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Executive Summary

Situational Overview
The USTA sought the assistance of a diversity consulting expert to assess the organizational culture as it pertained to issues of multiculturalism and inclusion. The overall goal was to become a more diverse organization. Through the consulting partnership the USTA wanted support in:

- Guiding the direction of the organization-wide diversity effort
- Better understanding the attitudes and beliefs of all constituents with respect to differences
- Identifying ways to enhance and leverage diversity and multiculturalism across the entire organization.

Below are the overall goals of the diversity initiative.

- Increase the number of multicultural people playing tennis in the United States.
- Increase the number of multicultural people in the organizational leadership and staff in both the professional and volunteer ranks.
- Increase the number of multicultural suppliers and partners.
- Establish systems and structures that ensure full inclusion throughout the organization.

Diversity Guide Team
A Guide team was formed early in the effort to provide internal expertise and add direction to the assessment process. The Guide Team consisted of members of the Board of Directors, Section leadership and staff, and National office staff. The early objectives for the Guide Team members were to:

- To create a cadre of internal change agents who can assist in guiding the USTA diversity/inclusion initiative;

- To serve as a conduit that can keep stakeholders in their respective domains informed of the process, and help the USTA understand how the initiative is being received in the field; and

- Help devise and implement appropriate interventions to address challenges and opportunities disclosed through the organizational audit.
USTA Diversity Statement

The first important output from the Guide Team was the development of a Diversity Statement. Team members felt it important to have an official statement for the association that could address the concerns regarding the distinctions between diversity and multiculturalism, and present a consistent message to the public. The Guide Team was deliberate in stating that it believed that the overall goal of the USTA should be greater diversity and inclusion, and that the effort should start by focusing on multiculturalism (defined as race and ethnicity). The diversity definition follows. *(The complete Diversity Statement can be found as Attachment A)*

**DEFINITION**

*We the United States Tennis Association recognize diversity as essential to achieving our mission, “To Promote and Develop the Growth of Tennis”. For us diversity refers to differences of culture, ethnicity, race, gender, beliefs, social economic status, sexual orientation, family status, physical ability, appearance and ideas.*

*We acknowledge our goal is ambitious and challenging, but an opportunity we should clearly pursue. We are committed to achieving greater diversity throughout the sport and fostering a tennis environment that is more inclusive.*

In its final meeting the Guide Team agreed to present the Diversity Statement to the Board for approval as the official diversity statement for the USTA.

The team also felt it critical that this statement be used as the official position of the USTA with respect to diversity and multiculturalism, and; that the statement appear prominently in official USTA literature and used in communicating with the public at large.

**Organizational Assessment Process**

Guide Team members were instrumental in identifying candidates to participate in the interviewing process and inviting local constituents to participate in the community focus groups. The initial assessment began with interviews of key leadership, followed by focus groups session conducted in four regions. The four regional sessions included separate morning focus groups for USTA staff and afternoon sessions for community members. Focus groups were also conducted with the Board of Directors and the Strategic Planning committee. Two additional focus groups for interested individuals were conducted at the 2003 Semi-annual meeting and conference in La Quinta, CA. In July, an online survey was sent to 80,000 individuals.
The organizational assessment consisted of the following:

- 39 interviews conducted with USTA leaders and key individuals
- 12 Focus groups
- 72 question survey with 18 demographic categories
- 3,513 respondents to the survey

The survey data provided specific identification of organizational strengths, challenges and opportunities for the organization as a whole and by race and ethnicity *(A complete listing of Strengths, Challenges and Opportunities can be found in Attachment B).*

A preliminary draft of the USTA Diversity Plan was presented to the USTA Board of Directors in July 2003. The Plan was also presented at the USTA Semi-Annual meeting as a template to assist the Sections in their efforts to expand multiculturalism in their respective areas. To facilitate the process, it was proposed that a team of USTA representatives that included Lee Hamilton, D.A. Abrams, Camille Mosley and several other selected individuals would visit at least four Sections to present the Diversity Plan, solicit input, and gather feedback.

**Diversity Guide Team Final Recommendations**

At its final meeting, the Diversity Guide team identified the following key points and recommendations to present to the USTA Executive Leadership and the Board of Directors.

1. Adopt and publicize the Diversity Statement
2. Expand preliminary Section visits from 4 to include all 17 Sections, and complete by June 2004
3. Develop the USTA University Diversity Curriculum as presented in the Diversity Plan
4. Establish a grant program with contributing components to accomplish multicultural objectives
5. Establish accountability for Sections’ self-identified goals and targets
6. Establish accountability for the Board, National Office and National Committees self-identified goals and targets
7. Request Board approval for the Diversity Plan
8. Convey to the Executive Leadership and the Board that $500K is an inadequate amount to support the Diversity Plan
9. Establish the MP committee as the oversight agent for diversity
Two final points of importance that the Guide Team wished to emphasize were:

- That the MP committee be charged with oversight responsibility for shepherding the diversity process. One of the concerns surfaced through the assessment was the belief that the organization lacked the internal expertise necessary to effectively manage diversity

- That Community Tennis not assume disproportionate responsibility for implementation of the Diversity Plan, and in addition to Kurt Kamperman and Lee Hamilton, that the entire leadership team be held accountable for implementation.

A refined draft of the USTA Diversity Plan was reviewed with the USTA Board of Directors in November 2003, at which time the USTA Diversity Statement was approved and the name of the plan was revised to: USTA Diversity Plan: Multicultural Focus. In addition, edits to the plan were requested by the Board.

The USTA Diversity Plan: Multicultural Focus, approved by the USTA Board of Directors at its December 2003 meeting, follows.
USTA Diversity Plan: Multicultural Focus

STRATEGIC FOCUS AREAS

I. STRENGTHEN INTERNAL AND EXTERNAL IMAGE

Interviews, focus groups and survey data consistently presented the following questions and concerns regarding the image of the USTA:

- “Who” is the USTA?
- “What” does the USTA do?
- Does the organization understand the breadth of diverse markets and how to access and expand the game within those markets?
- The organization appears more concerned with making money than promoting tennis.
- The need for greater presence and visibility in diverse communities.
- The need for a more effective way to leverage the presence and visibility to enhance the image of the organization and the game in diverse communities.

Observations, as well as, anecdotal and quantitative data, reveals a pervasive organizational lack of understanding and awareness of what diversity is; and the degree to which it is present and/or absent in the organization. Additionally, there is a large contingent of survey respondents who felt uncertain about the leadership support for diversity and the organization’s ability to manage diversity. More than half of respondents expressed uncertainty or disagreed that the organization assisted them in “understanding the needs of diverse markets”. Survey questions which attempted to discern the understanding of USTA operations and diversity often resulted in a large percentage of both internal and external respondents checking “Uncertain” on the survey scale.

Notwithstanding, the organization has to firmly define for its audiences the differences between diversity and multiculturalism and unequivocally state the actions it is taking and toward clearly defined goals. The internal organizational confusion about diversity projects an external image of lack of direction and obscurity of purpose.

Expected Outcomes

Strengthening both the internal and external image of the USTA is essential to audiences clearly understanding what the USTA does. While there is uncertainty about the scope of the Association’s operations there is even greater uncertainty about the scope of operations with respect to diversity.
The goals that support Strategic Focus Area I will:

- Allow the organization to project a clear definition of diversity
- Identify multiculturalism as the initial focal point of the diversity effort
- Assist the organization in improving its public relations image in general and specifically with respect to diversity
- Strengthen the organization with the necessary internal expertise needed to guide it toward greater inclusion.
- Enable all USTA constituents to have a clearer understanding of key organizational processes, such as selection for national committees, grant distributions, etc…
- Communicate ongoing progress of diversity in a way that allows people to clearly understand what it is.
- Creates a safe environment for having conversations about differences
**STRATEGIC FOCUS 1: STRENGTHEN INTERNAL AND EXTERNAL IMAGE**

**GOAL 1 – Define Diversity for the Organization**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize all components of the USTA Diversity Statement: definition, philosophy, focus areas, etc…</td>
<td>Guide Team</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Present USTA Diversity Statement, definitions, philosophy to Board for review &amp; approval</td>
<td>Guide Team</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Communicate USTA Diversity Statement, definitions, philosophy to Sections</td>
<td>Guide Team, Section and National Leadership</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Communicate USTA Diversity Statement, definitions, philosophy to larger tennis community</td>
<td>National and Section Leadership</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Disseminate and benchmark survey results</td>
<td>Guide Team, National Staff</td>
<td>X (‘04 Ann. Mtg.)</td>
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<td></td>
<td>$0</td>
</tr>
<tr>
<td>Follow-up Survey</td>
<td>National Staff</td>
<td></td>
<td>$20,000</td>
<td>$20,000</td>
<td></td>
</tr>
<tr>
<td>Diversity message/statement in all USTA publications/communications (i.e. websites, brochures, etc.)</td>
<td>National Staff</td>
<td>X</td>
<td>X</td>
<td></td>
<td>*see PR firm budget in Goal #2</td>
</tr>
</tbody>
</table>

