
- Define program quality and student outcome KPIs to collect for each level of the pathway



## KEY PERFORMANCE INDICATORS

- Percent of children enrolled who continue to the next level of tennis
- Frequency and quality of coach trainings
- Number of sites and hours operated
- Attendance
- Competitive opportunities

# TENNIS PATHWAY PROGRAMS WILL ACT AS A FUNNEL WITH INTERESTED STUDENTS TRANSITIONING TO MORE INTENSIVE PROGRAMS.



→ = STUDENT TRANSITION TO A MORE INTENSIVE PROGRAM



## GOAL 2: PROVIDE ALIGNED CURRICULA AND SUPPORT TO ACES AFTERSCHOOL PROGRAMS TO IMPROVE QUALITY

- Identify and implement high-quality, aligned curricula for all sites with associated outcomes and metrics
- Design and implement management and support models for school-based staff that apply across all schools
- Define relevant program quality and student outcome data

### KEY PERFORMANCE INDICATORS

- Percent of ACES sites with updated curricula
- Percent of ACES sites with reportable student outcome data
- Rate of participation and staff vacancies
- Social emotional learning, academic growth, and student and family satisfaction

# GOAL 3: STRATEGICALLY BALANCE COMMUNITY AND COMMERCIAL OFFERINGS AT THE CARY LEEDS CENTER

- Strategically adjust revenue generating activities at the Cary Leeds Center to best balance commercial needs and community impact
- Identify additional uses of the Cary Leeds Center for community needs, including but not limited to youth programs

## KEY PERFORMANCE INDICATORS

- Percent of available court time used by any activity
- Community programs utilization rate
- Community and commercial participant satisfaction





# GOAL 4: GROW AND DIVERSIFY FUNDING SOURCES



## KEY PERFORMANCE INDICATOR

- Growth in foundation and corporate funding"

- Grow foundation funding for all program activities
- Grow corporate funding, with a focus on offering opportunities for corporations to sponsor specific tennis programs or events
- Grow individual funding, with a focus on supporting tennis programming
- Target efforts to maintain and grow government funding
- Secure funding support for exceptional talent when it is identified.

## GOAL 5: ENHANCE OPERATIONS AND STAFF SUPPORT



- Create training and development opportunities for all staff that build skills, aid retention, and prepare staff for promotions
- Build a structured community engagement function

## KEY PERFORMANCE INDICATORS

- Percent of staff with a development plan
- Percent of open management roles filled with internal candidates
- Broad utilization by management of data dashboard



- Create systems to collect and manage data across programs to increase transparency and improve data utilization
- Streamline and improve HR processes



## BOARD MEMBERS

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## NYJTL LEADERSHIP

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 Sachi Kurup, Director of Communications  
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