



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

TABLE OF CONTENTS

MESSAGE FROM BOARD CHAIR & CEO 1

ABOUT US 2

GOAL 1 3

GOAL 2 4

GOAL 3 5

GOAL 4 6

GOAL 5 7

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

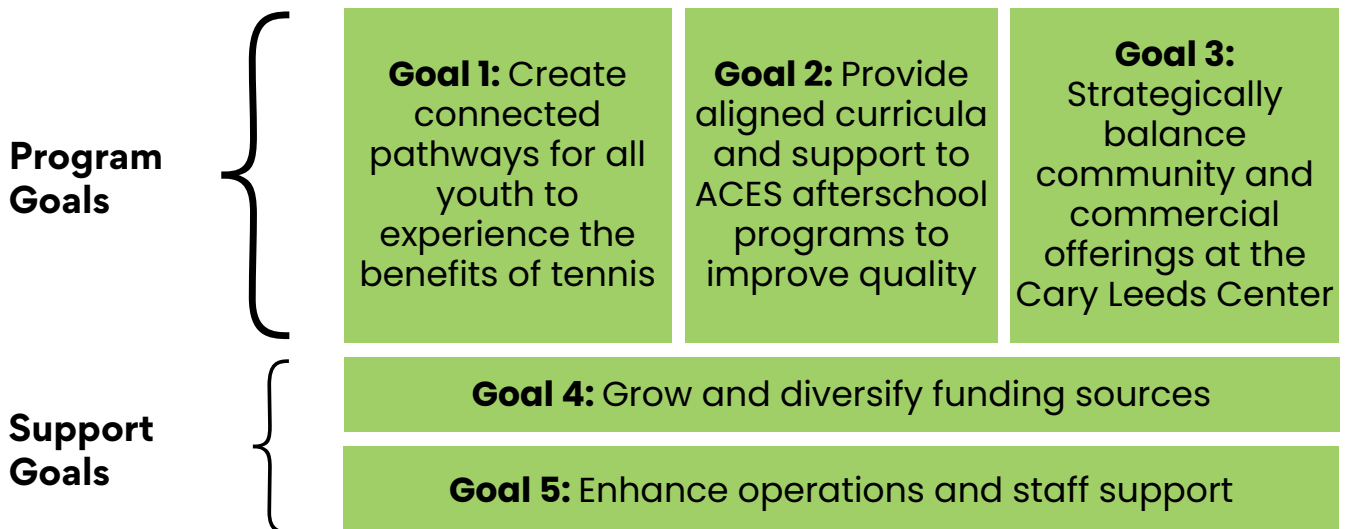
Playing tennis provides intrinsic social, emotional and physical health benefits that promote success in life.