**GOAL 1: TOTAL PROJECTED COST** $20,000
**Strategic Focus 1:** Strengthen Internal and External Image

**Goal 2 – Improve and Strengthen Public Relations to Attract and Include More Diverse Constituents**

<table>
<thead>
<tr>
<th>Implementation Steps</th>
<th>Accountability</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>Projected Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine PR Needs for the organization with respect to multiculturalism</td>
<td>Leadership Team, CEOs Professional and Community Tennis, National Staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Determine PR Needs for the organization with respect to diversity</td>
<td>Leadership Team, CEOs Professional and Community Tennis, National Staff</td>
<td></td>
<td></td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Hire a PR firm who has demonstrated success with markets/communities targeted for expansion</td>
<td>Leadership Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generate constituent awareness through culturally appropriate communications, e.g. ethnic specific media</td>
<td>Leadership Team, Staff, Translation Committee</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Cost included in '04, '05 expenditures</td>
</tr>
<tr>
<td>Develop appropriate organizational literature (ethnic images, materials in Spanish, etc.)</td>
<td>Staff, Committees, PR Firm</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Cost included in '04, '05 expenditures</td>
</tr>
<tr>
<td>Identify Section events that can be leveraged to enhance local and national image</td>
<td>Section Leadership</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Cost included in '04, '05 expenditures</td>
</tr>
<tr>
<td>Communicate/publicize multicultural successes (e.g., staff and leadership positions, programs and events</td>
<td>National and Section Leadership</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Cost included in '04, '05 expenditures</td>
</tr>
<tr>
<td>Increase PR for community tennis programs</td>
<td>Section Leadership</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Cost included in '04, '05 expenditures</td>
</tr>
</tbody>
</table>
Refine or create PR kit/template for identifying media opportunities | PR Firm, National and Section Staff, USTA SERV | X | X | X | Cost included in ’04, ’05 expenditures

**GOAL 2: TOTAL PROJECTED COST** | *[$500,000]*

* PR FIRM EXPENDITURES FOR $250,000 IN 2004 AND $250,000 IN 2005 ARE CAPTURED IN MARKETING CAMPAIGN BUDGET.

**STRATEGIC FOCUS 1: STRENGTHEN INTERNAL AND EXTERNAL IMAGE**

**GOAL 3** – Clarify the organizational involvement process including committee selection process, at national, section and local levels

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather committee information/matrix from sections</td>
<td>Section Leadership, MP Staff/Committees</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Publicize national and section involvement opportunities (e.g. FAQ page on websites, newsletters, etc.)</td>
<td>National and Section Leadership, USTA SERV</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Publicize committee selection and board election process at all levels via websites, newsletters, USTA Volunteer Guidebook, etc.</td>
<td>National and Section Leadership, USTA SERV</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Evaluate/enhance mechanism for selection process</td>
<td>Advisory Group on Committees, National and Section Leadership</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 3: TOTAL PROJECTED COST** | $0
### STRATEGIC FOCUS I: STRENGTHEN INTERNAL AND EXTERNAL IMAGE

#### GOAL 4 – Communicate the Diversity Plan to all Constituents with Regular Updates

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribute updates to all Sections</td>
<td>National and Section Leadership and Staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Identify vehicles for communicating quarterly updates and progress</td>
<td>National and Section Staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Post plan and successes toward goals on website</td>
<td>National and Section Staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Diversity Audit/matrix with national and section results to be made available at Semi-Annual Meeting</td>
<td>National and Section MP Staff and Committees</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 4: TOTAL PROJECTED COST** $0

**STRATEGIC FOCUS AREA I: TOTAL COST** $0 $250,000 $270,000 $520,000
II. STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURALISM AS A KEY BUSINESS PRIORITY

Questions exist regarding the degree and scope of commitment to Multicultural Participation (MP) as a level one priority. Many interview and focus group participants were uncertain that the effort would be sustained, due to:

- questions about structure and the frequency with which Board leadership changes
- questions about varying degrees of leadership commitment at the Region and Section levels
- beliefs that leadership throughout the organization lacks the skill sets to create and manage a diverse work environment

Leaders have the capacity to create greater confidence in the initiative and increase the likelihood of success by not just complying, but engaging in leadership behavior. If staff, volunteers, and the community observe organizational leaders “walking the talk”, that is modeling inclusive behavior, then beliefs regarding the commitment will be strengthened. The strength of any diversity initiative is leaders’ ability to establish realistic and obtainable goals, model behavior, and hold themselves and the organization accountable, within their span of control.

Expected Outcomes

- Establishes clear obtainable annual goals for multicultural inclusion
- Establishes a systemic approach to multicultural inclusion that gets integrated into all operational areas
- Clarification and differentiation of roles and responsibilities with respect to multicultural inclusion throughout the organization
- Establishes a process for holding each organizational layer accountable
- Inserts multicultural inclusion within the legal structure of the organization
- Establishes an Office of Diversity for the oversight and support of inclusion as an organizational objective
**STRATEGIC FOCUS AREA II:**  *STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY*

**GOAL 1 –** *Establish Community Tennis target goals for increasing MP*

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing with special focus on National Administrator and Director level</td>
<td>Chief Executive, Community Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each department’s programs and activities</td>
<td>Chief Executive, Community Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Include multicultural vendors and suppliers on our Preferred Vendors List and conduct at least 20% of the unit’s business with MP vendors.</td>
<td>Chief Executive, Community Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on National Committees</td>
<td>Council Chair, Community Player, and Competitive Player Councils</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each committee’s programs and activities</td>
<td>Council Chair, Community Player, and Competitive Player Councils</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 1: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 2 – Establish Professional Tennis target goals for increasing MP**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing with special focus on Manager and Director level.</td>
<td>Chief Executive, Professional Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each department’s programs and activities.</td>
<td>Chief Executive, Professional Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Include multicultural vendors and suppliers on our Preferred Vendors List and conduct at least 20% of the unit’s business with MP vendors.</td>
<td>Chief Executive, Professional Tennis</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on National Committees.</td>
<td>Council Chair, Communications/Marketing and Professional Players Council</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each committee’s programs and activities.</td>
<td>Council Chair, Communications/Marketing, and Professional Players Councils</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
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</tbody>
</table>

**GOAL 2: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 3 – Establish Administration target goals for increasing MP**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing</td>
<td>Chief Financial Officer</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each department’s programs and activities.</td>
<td>Chief Financial Officer, and Department Heads</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Include multicultural vendors and suppliers on our Preferred Vendors List and conduct at least 20% of the division’s business with MP vendors</td>
<td>Chief Financial Officer</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on National Committees</td>
<td>Council Chair, Administration</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each committee’s programs and activities</td>
<td>Council Chair, Administration</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 3: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II:** *STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY*

**GOAL 4 – Establish Direct Report Committees target goals for increasing MP**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on National Committees</td>
<td>Direct Report Committee Coordinator</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each committee’s programs and activities</td>
<td>Direct Report Committee Coordinator</td>
<td>X</td>
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<td>$0</td>
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</table>

**GOAL 4: TOTAL PROJECTED COST**

$0

**STRATEGIC FOCUS AREA II:** *STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY*

**GOAL 5 – Establish Association Group target goals for increasing MP.**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on committee</td>
<td>Chair, Nominating Committee</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within the committee’s activities</td>
<td>Chair, Nominating Committee</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on Section Committees</td>
<td>Chair, Section Presidents Committee</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 5: TOTAL PROJECTED COST**

