



## Sportsmen's Tennis & Enrichment Center 2018—2020 Strategic Plan

### 2020 Vision: Charting a Path to *Game, Set, College*

*Sportsmen's Tennis & Enrichment Center's mission is to build leaders on the court, in the classroom, and in the community by providing academic and social development programs alongside recreational and competitive tennis instruction for youth and adults. Sportsmen's is committed to improving life opportunities for youth in Boston's Blue Hill Corridor while welcoming a diverse community from the Greater Boston area.*

The theory of change under which our programs are designed stems from the work of Professor Carol S. Dweck of Stanford University, who defines a 'Growth Mindset' as *a person's underlying belief that he/she can get smarter and stronger with effort.* We believe that youth who develop a Growth Mindset in their academic achievement, social and emotional wellness, and acquired skills, such as tennis, will have the tools necessary to graduate high school on time, complete post-secondary education and/or enter the workforce and live a productive and fulfilling life. Youth who are confident that they can persevere through challenges in all areas of their lives are best prepared to see their dreams and visions become realities.



# About Sportsmen's

Sportsmen's Tennis & Enrichment Center leverages tennis to open doors of opportunity for youth in some of Boston's most underserved communities, offering comprehensive tennis instruction on our campus and at schools throughout Boston. Unlike many non-profit tennis organizations, we employ top-level, certified coaches who have competed or trained players at the highest levels of tennis. Our goal is to develop players capable of playing college tennis.

Sportsmen's is one of the 20 largest organizations in the United States that combine tennis with academic and life skills programming for youth, under the US Tennis Association (USTA) National Junior Tennis & Learning (NJTL) concept created by Arthur Ashe. We serve over 5,000 young people annually from all walks of life, including many who might otherwise never set foot on a tennis court or a college campus.

Sportsmen's targets the Blue Hill Corridor, including parts of Dorchester, Mattapan, Roxbury, Hyde Park, South Boston and Jamaica Plain, and creates a pipeline from these inner city neighborhoods to college campuses all over the United States. Sportsmen's is the only organization in New England ever to have been commended by the USTA for multicultural excellence.

In addition to our successful youth programs, Sportsmen's is the home club to roughly 300 adult members who rent courts, take lessons and compete on our traveling teams. This creates a revenue stream that supplements philanthropic support, and builds a community of adults who share their time and talents with our youth. We also provide crucial health and wellness programs that target the most pressing chronic health issues in Boston's inner cities.

Sportsmen's has four mission-driven program areas:

1. **Youth Tennis** – We seek to place local, low-income and/or minority youth on a clear developmental pathway to high performance, college/post secondary level tennis;
2. **The Learning Center (TLC) at Sportsmen's** – TLC Youth enrichment programs provide high-quality out-of-school time (OST) academic tutoring for less-advantaged K-5 students to build fundamental skills in reading, science and math. We use evidence-based practices to develop character, self-confidence and self-management, promoting respect for self and others, with a focus on social and emotional wellness;
3. **Health and Wellness** — Sportsmen's brings free life-changing health and wellness programs, including educational forums and free use of our fitness center for neighborhood adults through the Brigham and Women's Center for Community Wellness (CCW). We incorporate a similar curriculum into our free youth development programs; and
4. **Adult Tennis** – Adult tennis is pivotal to furthering the Sportsmen's mission, modeling a healthy, active lifestyle for our youth, encouraging adults to become or remain active throughout their lives, and providing both a source of revenue and a pool of committed volunteers.

Sportsmen's engages in aggressive community outreach strategies to bring all of these programs to more residents of Greater Boston, including deep partnerships with the Boston Public Schools (BPS), the Boston Police Department (BPD), Brigham and Women's Hospital (BWH) and numerous community health centers and youth-serving OST organizations. Within the CCW, for example, we host a broad array of free programs addressing the needs of adults in our community, including adult basic education, financial literacy and first-time home ownership.

# 2018-2020 Organizational Goals

## **2020 Vision Articulates Four Strategic Goals Aligned with our Theory of Change and a Clear and Measurable Path to Success**

**Goal 1:** Offer Junior Tennis programs that place local, low-income and/or minority youth on a clear developmental pathway to high performance, college/post-secondary level tennis, and adult programs that engage the community and provide affordable competitive and recreational tennis.

Strategies include:

- Launching the “Future Stars” program, which provides full or partial scholarship support for TLC youth to transition into 20% to 40% of Developmental Tennis clinic spots;
- Identifying committed youth ready to advance from Developmental to Competitive Tennis and supporting their transition with financial and other forms of assistance;
- Offering high-quality youth tennis clinics which attract and retain competitive players whose financial contributions offset the Future Stars and other scholarship programs at Sportsmen’s; and
- Introducing new internal leagues and tournaments for adult recreational and competitive play.