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

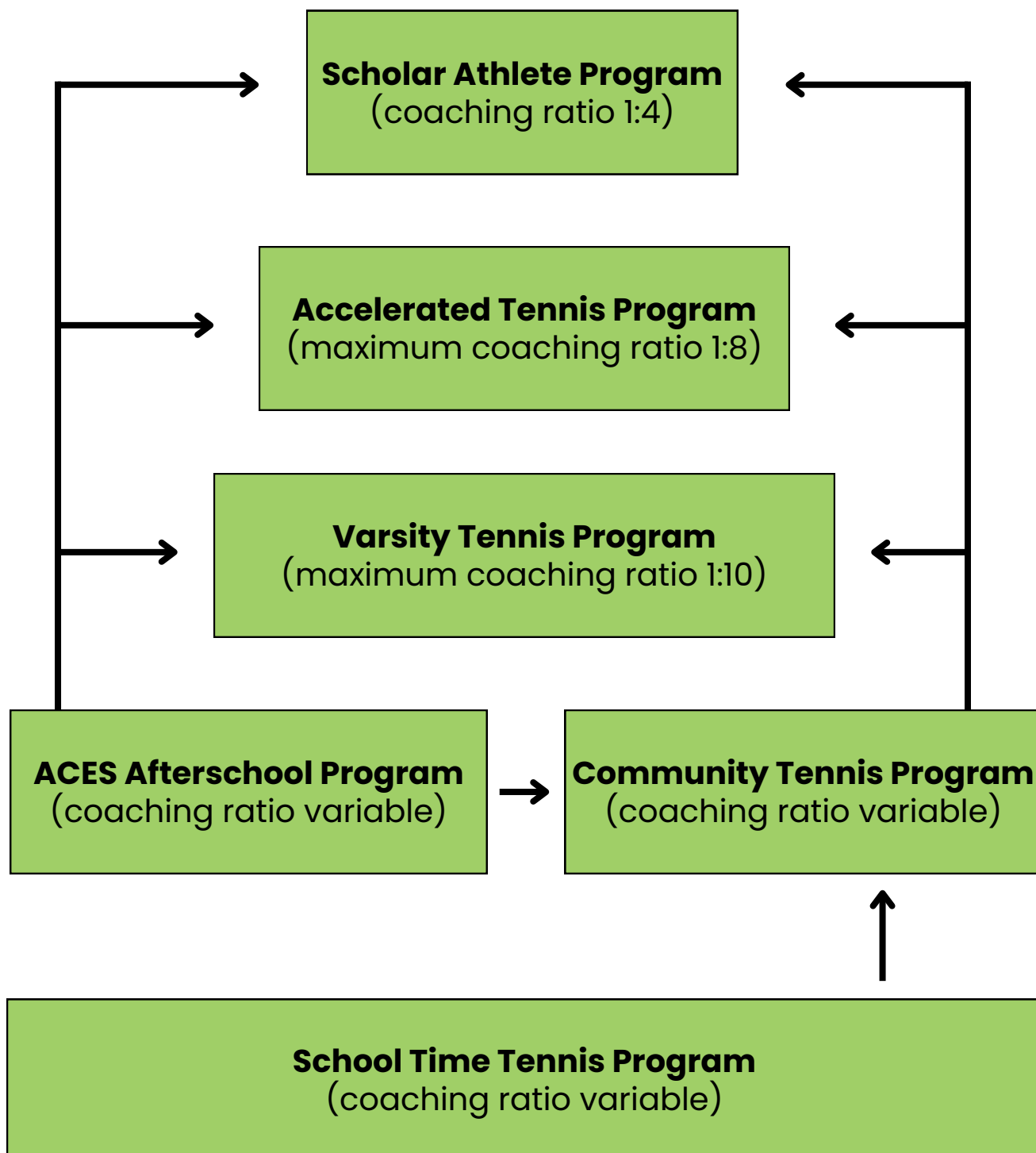
- Create delineated pathways through increasingly intensive tennis instruction, with clear connectors between levels, from beginner to college/pro level
- Define curriculum and coaching models for all levels of the pathway, including educational and mentorship supports for cohorts at higher levels of 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