$0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 6 – Establish High Performance/USTA Pro Circuit target goals for increasing MP**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing with special focus on National Administrator, National Coach and Director level</td>
<td>Managing Director, USA Tennis High Performance</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each departments programs and activities</td>
<td>Managing Director, USA Tennis High Performance</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Include multicultural vendors and suppliers on our Preferred Vendors List and conduct at least 20% of the divisions business with MP vendors</td>
<td>Managing Director, USA Tennis High Performance</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 6: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 7 – Establish Executive Office & Corporate target goals for increasing multicultural participation**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish one Organization-wide MP Goal for all individuals participating in the Incentive Plan.</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish the Director of Diversity position as a direct report to the ED/COO.</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish one MP Goal for Section Funding (e.g., Network Support Funding/PBIF).</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish Baseline Data for Community Tennis, Professional Tennis, Administration, and High Performance activities and programs.</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing with special focus on Manager, National Administrator and Director level.</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within the Legal, USA Tennis Foundation, Association Affairs and all other USTA department’s activities.</td>
<td>Executive Director &amp; Director of Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 7: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 8 – Establish USTA Sections target goals for increasing multicultural participation**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish MP as a Level I Strategic Priority for the Section.</td>
<td>Section Presidents &amp; Boards</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural staffing with special focus on Manager and Director level.</td>
<td>Section Executive Directors</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least two annual goals for achieving greater multicultural participation within each departments programs and activities.</td>
<td>Section Executive Directors</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Include multicultural vendors and suppliers on our Preferred Vendors List and conduct at least 20% of the divisions business with MP vendors.</td>
<td>Section Executive Directors</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Establish at least one annual goal for achieving greater multicultural volunteer members on Section Committees.</td>
<td>Section Presidents &amp; Boards</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Work with National Chief Diversity Officer to Develop Section Diversity Plan.</td>
<td>Section Presidents, Boards &amp; Executive Directors</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 8: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 9 – Establish an USTA By-Law Change to ensure that multicultural participation occurs**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with Chief Legal Officer to investigate a possible USTA By-Law change that will ensure that MP occurs.</td>
<td>Diversity Guide Team</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Craft/submit By-Law change to Constitution and Rules Committee. (if needed)</td>
<td>Diversity Guide Team</td>
<td></td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 9: TOTAL PROJECTED COST**

$0
**STRATEGIC FOCUS AREA II: STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY**

**GOAL 10 – Establish a Director of Diversity Officer Position to Manage Diversity**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a Position Description</td>
<td>Executive Director &amp; Chief Operating Officer</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Conduct Search</td>
<td>Executive Director &amp; Chief Operating Officer</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Make Hire</td>
<td>Executive Director &amp; Chief Operating Officer</td>
<td></td>
<td>$200,000</td>
<td>$200,000</td>
<td>$400,000 (salary /bonus/benefits)</td>
</tr>
<tr>
<td>Hire Support Staff</td>
<td>Chief Diversity Officer</td>
<td></td>
<td>$50,000</td>
<td>$50,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Establish G&amp;A Budget for Diversity Department</td>
<td>Chief Diversity Officer</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 10: TOTAL PROJECTED COST** $500,000

| STRATEGIC FOCUS AREA II: TOTAL COST         | $0     | $250,000 | $250,000 | $500,000 |
III. Establish Fiscal Clarity

The recurring theme with respect to diversity was, where will the funding come from for the initiative, and how will it be allocated. The belief exists that the diversity effort will require significant financial investment and a fear that funding MP, as a Level One priority will necessarily mean shifting monies from current programs to MP. Also, there is concern that additional expectations of increased service and delivery will not result in proportionate budget allocation. Additionally, with respect to race and ethnicity, data gathering surfaced concerns about;

- The fairness of financial support for minority participants,
- The equity and process of allocating dollars to the Sections and community programs; and
- The fairness of the process for applying to and receiving grants.
- Whether the financial investment in diversity efforts would be worth the benefit
- Whether the financial support for multicultural efforts will result in decreased funding for other activities

Survey data supported focus group findings. More than half of the respondents were uncertain about guidelines for awarding grants.

Expected Outcomes

- Clear understanding of which organizational activities are multicultural related
- Greater understanding among all constituents regarding which multicultural activities will be funded and how much
- Clearer understanding of criteria and process for awarding grants
- Financial incentives for achieving multicultural objectives
- Established guidelines for awarding grants
- The value-added of diversity as a worthwhile investment
**STRATEGIC FOCUS AREA III: Establish Fiscal Clarity**

**GOAL 1 – Establish and communicate clear processes for budget allocation**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a national/sectional template/system for evaluating finances devoted to multicultural efforts. Clarify what is being counted and how</td>
<td>MP and Finance Department</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Each department will identify MP initiatives and allocate dollars appropriately</td>
<td>Department Heads</td>
<td></td>
<td></td>
<td>Develop, Implement</td>
<td>X</td>
</tr>
<tr>
<td>Unique MP initiatives will be funded under the MPC budget. Depending on projects, this may result in an increase in the existing MP budget and/or a possible redirecting or sharing of MP funds to enhance the MP efforts of other departments</td>
<td>MP Department</td>
<td></td>
<td></td>
<td>Develop, Implement, X</td>
<td>$0</td>
</tr>
<tr>
<td>Establish a review/evaluation process for funded initiatives in specific MP budgets and in other department budgets where funds are allocated towards MP initiatives</td>
<td>Evaluation committee MP</td>
<td></td>
<td></td>
<td>Develop, Implement, X</td>
<td>$0</td>
</tr>
<tr>
<td>Establish a process for procedures to be mirrored at the sectional and district levels</td>
<td>MP Sec. Presidents and Eds</td>
<td></td>
<td></td>
<td>X</td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 1: TOTAL PROJECTED COST**  $0
**STRATEGIC FOCUS AREA III: ESTABLISH FISCAL CLARITY**

**GOAL 2 – Establish/communicate clear processes for grant awards**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine appropriate amount of the national USTA MP budget to be directed to MP grants.</td>
<td>MP and Community Departments</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Establish grant guidelines if they do not exist and clarify guidelines where they do exist. Include explicit criteria.</td>
<td>Community MP Foundation</td>
<td>X</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Assign unique identification number to each grant application to allow easy identification of applicant and organization applying. This is to allow tracking to prevent multiple funding of the same projects.</td>
<td>Community Foundation IT</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>Cost included in ’04, ’05 expenditures</td>
</tr>
<tr>
<td>Review applications for duplication and opportunities to maximize use of resources</td>
<td>Community Foundation IT</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Determine and promulgate action plan for communicating grant guidelines to assure access to all possible applicants.</td>
<td>Community Communications</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Establish evaluation procedures.</td>
<td>Community Evaluation MP</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Notify all interested of grant awards.</td>
<td>Community Foundation Communications MP</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Offer guidelines to sections to mirror the national process. Review sectional processes for incorporation into national process where appropriate</td>
<td>Community</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td><strong>IMPLEMENTATION STEPS</strong></td>
<td><strong>ACCOUNTABILITY</strong></td>
<td><strong>2003</strong></td>
<td><strong>2004</strong></td>
<td><strong>2005</strong></td>
<td><strong>PROJECTED COST</strong></td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Investigate possible methods to establish “need based” grant criteria.</td>
<td>MP</td>
<td>Develop</td>
<td>Implement</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Investigate possible methods to include “payback” provisions in grant awards, where appropriate. Possibilities include % of earnings for assistance to players, personal appearances at tennis functions/promotions, assistance/appearance at coach’s workshops or tennis camps associated with other grants. Paybacks would be acknowledged with extensive publicity.</td>
<td>High Performance Legal</td>
<td></td>
<td>X</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

**Goal 2: Total Projected Cost** $0
**STRATEGIC FOCUS AREA III: ESTABLISH FISCAL CLARITY**

**GOAL 3 – Link Diversity objectives to performance compensation**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish specific MP goals for each employee participating in the bonus pool</td>
<td>Human Resources Division Directors</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Determine what % of bonus would be tied to MP goals</td>
<td>Human Resources ED</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Determine process to evaluate performance against MP goals/compensation</td>
<td>Human Resources ED</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Implement MP bonus system.</td>
<td>Human Resources ED</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Evaluate MP bonus system</td>
<td>Human Resources ED MP</td>
<td>Develop</td>
<td>Implement</td>
<td>X</td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 3: TOTAL PROJECTED COST** $0

| STRATEGIC FOCUS AREA III: TOTAL COST | $0 | $0 | $0 | $0 |
IV. INSTITUTIONALIZE STRATEGIC PARTNERSHIPS

Examples of greater inclusion and successful strategic partnerships can be found throughout the USTA. The successful processes and practices within Sections for achieving greater inclusion are neither well understood, nor shared in any widespread manner across the organization. While Sections differ in resources, demographics, and staff size, “Best practices” can be identified and assessed to determine those that have universal application and can help understand where other approaches might be required.

Guide team members advocated replicating the Community Developing Operating Plan (CDOP) as a model for partnering with Sections around achieving greater inclusion. The basic model for this idea comes from the USTA Schools Program. The specific approach would train staff/volunteers from each Section on conducting town-hall style meetings with local tennis leaders, minority representatives, and other local people who are interested with the purpose of making a plan for diversity of tennis activity in their community.