**Goal 2:** Provide high-quality afterschool academic and enrichment support for less advantaged youth at the K-5 levels.

Strategies include:

- Creating individual measurement tools and development plans for each child within 2 weeks of their engagement in TLC, and tracking their progress towards these specific academic, social/emotional and fitness goals throughout the academic year; and
- Engaging parents in monthly learning circles to share best practices and encourage active participation in their child(ren)’s growth and development.

**Goal 3:** Offer youth leadership programs aligned with the BPS Achieve, Connect & Thrive framework, which focuses on critical thinking, creativity, perseverance, social awareness and relationships, communication, teamwork, growth mindset, self-efficacy and self-regulation.

Strategies include:

- Structuring our free gender-specific life-skills programs to focus intensely on health and wellness, healthy interpersonal relationships, financial management, and college and career readiness;
- Providing multiple opportunities for adult members to volunteer and engage with youth; and
- Hosting a youth-driven annual leadership event, allowing youth to demonstrate the leadership skills they have developed throughout the year while connecting with Sportsmen’s members and other community leaders.

**Goal 4:** Leverage the Brigham and Women's Center for Community Wellness (CCW) at Sportsmen's to provide health & wellness programs for neighborhood adults and families.

Strategies include:

- Hosting an annual series of outreach and awareness programs for residents of the Sportsmen’s community, such as diabetes and cardiovascular disease prevention, stroke awareness, and managing arthritis, lupus and other chronic illnesses relevant to our community; and
- Offering multidisciplinary fitness and wellness programs in the CCW free fitness center and classrooms in partnership with community-based organizations.

**All four goals are also supported by strategic outreach initiatives to broaden our reach into the community.**



## Theory of Change:

Youth who develop a growth mindset in their academic achievement, social and emotional wellness, and acquired skills, such as tennis, will have the tools necessary to graduate high school on time, complete post-secondary education and/or enter the workforce, and live a productive and fulfilling life.



# Developing a Growth Mindset: Tennis

Tennis is an acquired skill; no one is born with a proficiency, and it is a non-traditional sport in urban environments. A growth mindset allows youth to acquire new skills. We articulate this mindset as the desire to **move from 'playing tennis' to 'becoming a tennis player.'** We define the skills to be acquired as technical, physical, tactical or mental and look for indicators of growth mindset and a readiness to progress, examples of which are indicated below:



Red Tennis (beginner level) focuses on basic motor skills and athletic capabilities such as agility, balance, and coordination, which are essential to tennis and transferable to other sports. Basic technical fundamentals are introduced, and students should be able to follow coaching instructions and cooperate with other players;



Orange tennis players are in the ready position before each shot, and recovering after each stroke. They can make 6 out of 10 serves with a fluid service motion and achieve a rally of 6 to 10 forehands and backhands when hitting with a peer. They can begin to help other players in team games and participate fully in all court activities;



Green ball tennis players execute full upper-body rotation on every shot, never slapping at the ball. They split step every time their opponent makes contact with the ball. Players transition to the net during a point, and have the ability to play and score sets without adult supervision. They consistently show good effort and sportsmanship while participating in all on- and off-court activities; and



Youth who have progressed to the Yellow ball and full-sized court should understand and be able to use all five controls - height, width, depth, spin and pace – to expose opponents weaknesses. They are able to manage emotions before, during and after competitive matches.

Outreach strategies for introducing more underserved youth to tennis, and then helping them advance along the developmental pipeline, include: **Match Point**, which brings tennis into schools and community centers; our **free community tennis programs**, including those that accompany our academic and social development programs; **Future Stars**, which helps move players from community to developmental tennis; and our **scholarship programs** that help players advance from developmental to competitive tennis.



# Goal 1: Future Stars & Competitive Tennis Scholarships

The Future Stars initiative represents Sportsmen’s plan to make college and college tennis a reality for inner city, low income and/or minority youth, the intended beneficiaries of Sportsmen’s theory of change. By providing scholarships at all levels of Junior Tennis clinics, supporting students in The Learning Center to enter the competitive tennis pipeline, and setting intentional participation goals for these populations, we will help youth and parents make an early and sustained commitment to tennis, greatly improving their odds of competing at the collegiate level.