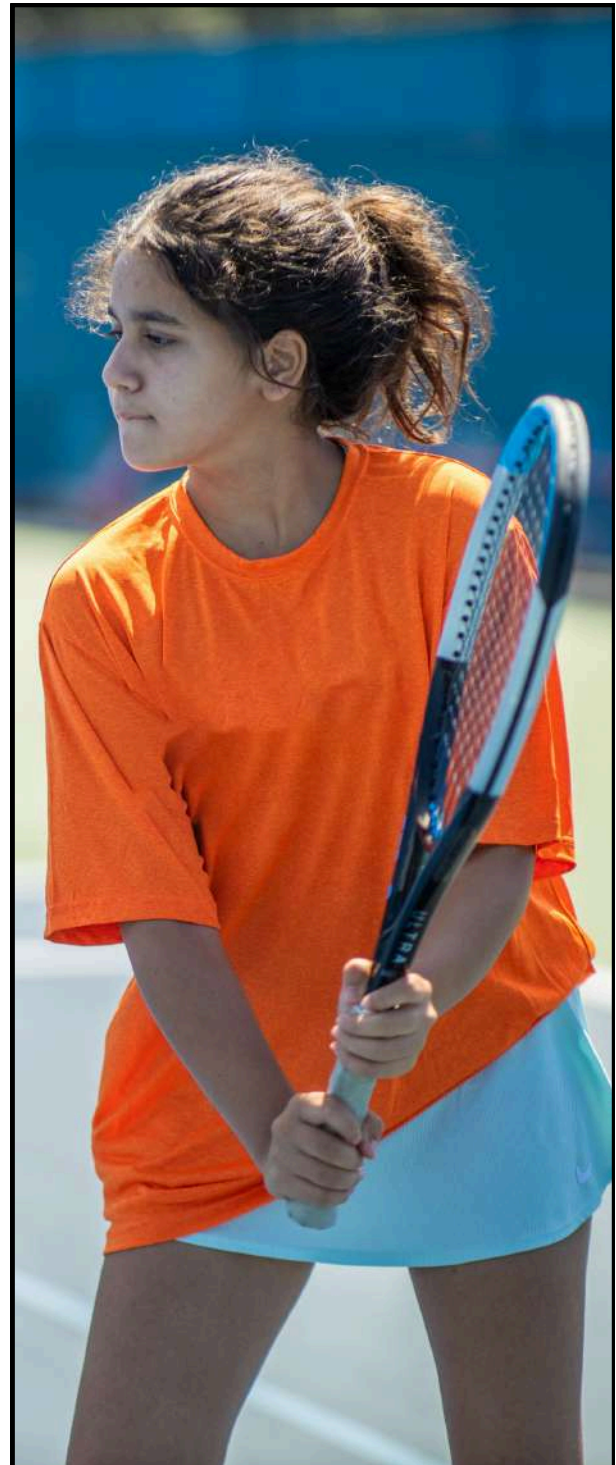
- Percent of ACES sites with updated curricula
- Percent of ACES sites with reportable student outcome data
- Rate of participation and staff vacancies
- Social emotional learning, academic growth, and student and family satisfaction

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

Bob Horne, Chair
 Martin S. Goldberg, Vice Chair
 Tory Kiam, Vice Chair
 Steven Simkin, Vice President
 Bruce Manson, Treasurer
 Polly Scott, Secretary
 Udai Tambar, President & CEO

Allison Bodenmann
 Yvonne Buysman
 Susan Chapman-Hughes
 Jacqueline Corba
 Alvin Crawford, Jr.
 Douglas Eisenberg
 Howard Endelman
 Melanie Hartzog
 Karen Ikeda
 Cameron Iraj
 Derek Irby
 Nicole Kankam

Kyle Kliegerman
 Douglas Koff
 Deborah Larkin
 Fay Ann Lee
 Laurence Leeds
 Deanna Lloyd
 Stacey Locker
 Alice Mahoney
 Kunj Majmudar
 Randy Master
 Sidney Migdon
 Sumit Nihalani
 Brian O'Connor
 Zakiyyah Salim-Williams
 Matthew Snyder
 Eric Sobotka
 Karen Urban
 Kim Wagman
 Jason Wong

EMERITI

Lewis H. Hartman, Chair Emeritus
 Lawrence B. Benenson, Director Emeritus
 Carlos Cuevas, Director Emeritus
 Jim O'Neill, Director Emeritus
 Robert Rahr, Director Emeritus
 Peter Malkin, Director Emeritus



NYJTL LEADERSHIP

Grace Bodenmann, Chief Education Officer
 Carol Burden, Director of Philanthropy
 Yvette Charles, Director of Human Resources
 Hannan Chaudhary, Chief Financial Officer
 Scott Daly, Senior Director of Community Tennis

Jay Devashetty, Vice President of Tennis Pathways
 Sachi Kurup, Director of Communications
 Ahsha Rolle, Director of Tennis
 Udai Tambar, President & CEO

CONTACT US



Phone
347-417-8100

Website
www.nyjtl.org

Address
36-36 33rd Street, Suite 504,
Long Island City, NY 11106

Phone
718-247-7420

Website
www.nyjtl.org/caryleeds

Address
1720 Crotona Avenue
Bronx, NY 10457