Subsequent plans and grants requests submitted are reviewed by section and USTA staff for approval based on the USTA mission and objectives. Sectional and District staffs, with national assistance, work with the communities in the same way that they currently work with other programs today.

Finally, focus group participants suggested examining best practices from other sports and organizations, and adopting where appropriate. Collaborating with local business and corporations to promote diversity was another suggested partnership from interview and focus group participants.

Many successful “Best Practices” can be:

- Immediately adopted
- Modified to fit the needs of the Section
- Implemented on a small scale to test applicability, etc…

NOTE: In order to provide Sections with additional material to assist in the implementation process, a “Detailed Blueprint” for this Focus Area is displayed as Attachment C.

Expected Outcomes

- Creates a systematic process for sharing organization-wide successes in achieving greater multicultural inclusion, and recognizing Section’s for innovative and successful work
- Leveraged approaches and experiences from Sections to expand organization successes in achieving greater multicultural inclusion
- Establishes a national “Best Practices” program for diversity with local delivery.
- Establishes a systemic approach to assist Sections in becoming more self-sufficient in achieving greater multicultural inclusion

**STRATEGIC FOCUS AREA IV: INSTITUTIONALIZE STRATEGIC PARTNERSHIPS**

**GOAL 1 – IDENTIFY, MODIFY, AND DISSEMINATE MULTICULTURAL PARTNERSHIP “BEST PRACTICES” AT THE SECTION LEVEL**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collect “Best Practices “ currently available</td>
<td>Section Staff to National Staff</td>
<td>Aug. 21</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Proof, modify and disseminate to Section Staff and volunteers</td>
<td>National Staff</td>
<td>Oct. 1</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Utilize “Best Practices” at Staff training</td>
<td>National Staff</td>
<td>Nov. 5</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Annual updating and distribution of “Best Practices”</td>
<td>National and Sectional Staff and Communities</td>
<td>X</td>
<td>X</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Identify existing “bridge” programs and determine best mechanism of support</td>
<td>Partnership of Section, District, Community staff.</td>
<td>X</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**GOAL 3: TOTAL PROJECTED COST** $0
**STRATEGIC FOCUS AREA IV: INSTITUTIONALIZE STRATEGIC PARTNERSHIPS**

**GOAL 2 – ESTABLISH SECTIONAL GRANT PROGRAMS FOR MULTICULTURAL TENNIS GROWTH**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize “Best Practices” as part of training package for national staffing-</td>
<td>USTA Staff</td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Present Community Plan</td>
<td></td>
<td>Nov.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using CDOP Sectional plans, develop community targets in each Section</td>
<td>Sectional MPC</td>
<td></td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>staff with National oversight</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop grant requests from communities for long-term MP</td>
<td>Sectional MPC</td>
<td></td>
<td>X</td>
<td>X</td>
<td>$0</td>
</tr>
<tr>
<td>Distribute grants to local communities</td>
<td>Sectional MP staff from USTA</td>
<td></td>
<td>$250,000</td>
<td>$250,000</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

**GOAL 2: TOTAL PROJECTED COST**

<table>
<thead>
<tr>
<th>STRATEGIC FOCUS AREA IV: TOTAL COST</th>
<th>$0</th>
<th>$250,000</th>
<th>$250,000</th>
<th>$500,000</th>
</tr>
</thead>
</table>

29
V. PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY

Information from interviews, focus groups, and the survey indicated the need to strengthen skills for both understanding diversity and the ability to manage differences in values, beliefs and behaviors that accompany diversity. Some expressed needs were to:

- Assist the organization in acquiring the requisite skill sets to implement a plan to achieve greater inclusion.
- Assist leadership and staff to both understand and challenge their own beliefs and values that might unintentionally and unconsciously works against the goals of the plan.
- Acquire skills to manage a more diverse setting/environment.

Achieving a shared understanding of diversity is a critical first step. Some goals and implementation steps that support this diversity plan will be easily executed, while others will require more focused training interventions. Consequently, in order to hold individuals accountable for the delivery of this a plan they must be provided with the necessary tools.

The USTA will need to either develop or purchase training courses/designs to meet the needs of its constituents. All newly develop or acquired training programs can be adapted to fit the existing curriculum of USTA University.

Expected Outcomes

- The organization assures that all constituents have a shared understanding of diversity, multiculturalism and inclusion
- The organization has a mechanism for the ongoing training and development of all its constituents with respect to diversity
- Board members, leaders, staff and volunteers have developed the requisite skills to lead and manage a more diverse workforce.
**STRATEGIC FOCUS AREA V: PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY**

**GOAL 1 – DESIGN AND DELIVER DIVERSITY AWARENESS TRAINING NATIONALLY**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. USTA Board of Directors and Senior National Staff</td>
<td>Leadership</td>
<td>3Q</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4Q</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>2. Section Boards and Executive Directors</td>
<td>National and Section Leadership</td>
<td>$0 (Included in #4)</td>
<td>$0 (Included in #4)</td>
<td>$0 (Included in #4)</td>
<td></td>
</tr>
<tr>
<td>3. National and Section Staff Development Workshop</td>
<td>National and Section Leadership</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>4. Committee Chairs and Vice Chairs</td>
<td>Leadership</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>5. USTA University Adjunct Faculty</td>
<td>USTA SERV</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>6. Development Coach Trainers</td>
<td>USTA staff</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$20,000</td>
<td></td>
</tr>
</tbody>
</table>

**GOAL 1: TOTAL PROJECTED COST** $110,000
**STRATEGIC FOCUS AREA V:** *Provide Training & Guidance To the Organization to Expand Diversity*

**GOAL 2 – DESIGN DIVERSITY AWARENESS CURRICULUM**

<table>
<thead>
<tr>
<th>Implementation Steps</th>
<th>Accountability</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>Projected Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consulting Works and USTA University curriculum writers design Diversity Awareness curriculum</td>
<td>• USTA SERV</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Consulting Works</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• USTA staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$30,000</td>
<td>$30,000</td>
<td>$60,000</td>
<td></td>
</tr>
</tbody>
</table>

**GOAL 2: TOTAL PROJECTED COST** $60,000

Notes:

**STRATEGIC FOCUS AREA V:** *Provide Training & Guidance To the Organization to Expand Diversity*

**GOAL 3 – CONTINUE USTA UNIVERSITY ADJUNCT FACULTY TRAINING OF TRAINERS PROGRAM**

<table>
<thead>
<tr>
<th>Implementation Steps</th>
<th>Accountability</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>Projected Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All potential trainers staff and volunteers</td>
<td>• USTA SERV</td>
<td>X</td>
<td></td>
<td></td>
<td>Cost included in ’04, ’05 expenditures</td>
</tr>
</tbody>
</table>

**GOAL 3: TOTAL PROJECTED COST** $0

Notes:
1. Diversity awareness curriculum is included in faculty “tool box.”
**STRATEGIC FOCUS AREA V: PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY**

**GOAL 4 – MODIFY SPECIFIC DIVERSITY AWARENESS CURRICULUM (E.G., DEVELOPMENT COACHES WORKSHOPS)**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
</table>
| 1. Develop component to expand existing National workshops to support diversity training | • Consulting Works  
• USTA staff | | $10,000 | $10,000 | $20,000 |

**GOAL 4: TOTAL PROJECTED COST** $20,000

Notes:
1. Develop Diversity Training component to be added to agenda of existing workshops (i.e. Development Coach Workshops, NJTL, Community Tennis Development Workshop and MPC Forums.)