Year 1 expense for Future Stars includes \$73,860 in clinic scholarship support and \$57,360 in private lesson subsidies for 43 students from Red Tennis to Tournament Training I. We project an additional \$16,175 for equipment and tournament expenses, bringing the **total budget to \$144,035, or \$3,350 per student**. This ranges from a low of \$1,875 for a student in Red Tennis to a high of \$6,605 for Tournament Training I, and includes annual clinic fees and allowances for equipment, tournaments and private lessons.

Red Tennis clinics meet for 90 minutes per week, with a 1:6 ratio on half of a full-sized court. The number of training hours increases and the ratio decreases as the level of play progresses. Tournament Training I meets for 8 hours per week with a 1:4 ratio on a full sized court. Program fees are based primarily on the number of training hours per month and the number of students on court.

Sportsmen’s tennis clinics average \$10 to \$12 per hour. Similar clinics as the club nearest to Sportsmen’s average \$30 per hour.

Program	Scholarships	Annual Cost Per Student	Total Annual Budget
Red Tennis	14	\$1,875	\$ 26,250
Orange Tennis	10	\$2,945	\$ 29,450
Green Tennis	5	\$3,225	\$ 16,125
Tournament Training III	4	\$3,655	\$ 14,620
Tournament Training II	4	\$4,490	\$ 17,960
Tournament Training I	6	\$6,605	\$ 39,630
<b>Total Program</b>	<b>43</b>	<b>\$3,350 average</b>	<b>\$144,035</b>

# Developing a Growth Mindset: Academics

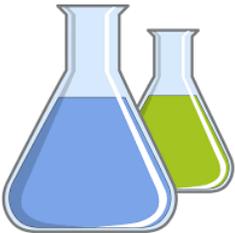
The Learning Center at Sportsmen's provides K-5 students with 15 hours of hands-on, one-to-one and small group instruction in literacy, math and science while promoting the Growth Mindset concept. Baseline assessments are created for each student within their first two weeks of engagement, and progress reports are shared with the student and parent(s) throughout the year and in a year-end culminating celebration.



Students' **reading** levels are assessed using the Dynamic Indicators of Basic Early Literacy Skills (**DIBELS**) Reading Assessment. With small group support and individual reading plans, students gain the ability to read and comprehend literature of appropriate or advanced complexity. Reading and **writing** assignments are integrated into all other areas of participation, such as entering students in national essay contests. Goals are based on statewide Common Core Standards.



Math proficiency is assessed and tracked by classroom and report card performance. Our goal is for students to be able to understand, represent and solve **math** problems appropriate to or beyond their grade levels. Experiential learning opportunities are created using everyday objects and experiments, such as using the tennis court and other common areas to bring geometrical properties into focus. Science experiments complement math activities. Goals are based on statewide Common Core Standards.



**Science** exploration provides students with age-appropriate insight into basic principles of geology, engineering, polymers and energy. Students understand complex topics such as the sources of energy and why we should care about them, how elements react with one another, and the engineering design process of asking, imagining, planning, creating and improving. Experiential learning opportunities are created. Health and wellness concepts are reinforced.



From arrival to departure, staff engagement with students is designed to encourage a **growth mindset**. We include students in decision making, engage them in constructive conversation and exercises that require emotional, behavioral and physical self control. We challenge them to improve, encourage persistence, help them find strategies to succeed and make it clear that their hard work is a direct pathway to success. Academic Achievement Plans are created in September with input from teachers, parents and TLC staff and updated throughout the year.

Outreach Strategies supporting our academic programs include School-to-Sportsmen's, Ready Position and the Summer Learning Project. Through School-to-Sportsmen's, we partner with four to five local schools to provide daily transportation from school; Ready Position welcomes any K-5 student who is able to arrive at Sportsmen's on their own. Both programs require committed attendance and include up to 3 hours of tennis weekly, increasing physical activity and helping youth develop a new skill set. Summer Learning Project and other intentional BPS partnerships help students attain grade level performance in math and literacy.



## Goal 2: Academic Support for 75 K-5 Students

School-to-Sportsmen's and Ready Position are Sportsmen's flagship academic enrichment programs. They share space, staff and curriculum, with the primary difference being transportation provided in the School-to-Sportsmen's program. Both programs require committed participation throughout the school year. While a parent fee is assessed both to offset costs and encourage full participation, scholarship support is readily available and we accept all voucher programs. 70% of students receive some form of scholarship support.

For the 2017-2018 academic year, Sportsmen's will continue to partner schools with the Oliver Wendell Holmes, Pauline A. Shaw Elementary School, Sarah Greenwood K-8, William Monroe Trotter Innovation School and Mather Elementary School for School - to - Sportsmen's, with approximately 50 of our 75 students attending these schools. This includes an innovative Extended Learning Time pilot program which provides free after school programming to second graders from the Sarah Greenwood School. Leaving the additional 25 slots available to walk-in students allows us to continue to serve local families attending alternate or more distant schools.