**STRATEGIC FOCUS AREA V: PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY**

**GOAL 5 – CONDUCT STAND-ALONE DIVERSITY AWARENESS WORKSHOPS**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
</table>
| 1. Using official curriculum | • MPC  
• USTA SERV | | | X | Cost included in ’04, ’05 expenditures |

**GOAL 5: TOTAL PROJECTED COST** $0

Notes:
1. Includes sections, districts, communities funding Diversity Awareness Workshops utilizing USTA University adjunct faculty
**STRATEGIC FOCUS AREA V:** PROVIDE TRAINING & GUIDANCE TO THE ASSOCIATION TO EXPAND DIVERSITY

**GOAL 6 – EXPORT STRATEGIC PLANNING AND DEVELOPMENT PROCESS TO THE SECTIONS**

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEPS</th>
<th>ACCOUNTABILITY</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Board Training</td>
<td>• USTA SERV&lt;br&gt;• Consulting Works</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td>2. Conduct Training at National Meeting</td>
<td>• USTA SERV&lt;br&gt;• Consulting Works</td>
<td>$15,000</td>
<td>$15,000</td>
<td></td>
<td>$30,000</td>
</tr>
<tr>
<td>3. Monitor Progress</td>
<td>• USTA SERV&lt;br&gt;• VIP</td>
<td>X</td>
<td></td>
<td></td>
<td>Cost included in ’04, ’05 expenditures</td>
</tr>
</tbody>
</table>

**GOAL 6: TOTAL PROJECTED COST**

$40,000

**STRATEGIC FOCUS AREA V: TOTAL COST**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$115,000</td>
<td>$115,000</td>
<td>$230,000</td>
<td></td>
</tr>
</tbody>
</table>
### USTA DIVERSITY PLAN: MULTICULTURAL FOCUS TOTAL COSTS
**(DECEMBER 12, 2003)**

<table>
<thead>
<tr>
<th>ALL STRATEGIC AREAS</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>TOTAL COSTS</th>
</tr>
</thead>
</table>
| **STRATEGIC FOCUS AREA I:**  
*STRENGTHEN INTERNAL AND EXTERNAL IMAGE* | $0 | *[+$250,000]* | *[+$270,000]* | *[+$520,000]* |
| **STRATEGIC FOCUS AREA II:**  
*STRENGTHEN LEADERSHIP COMMITMENT BY ESTABLISHING MULTICULTURAL PARTICIPATION AS A KEY BUSINESS PRIORITY* | $0 | $250,000 | $250,000 | $500,000 |
| **STRATEGIC FOCUS AREA III:**  
*ESTABLISH FISCAL CLARITY* | $0 | $0 | $0 | $0 |
| **STRATEGIC FOCUS AREA IV:**  
*INSTITUTIONALIZE STRATEGIC PARTNERSHIPS* | $0 | $250,000 | $250,000 | $500,000 |
| **STRATEGIC FOCUS AREA V:**  
*PROVIDE TRAINING & GUIDANCE TO THE ORGANIZATION TO EXPAND DIVERSITY* | $0 | $115,000 | $115,000 | $230,000 |
| **TOTAL PROJECT COSTS: 2003 TO 2005** | $0 | $865,000 | $865,000 | $1,730,000 |

* STRATEGIC FOCUS AREA I - PR FIRM EXPENDITURES FOR $250,000 IN 2004 AND $250,000 IN 2005 ARE CAPTURED IN MARKETING CAMPAIGN BUDGET.
UNITED STATES TENNIS ASSOCIATION
DIVERSITY STATEMENT

DEFINITION

We the United States Tennis Association recognize diversity as essential to achieving our mission, “To Promote and Develop the Growth of Tennis”. For us diversity refers to differences of culture, ethnicity, race, gender, beliefs, social economic status, sexual orientation, family status, physical ability, appearance and ideas.

We acknowledge our goal is ambitious and challenging, but an opportunity we should clearly pursue. We are committed to achieving greater diversity throughout the sport and fostering a tennis environment that is more inclusive.

IMPORTANCE

Diversity makes good business sense, is critical to achieving the mission of the organization, and is an integral part of the success of the other three strategic initiatives
- US Open
- High Performance/ Pro Circuit
- Community Tennis

Our responsibility as the governing body for the sport obligates us to achieve a level of involvement that is open to and represents the people we serve. It is our goal to expand the image of tennis to one that invites and supports the involvement of all.

PHILOSOPHY

Great organizations are characterized by a passion for excellence and the foresight to anticipate opportunities to further their mission. To realize our mission we believe we must:
- Establish diversity as a key strategic priority in all facets of our organization
- Encourage National, Sections, States, Districts, CTAs, and all individuals to adopt diversity as a priority
- Expect that every leader include diversity objectives in their performance appraisal and business planning process.
- Measure leaders’ success at achieving specific national and sectional goals identified by assessment data and feedback
- Build a culture that respects, values and celebrates diversity
- Serve as a model organization for all others who aspire to an inclusive environment
FOCUS AREAS

To implement our findings from the organizational assessment (focus groups, interviews, and surveys) we propose the following as preliminary areas of focus:

- Increase awareness in the organization of the importance of diversity
- Recruiting and hiring greater diversity into our sport
- Mentoring, development, education and training
- Developing metrics and measures of success
- Demonstrating behaviors that are aligned with the philosophy
- Conduct Section feedback and town meetings by Guide Team, Board and Staff
USTA SURVEY RESULTS
STRENGTHS, CHALLENGES, AND OPPORTUNITIES

Strengths: 70% or greater Strongly Agree/Agree

1. The USTA does a good job of promoting a positive image of the organization.  
   85% strongly agree/agree

2. I feel great pride in being associated with the USTA.  
   81% strongly agree/agree

3. The USTA has a good reputation for producing high quality services.

4. Achieving a more diverse organization will make the USTA more successful.  
   74% strongly agree/agree

5. The USTA is making a worthwhile contribution to the community  
   70% strongly agree/agree

6. I believe diversity is an important priority for the USTA  
   74% strongly agree/agree

7. I believe multiculturalism is an important priority for the USTA  
   72% strongly agree/agree

8. The USTA celebrates its successes  
   77% strongly agree/agree

9. My job is rewarding to me personally  
   81% strongly agree/agree

10. I feel that my work is important  
   86% strongly agree/agree

Challenge: 30% or greater Strongly Disagree/Disagree

1. The recruitment process for National Committees is clearly understood.  
   37% strongly disagree/disagree

2. People in the National office are sufficiently aware of what is going on in the Sections.  
   52% uncertain 28% strongly disagree/disagree
3. People in the Sections are sufficiently aware of what is going on in the National office.
   45% uncertain           32% strongly disagree/disagree

4. We know how to attract diverse candidates
   21% uncertain           29% strongly disagree/disagree

5. The training I receive prepares me to better serve our diverse customers
   16% uncertain           22% strongly disagree/disagree

6. Inadequate job performance is confronted quickly in the USTA
   31% uncertain           39% strongly disagree/disagree

7. The USTA holds individuals accountable for being productive
   27% uncertain           26% strongly disagree/disagree

8. The USTA assists me in understanding the needs of diverse markets
   23% uncertain           27% strongly disagree/disagree

Opportunity: 40% or greater combined Uncertain and Strongly Disagree/Disagree

1. The USTA clearly communicates diversity as a priority.
   24% uncertain           20% strongly disagree/disagree

2. National Committees serve as a valuable function in supporting the USTA.
   42% uncertain           8% strongly disagree/disagree

3. The USTA projects a clear vision of its future.
   26% uncertain           19% strongly disagree/disagree

4. The USTA partners with diverse vendors
   54% uncertain           11% strongly disagree/disagree

5. The USTA contributes financially to its communities
   36% uncertain           14% strongly disagree/disagree

6. People from diverse backgrounds are viewed as value-added assets.
   34% uncertain           11% strongly disagree/disagree

7. I understand the strategic priorities of the USTA
   36% uncertain           23% strongly disagree/disagree

8. Guidelines for awarding grants are clearly understood.
   43% uncertain           25% strongly disagree/disagree
USTA SURVEY RESULTS
STRENGTHS, CHALLENGES, AND OPPORTUNITIES
BY RACE AND ETHNICITY

Strength: 70% or greater Strongly Agree/Agree (For one or more groups)

1. The USTA does a good job of promoting a positive image of the organization.
2. I feel great pride in being associated with the USTA.
3. My job is rewarding to me personally.
4. I talk positively about the USTA with people outside.
5. The USTA celebrates its successes
6. Achieving a more diverse organization will make the USTA more successful.
7. I believe diversity is an important priority for the USTA.
8. I believe multiculturalism is an important priority for the USTA
9. The USTA has a good reputation for producing high quality services.
10. The USTA is making a worthwhile contribution to the community

Challenge: 30% or greater Strongly Disagree/Disagree (For one or more groups)

1. The recruitment process for National Committees is clearly understood.
2. The USTA clearly communicates diversity as a priority.
3. Inadequate job performance is confronted quickly in the USTA
4. The USTA is viewed as a source of support by people in the community.
5. We know how to attract diverse candidates
6. The USTA assists me in understanding the needs of diverse markets
7. People in the National office are sufficiently aware of what is going on in the Sections.
8. Guidelines for awarding grants are clearly understood.
9. The training I receive prepares me to better serve our diverse customers

10. The USTA treats everyone fairly regardless of ethnic background, race, gender, age, disability or other differences.

11. The USTA holds individuals accountable for being productive

Opportunity: 40% or greater combined Uncertain and Strongly Disagree/Disagree
(For one or more groups)

1. The USTA has clear standards for positions and committee assignments.

2. I understand the strategic priorities of the USTA

3. The USTA partners with diverse vendors

4. The USTA places a high value on achieving visible results at the community level

5. People in the Sections are sufficiently aware of what is going on in the National office.

6. The USTA contributes financially to its communities

7. People from diverse backgrounds are viewed as value-added assets.

8. My manager/director is adequately trained to manage a diverse setting/environment.

9. People have equal opportunity within the USTA regardless of differences.

10. There is a connection between my work priorities and the strategic plan of the USTA.
DETAILED BLUEPRINT

STRATEGIC FOCUS AREA IV: INSTITUTIONALIZE STRATEGIC PARTNERSHIPS

GOAL 2: ESTABLISH SECTIONAL GRANT PROGRAMS FOR MULTICULTURAL TENNIS GROWTH

IMPLEMENTATIONS STEP 2: Using CDOP Sectional plans, develop community targets in each Section

The following blueprint approaches Focus Area IV by identifying 4 strategic partnerships to develop, strengthen and institutionalize. They Are:

- Partnerships with key minority organizations and associations
- Partnerships with key educational institutions
- Partnerships with minority businesses and vendors
- Partnerships with existing tennis associations and tennis activities

The approach is designed to allow flexibility and provide guidance for targeting institutions and groups for partnerships. The blueprint strongly encourages Sections to engage local leadership in devising strategies to grow the game within their respective organizations, associations, and activities. Sections will be provided with general census demographic data for their areas, and will be encouraged to gather more detailed information where necessary.

Although blueprints will provide step-by-step directions for proceeding, the results will ultimately be influenced by the individuals implementing the blueprint, the level of commitment, strength of belief in the MP effort, and accountability for delivery.

I. Partnerships with key minority organizations
   A. For each racial/ethnic group, identify at least two key minority organizations to partner with such as, La Raza, Links, 100 Black men, ASPIRA, and major churches. Identify local or regional affiliates and leaders (see Attachment 1 for Listing of national organizations).

   African American
   1. Jack & Jill
   2. 100 Black Men
Hispanic/Latino
1. League of United Latin American Citizens (LULAC)
2. National Council of La Raza (NCLRA)

Asian American
1. Asian American Lead
2. National Coalition for Asian Pacific American Community Development

Native American/ Alaskan Native
1. Native American Business Alliance
2. National Congress of American Indians

B. Arrange meetings with organization leadership and present the USTA diversity plan.

C. Engage organization leadership in developing strategic approach for increasing tennis within their organization/area. Identify at least one key conference or activity to sponsor tennis clinics/activities for each racial/ethnic group partnership.

African American
1. Jack & Jill activity: Family Day
2. 100 Black Men activity: Fall Leadership Conference or 2004 National Conference

Hispanic/Latino

Asian Pacific American
1. Asian American Lead: Mentoring and Sports program

Native American/ Alaskan Native

D. Work with the marketing department to devise a promotional strategy once events have been identified, such as a tennis clinic. Strategies could include give-aways tied to membership and equipment, purchase of balls linked to free racquets, etc…

E. Develop goals and targets for increasing tennis participation based upon current Sections MP profiles and level of minority involvement, e.g. volunteers, staff, membership, etc…
II. Partnerships with key educational institutions

A. For each racial /ethnic group, identify at least one key minority educational Institutions to establish multi-year partnerships. Identify local middle schools and high schools that have significant minority populations. Identify any of the top 25 colleges and universities for Asians, Blacks and Hispanics that may be in your Section (See Attachment 2).

B. Contact local Board of Education for demographic data of local schools.

C. Arrange meetings with targeted school/college administrators and coaches and present the USTA diversity plan.

D. Engage administrators in developing strategic approach for increasing tennis within their educational institution. Identify at least one key opportunity to sponsor tennis clinics/activities for each educational partnership.

   1. Work with Community Tennis and NJTL to develop a strategy to promote tennis at targeted educational institutions. Introduce NJTL, High Performance and grants programs.

   2. Develop appropriate goals and targets for increasing tennis participation based upon current Section MP profiles and level of minority involvement, e.g. players, membership, etc…

III. Partnerships with key minority businesses and vendors

A. For each racial /ethnic group, identify at least one key minority business or vendor to establish multi-year partnerships. Use National Minority Supplier Development Council, National Minority Business Council, and the web site for minority and woman-owned suppliers, (www.sba8a.com/index.htm) to assist in identifying vendors and businesses in your Section/Region (see Attachment 3).

B. Arrange meetings with targeted vendors/businesses and present the USTA diversity plan.

C. Engage administrators in developing strategic approach for increasing participation with the USTA at local level. Identify at least one key opportunity to work with targeted vendors/businesses.

D. Work with the USTA Leadership Team to coordinate partnership with minority businesses and vendors at both the national and local level.

E. Develop appropriate goals and targets for increasing minority vendor/business participation based upon current Sections MP information.
KEY MINORITY ORGANIZATIONS AND ASSOCIATIONS

AFRICAN AMERICAN

- 100 Black Men of America, Inc.
  141 Auburn Avenue
  Atlanta, GA  30303
  404/688-5100

- Black Enterprise /Pepsi Golf & Tennis Challenge
  130 Fifth Avenue
  New York, NY  10011
  800/209-7229

- National Association for the Advancement of Colored People (NAACP)
  4805 Mt. Hope Drive
  Baltimore, MD  21215
  877/NAACP-98

- National Coalition of 100 Black Women
  38 West 32nd Street
  New York, NY  10001
  212/947-2196

- National Council of Negro Women, Inc. (NCNW)
  633 Pennsylvania Avenue, NW
  Washington, DC  20004
  202/383-9122

- National Urban League
  120 Wall Street
  New York, NY  10001
  212/558-5300

- Jack & Jill of America
  1930 17th Street, NW
  Washington, DC  20009
  202/667-7010

- Congress of National Black Churches
  1225 Eye Street, NW, Suite 750
  Washington, DC  20005
  202/371-1091
• National Association of Black Accountants, Inc.  
  7249-A Hanover Parkway  
  Greenbelt, MD  20770  
  301/474-6222  

• National Bar Association, Inc.  
  1225 11th Street, NW  
  Washington, DC  20001  
  202/842-3900  

• National Black MBA Association  
  180 N. Michigan Avenue, Suite 1400  
  Chicago, IL  60601  
  312/236-2622  

• National Black Child Development Institute  
  1023 15th Street, NW, Suite 600  
  Washington, DC  20011  
  202/387-1281  

ASIAN AMERICAN  

• Asian American Lead  
  1323 Girard Street, NW  
  Washington, DC  20009  
  202/884-0322  

• National Coalition for Asian Pacific American Community Development  
  1001 Connecticut Avenue, Suite 730  
  Washington, DC  20036  
  202/223-2442  

• Asian American Institute  
  4753 N. Broadway, Suite 904  
  Chicago, IL  60640  
  773/271-0899  

• Leadership Education for Asian Pacific, Inc (LEAP)  
  327 E. Second Street, Suite 226  
  Los Angeles, CA  90012  
  213/485-1422  

• National Asian Pacific American Bar Association  
  725 S. Fiqueroa Street, Suite 1690  
  733 15th Street, NW, Suite 315  
  Los Angeles, CA  90017  
  OR  Washington, DC  20005
LATINO/HISPANIC

- ASPIRA
  1444 Eye Street, NW, Suite 800
  Washington, DC 20005
  202/835-3600

- League of United Latin American Citizens (LULAC)
  2000 L Street, NW, Suite 610
  Washington, DC 20036
  202/833-6130

- National Hispanic Business Association (NHBA)
  1712 E. Riverside Drive, #218
  Austin, TX 78741
  512/495-9511

- Hispanic National Bar Association (HNBA)
  815 Connecticut Avenue, NW, Suite 500
  Washington, DC 20006
  202/223-477

- National Society of Hispanic MBAs (NSHMBA)
  1303 Walnut Hill Lane, Suite 30
  Irving, TX 75038
  877/467-4622

- National Hispanic Scholarship Fund (NHSF)
  One Sansome Street, Suite 100
  San Francisco, CA 94104
  415/445-9936

- American Association of Hispanic Certified Public Accountants (AAHCPA)
  100 N. Main Street, Suite 400
  San Antonio, TX 78205
  203/255-7003

- LULAC National Educational Service Centers (LNESC)
  National Headquarters
  2000 L Street, NW Suite 610
  Washington, DC 20036
  202/835-9685
➢ National Council of La Raza (NCLR)
   111 19th Street, NW, Suite 1000
   Washington, DC  20036
   202/785/1670

➢ National Latino Children’s Institute
   1325 N. Flores Street   Suite 114
   San Antonio, TX  78212
   210/288-9997