### School to Sportsmen's & Ready Position FY18 Program Budget

<b>Revenue</b>		<b>Expense</b>	
Grants	\$ 80,000	Staffing	\$126,500
Individual Contributions	\$ 35,000	Program Support	\$ 21,000
Parent Contributions	\$ 33,500	Administration	\$ 28,000
Unrestricted Revenue	\$ 41,800	Occupancy	\$ 28,800
In-Kind Contributions	\$ 22,000	Fundraising	\$ 8,000
<b>Total</b>	<b>\$212,300</b>		<b>\$212,300</b>
<b>Cost per Student</b>			<b>\$ 2,831</b>



# Developing a Growth Mindset: Leadership Development and Social/Emotional Wellness

Sportsmen’s gender-specific leadership development programs utilize a youth-driven 10-month curriculum to focus on four key areas of growth and achievement: Health and Wellness, Self-Management and Self-Awareness, Financial Management and College and Career Readiness. Public speaking and effective communications, character development and respect for self and others are integrated throughout the year, which culminates with a youth-driven community leadership forum.

Many students arrive at Sportsmen’s carrying the weight of social and emotional challenges brought on by such complicated issues as housing or food instability, learning differences, trauma or loss. In FY2018, we launched a new partnership with Children’s Services of Roxbury to help train our coaching and TLC staff to recognize and support such challenges and to provide a timely referral process for emergent or ongoing issues.

## Goal 3: Restructure HEY Sister & DEUCE

### *HEY Sister!* & DEUCE

HEY (High Energy Young) Sister and DEUCE (Don’t Ever Underestimate Consistent Effort) are Sportsmen’s gender-specific leadership development programs. During free Saturday sessions, girls ages 11 to 17 and boys ages 7 to 17 work through four modules between September and June: Love Your Body, Love Your Money, Love Yourself and Love Your Life, as they focus on health and wellness, financial management, healthy relationships and college and career readiness.

The program year ends with a youth-led leadership forum, during which Sportsmen’s members and other business, civic and community leaders are invited to share their career paths before the large group and in small table discussions. Youth research speakers, conduct outreach and execute the event with minimal staff support. HEY Sister and DEUCE reach approximately 75 girls and 50 boys each year.

### HEY Sister & DEUCE FY18 Program Budget

Revenue		Expense	
Grants	\$40,000	Staffing	\$35,000
Individual Donations	\$ 7,700	Program Support	\$16,000
Events	\$10,000	Occupancy	\$ 4,100
		Administration	\$ 2,600
<b>Total</b>	<b>\$57,700</b>	<b>Total</b>	<b>\$57,700</b>

# Developing a Growth Mindset: Health & Wellness

In many of Boston's low-income neighborhoods, chronic diseases are far more prevalent than in nearby cities and towns. The Brigham and Women's Center for Community Wellness works to address this by equipping residents to take a more active role in managing their health, in conjunction with our efforts to improve life opportunities and outcomes for Boston youth. Brigham and Women's Center for Cardiovascular Disease Prevention (BWH) helped build the physical space; Sportsmen's raises funds to offer free multidisciplinary health & wellness programs to help residents understand the social determinants of health. Through interactive forums, structured fitness programs and access to our fitness center, all free of charge, the CCW helps residents both identify and put into practice lifestyle changes that can dramatically lessen the impact or likelihood of chronic disease.

## Goal 4: Leveraging the Center for Community Wellness



CCW hosts monthly forums in conjunction with leading local and national organizations on health issues relative to the Sportsmen's community, including heart disease, hypertension, stroke, diabetes, arthritis, and adult and childhood obesity. Forums are intended to be informal and interactive.