➢ Association of Hispanic Advertising Agencies (AHAA)
   8201 Greensboro Drive, Suite 300
   McLean, VA  22102
   703/610-9014
NATIVE AMERICAN/ ALASKAN NATIVE

- Native American Journalists Association
  555 N. Dakota St.
  Vermillion, SD 57069
  605/677-5282

- Boys & Girls Clubs in Indian Country
  c/o National Headquarters
  1230 W. Peachtree Street, NW
  Atlanta, GA 30309
  404/487-5700

- US Department of Health & Human Services - Indian Health Services
  Indian Health Service (HQ)
  The Reyes Building
  801 Thompson Avenue, Ste. 400
  Rockville, MD 20852-1627
  301/443-1083

- National Indian Health Board
  101 Constitution Ave. N.W., Suite 8-B02
  Washington, DC 20001
  202/742-4262

- National Congress of American Indians
  1301 Connecticut Ave NW
  Suit 200
  Washington D.C. 20036
  202/466-7767

- North American Indian Tennis Association (NAITA)
  Vincent Knight, Jr.
  President
  1117 Girard Blvd NE, OR
  505/232-2948
  E-mail: knightvi@law.unm.edu
  Albuquerque, NM 87106

  Margaret Knight
  AAIP Executive Director
  1225 Sovereign Row, Suite 103
  Oklahoma City, OK 73108
  405/946-7651
  Email: mknigh@aaip.com

- Native American Sports Council
  1235 Lake Plaza Drive, Suite 221
  Colorado Springs, CO 80906
  719/632-5282
- National Indian Education Association
  700 North Fairfax Street, Suite 210
  Alexandria, VA 22314
  703/838-2870

- American Indian Higher Education Consortium
  121 Oronoco Street
  Alexandria, Virginia 22314
  703/838-0400

- United National Indian Tribal Youth (UNITY)
  PO Box 800
  Oklahoma City, OK 73101
  405/236-2800

- American Indian Heritage Foundation
  6051 F. Arlington Blvd.
  Falls Church, VA 22044
  703/237-7500

- Native American Business Alliance
  Michigan Office
  30700 Telegraph Rd, Suite 1675
  Bingham Farms, MI 48025
  248/988-9344

- National Native American Bar Association
  Douglas Nash, President
  Holland & Hart
  101 S. Capitol Blvd., Suite 1400
  Boise, ID 83702
  208/342-5000

- Native American Public Telecommunications
  1800 No 33 St Lincoln, NE 68583
  PO Box 83111 Lincoln, NE 68501
  402/472-3522
TOP 25 COLLEGES AND UNIVERSITIES
FOR AFRICAN-AMERICANS*

1. Morehouse College
   830 Westview Drive, SW
   Atlanta, GA 30314
   404/681-2800
   www.morehouse.edu

2. Hampton University
   Hampton, VA
   800/624-3328
   www.hampton.edu

3. Spelman College
   350 Spelman Lane, SW
   Atlanta, GA 30314-4399
   404/681-3643
   www.spelman.edu

4. Howard University
   2400 Sixth Street, NW
   Washington, DC 20059
   202/806-6100
   www.howard.edu

5. Xavier University
   One Drexel Drive
   New Orleans, LA 70125
   504/486-7411
   www.xula.edu

6. Florida A&M University
   400 Lee Hall
   Tallahassee, FL 32307-3100
   850/599-3000
   www.famu.edu

7. Stanford University
   Old Union
   Stanford, CA 94305-3005
   650/723-2091
   www.stanford.edu

8. Columbia University
   2960 Broadway
   New York, NY 10027-6902
   212/854-1754
   www.columbia.edu

9. Georgetown University
   37th & O Streets, NW
   Washington, DC 20057
   202/687-0100
   www.georgetown.edu

10. Clark Atlanta University
    223 James P. Brawley Drive, SW
    Atlanta, GA 30314
    404/880-8000
    www.cau.edu

11. Harvard University
    Byerly Hall, 8 Garden Street
    Cambridge, MA 02138
    617/495-1551
    www.fas.harvard.edu

12. Duke University
    203 Allen Building
    Durham, NC 27708
    919/684-8111
    www.duke.edu

13. Berea College
    Berea, KY 40404
    859/985-3000
    www.berea.edu

14. Williams College
    Williamstown, MA 01267
    413/597-3131
    www.williams.edu
15. University of North Carolina at Chapel Hill  
Chapel Hill, NC  27599  
919/962-2211  
www.unc.edu

16. Oberlin College  
173 West Lorain Street  
Oberlin, OH  44074  
440/775-8121  
www.oberlin.edu

17. Emory University  
Atlanta, GA  30322  
404-727-6123  
www.emory.edu

18. Wesleyan University  
Wesleyan Station  
Middletown, CT  06459  
860/685-2000  
www.wesleyan.edu

19. North Carolina A&T State University  
1601 E. Market Street  
Greensboro, NC  27411  
336-3347500  
www.ncat.edu

20. University of Maryland, College Park  
College Park, MD  20742-7011  
301/405-0800  
www.maryland.edu

21. Tuskegee University  
Tuskegee, AL  
800/622-6531  
tusk.edu

22. Fisk University  
Nashville, TN  
800/443-3475  
fisk.edu

23. University of Pennsylvania  
3451 Walnut Street  
Philadelphia, PA  19104  
215/898-5000  
www.upen.edu

24. George Washington University  
2121 Eye Street, NW  
Washington, DC  20052  
202/994-4949  
www.gwu.edu

25. Cornell University  
Day Hall Lobby  
Ithaca, NY  14853  
607/254-INFO  
www.cornell.edu

*Source: Black Enterprise Magazine  
January 2003
TOP 25 COLLEGES AND UNIVERSITIES
FOR ASIAN AMERICANS*

1. University of Hawaii, Manoa
2444 Dole Street
Honolulu, HI 96822
808/956-8111
www.uhm.hawaii.edu

2. Pomona College
333 North College Way
Claremont, CA 91711
909/621-8000
www.pomona.edu

3. University of California, Riverside
900 University Avenue
Riverside, CA 92521
909/787-1012
www.ucr.edu

4. University of California, Los Angeles
405 Hilgard Avenue
Los Angeles, CA 90095
310/825-3101
www.ucla.edu

5. Wellesley College
106 Central Street
Wellesley, MA 02481-8203
781/283-2270
www.wellesley.edu

6. Whittier College
13406 Philadelphia P.O. Box 634
Whittier, CA 90608-0634
562-907-4200
www.whittier.edu

7. Mount Holyoke College
50 College Street
South Hadley, MA 01075
413/538-2000
www.mtholyoke.edu

8. University of California, Davis
One Shields Avenue
Davis, CA 95616
530/752-1011
www.ucdavis.edu

9. Polytechnic University of New York
6 Metrotech Center
Brooklyn, NY 11201
718/260-3600
www.poly.edu

10. University of California, Irvine
Irvine, CA 92697
949/824-5011
www.uci.edu

11. Rutgers University
56 Davidson Road
Piscataway, NJ 08854-8097
732/932-4636
www.rutgers.edu

12. Barnard College
3009 Broadway
New York, NY 10027
212/854-262
www.barnard.columbia.edu

13. Carlton College
One North College Street
Northfield, MN 55057
507/646-4000
www.carlton.edu
14. Claremont McKenna College  
500 E. Ninth Street  
Claremont, CA  91711-6400  
909/621-8111  
www.claremontmckenna.edu

15. Swarthmore College  
500 College Avenue  
Swarthmore, PA  19081  
610/328-8300  
www.swarthmore.edu

16. University of Pennsylvania  
3451 Walnut Street  
Philadelphia, PA  19104  
215/898-5000  
www.upenn.edu

17. University of California, San Diego  
9500 Gilman Drive, Department 002-A  
La Jolla, CA  92093-0021  
858/534-4831  
www.ucsd.edu

18. University of Maryland, College Park  
College Park, MD  20742-7011  
301/405-0800  
www.maryland.edu

19. Cornell University  
Day Hall Lobby  
Ithaca, NY  14853  
607/254-INFO  
www.cornell.edu

20. Lake Forest College  
555 N. Sheridan Road  
Lake Forest, IL  60045  
847/234-3100  
www.lfc.edu

21. Haverford College  
370 Lancaster Avenue  
Haverford, PA  19041-1392  
610/896-1000  
www.haverford.edu

22. Vassar College  
124 Raymond Avenue  
Poughkeepsie, NY  12604  
845/437-7000  
www.vassar.edu

23. Stanford University  
Old Union  
Stanford, CA  94305-3005  
650/723-2091  
www.stanford.edu

24. Massachusetts Institute of Technology  
77 Massachusetts Avenue  
Cambridge, MA  02139  
617/253-4791  
www.mit.edu

25. Trinity College  
300 Summit Street  
Hartford, CT  06106-3100  
860/297-2000  
www.trincoll.edu

*Source:  Asian-Nation, The Landscape of Asian America; www.asian-nation.org
### TOP 25 COLLEGES AND UNIVERSITIES FOR LATINOS/HISPANICS*

1. **Stanford University**  
   Old Union  
   Stanford, CA  94305-300  
   605/723-2091  
   [www.stanford.edu](http://www.stanford.edu)

2. **Rice University**  
   MS 17; P. O. Box 1892  
   Houston, TX  77251-1892  
   713/348-7423  
   [www.rice.edu](http://www.rice.edu)

3. **Harvard University**  
   Byerly Hall, 8 Garden Street  
   Cambridge, MA  02138  
   617/495-1551  
   [www.fas.harvard.edu](http://www.fas.harvard.edu)

4. **University of California, Berkeley**  
   110 Sproul Hall #5800  
   Berkeley, CA  94720-5800  
   510/642-3175  
   [www.berkeley.edu](http://www.berkeley.edu)

5. **Swarthmore**  
   500 College Avenue  
   Swarthmore, PA  19081  
   610/328-8300  
   [www.swarthmore.edu](http://www.swarthmore.edu)

6. **University of Texas, Austin**  
   Campus Mail Center D0700  
   Austin, TX  78712-1111  
   512/475-7440  
   [www.utexas.edu](http://www.utexas.edu)

7. **University of California, San Diego**  
   9500 Gilman Drive, Dept. 002-A  
   La Jolla, CA  92093-0021  
   858/534-4831  
   [www.ucsd.edu](http://www.ucsd.edu)

8. **Massachusetts Institute of Technology**  
   77 Massachusetts Avenue  
   Cambridge, MA  02139  
   617/253-4791  
   [www.mit.edu](http://www.mit.edu)

9. **University of California, Los Angeles**  
   405 Hilgard Avenue  
   Los Angeles, CA  90095  
   310/825-3101  
   [www.ucla.edu](http://www.ucla.edu)

10. **St John’s College**  
    1160 Camino Cruz Blanca  
    Sante Fe, NM  87501  
    505/984-6060  
    [www.sjcsf.edu](http://www.sjcsf.edu)

11. **Columbia University**  
    2960 Broadway  
    New York, NY  10027-6902  
    212/854-1754  
    [www.columbia.edu](http://www.columbia.edu)

12. **Amherst College**  
    Campus Box 2231  
    P. O. Box 5000  
    Amherst, MA  01002  
    413/542-2328  
    [www.amherst.edu](http://www.amherst.edu)

13. **University of Florida**  
    201 Criser Hall  
    Gainesville, FL  32611  
    352/392-1365  
    [www.ufl.edu](http://www.ufl.edu)

14. **Occidental College**  
    1600 Campus Road  
    Los Angeles, CA  90041  
    323/259-2700  
    [www.oxy.edu](http://www.oxy.edu)
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<td>15.</td>
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<td></td>
<td>Davis, CA  95616</td>
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<td><a href="http://www.ucdavis.edu">www.ucdavis.edu</a></td>
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<td>Notre Dame, IN  46556</td>
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<td></td>
<td>219/631-7505</td>
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<td><a href="http://www.nd.edu">www.nd.edu</a></td>
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<td>22 Washington Square</td>
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<tr>
<td></td>
<td>New York, NY  10011</td>
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<td></td>
<td>212/998-4500</td>
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<td>Medford, MA  02155</td>
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<td><a href="http://www.tufts.edu">www.tufts.edu</a></td>
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<td></td>
<td>Coral Gables, FL  33124-4616</td>
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<td></td>
<td>305/284-4323</td>
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<td><a href="http://www.miami.edu">www.miami.edu</a></td>
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<td>20.</td>
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<td></td>
<td>Tempe, AZ  85287-0112</td>
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<tr>
<td></td>
<td>480/965-7788</td>
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<td></td>
<td><a href="http://www.asu.edu">www.asu.edu</a></td>
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<td></td>
<td>409/845-3741</td>
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<td><a href="http://www.tamu.edu">www.tamu.edu</a></td>
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<td>22.</td>
<td>65 Davidson Road</td>
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<td>Piscataway, NJ  08854-8097</td>
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<td></td>
<td>732/932-4636</td>
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<td><a href="http://www.rutgers.edu">www.rutgers.edu</a></td>
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<td></td>
<td>Albany, NY  12222</td>
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<td></td>
<td>518/442-5435</td>
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<td><a href="http://www.albany.edu">www.albany.edu</a></td>
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<td>24.</td>
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<td></td>
<td>Dallas, TX  75275-0296</td>
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<tr>
<td></td>
<td>800/323-0672</td>
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<td></td>
<td><a href="http://www.smu.edu">www.smu.edu</a></td>
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<tr>
<td>25.</td>
<td>715 Stadium Drive</td>
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<tr>
<td></td>
<td>San Antonio, TX  78212</td>
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<tr>
<td></td>
<td>800/874-6489</td>
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<td></td>
<td><a href="http://www.trinity.edu">www.trinity.edu</a></td>
</tr>
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*Source:  Hispanic Magazine, March 2003*
RESOURCES AND LINKS FOR
MINORITY & WOMEN-OWNED BUSINESSES

1. U.S. Small Business Administration (SBA) http://www.sba.gov/sdb/
The SBA certifies small businesses that meet specific social, economic, ownership, and control eligibility criteria. The SBA administers two particular business assistance programs for small disadvantaged businesses (SDBs): the 8(a) Business Development Program and the Small Disadvantaged Business Certification Program. While the 8(a) Program offers a broad scope of assistance to socially and economically disadvantaged firms, SDB certification strictly pertains to benefits in federal procurement. 8(a) firms automatically qualify for SDB certification. A business may apply directly to the SBA or use a private certifier. For more information and a list of private certifiers, go to http://www.sba.gov/sdb/section06g01.htm

2. SBA Private Certifiers
The Small Business Administration (SBA) maintains a list of MWBE certifiers on their web page – which can be found at: http://www.sba.gov/sdb/certifiers/allstates.htm

The USHCC is a private certifier under the Small Business Administration (SBA).

4. National Minority Supplier Development Council (NMSDC)
http://www.nmsdcus.org/
Providing a direct link between corporate America and minority-owned businesses is the primary objective of the National Minority Supplier Development Council, one of the country’s leading business membership organizations.

5. Diversity 2000
www.div2000.com
DIV2000.COM is the official site of Diversity 2000, the online hub for supplier diversity. The heart of this website is its' informative database of Minority and Women Business Enterprises (M/WBE's) and contact's within Fortune 1000 companies. DIV2000 also facilitates your ability to remain abreast of activities and news that affect M/WBE's and Blue Chip Companies. DIV2000.com, which is FREE to register and use, is the only e-procurement resource that maintains a national database with up to date information, as well as providing all the data necessary for the expansion of M/WBE's on a national basis.

6. MWBE Development Center http://www.mwbe.com/
The Minorities and Women Business Enterprise started as a movement to assist historically unsupported businesses. These businesses that were often small, had trouble competing for contracts that, in the end, could help them grow and prosper. New York State offers a certification process that helps identify these businesses. The state publishes a weekly list on their Internet site of those who are eligible. Businesses who want to use minority and women owned firms can access the list.
RELATED SITES:

7. Women’s Business Enterprise National Council (WBENC)
www.womenconnect.com/wbenc
The Women’s Business Enterprise National Council (WBENC) is dedicated to enhancing opportunities for women’s business enterprises in America’s major business markets. In partnership with women’s business organizations like the Online Women’s Business Center throughout the United States, WBENC provides access to a national standard of certification and provides information on certified businesses to purchasing managers through an Internet database -WBENCLink.

National Foundation for Women Business Owners (NFWBO)
www.nfwbo.org
E-mail: NFWBO@worldnet.att.net

Minority Business Development Agency
www.mbdagov
E-mail: pad@clark.net

American Association of Minority Business
www.aamb.com
Email: KAAMB@aol.com

National Minority Business Council, Inc.
www.nmbc.org
E-mail: nmbc@msn.com

Online Women’s Business Center
www.onlinewbc.org/

National Association of Small Disadvantaged Businesses
www.inc.com/users/nasdb
E-mail: hwnasdb@pacbell.net

NC Office for Historically Underutilized Businesses
www.doa.state.nc.us/hub/hub2.htm

The North Carolina Center for Women Business Owners
www.wcof.org
E-mail: WCOF2@aol.com or women@fayettevillenc.com