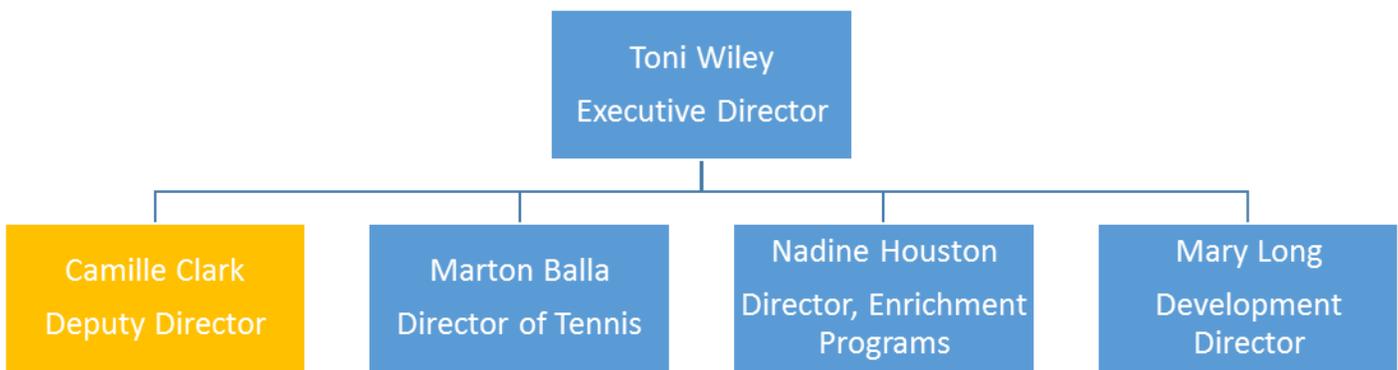
In addition to providing information about lifestyle changes that can improve health and wellness, the CCW promotes active engagement by providing free group instruction and unlimited fitness center access to neighborhood residents.

Revenue		Expense	
Grants	\$ 25,000	Workshop Expenses	\$ 12,000
Unrestricted	\$ 24,000	Program	\$ 10,000
		Marketing	\$ 5,000
		Occupancy	\$ 18,000
		Fundraising	\$ 4,000
<b>Total Budget</b>	<b>\$ 49,000</b>		<b>\$ 49,000</b>



# Implementing 2020 Vision

**Staffing:** In conjunction with 2020 Vision, Sportsmen’s made a significant investment in internal leadership capacity by adding a Deputy Director. This internal-facing position assumes responsibility and provides support to all administrative and support functions within Sportsmen’s, including financial management, human resources, information technology, facilities and general administration.



**Development:** To support the implementation of 2020 Vision, Sportsmen’s will continue to build and diversify philanthropic and earned income revenue streams. Examples of new and expanded programs for FY2018 include:

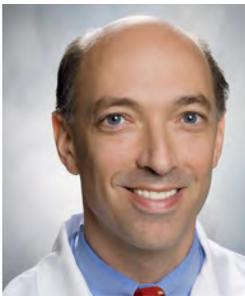


Launching the Sportsmen’s 2020 Visionaries Annual Giving Campaign, inviting Sportsmen’s members and the broader community to support our mission and execution of the 2020 Vision Plan. Donor recognition opportunities and events will occur throughout the year, including the Giving Tree in the foyer. 2020 Visionaries will be recognized at a new annual fundraising and recognition event being planned for May 2018.



Creating additional opportunities for adult tennis participation and revenue, including internal leagues, ladders and tournaments. We will also promote the motto which guided Sportsmen’s early years: **“Adults Pay So Kids Can Play!”** The slogan will be prominently displayed behind the front desk at Sportsmen’s. Our current mission statement (shown on page 1) will be stenciled on the glass inside the foyer.

# Board of Directors *as of print date*



Top row: **Board Chair** Dr. Paul Ridker, Brigham and Women's Hospital Center for Cardiovascular Disease Prevention; **Vice Chair** Traci Green, Head Coach of Harvard Women's Tennis; **Treasurer** Ray Green, Raymond C. Green Inc.; **Secretary** Conway Haynes, retired, *Founding Board Member*. 2nd Row: **Directors** Ruth Birnberg, former Executive Director, Boston Dance Alliance; Marilyn Chase, retired, former Assistant Secretary for Health and Human Services, Commonwealth of MA; Lindsey Dashiell, Attorney, Legal Associate at Citizens Disability, former Sportsmen's Junior player; Armando Dockery, Lieutenant, Waltham Fire Department; Corrina Hale, Attorney, Todd & Weld LLP; 3rd row: Robert Frank, retired, former Director, Communications and Technology at Center for Collaborative Education; Mildred Jones, retired, Senior Business Analyst, Liberty Mutual, *Founding Board Member*; Karen Maund, Special Education Student Support Coordinator, Boston Public Schools; Javier Ramirez, Senior Project Designer, OMR Architects; Amelie Ratliff, Independent Philanthropy Professional; 4th Row: Dr. Daniel Solomon, Rheumatologist at Brigham and Women's Hospital, Professor at Harvard Medical School; Frank Williams, Jr. Patrol Officer, Boston Police Department. Last Row: Albert "Bootsie" Lewis, retired, Emeritus *Founding Board Member*; Toni Wiley, Sportsmen's Executive Director.