

EXECUTIVE POSITION PROFILE

Executive Director



MIDDLE STATES
Valley Forge, PA

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Table of Contents

Click any section in this Table of Contents to go directly to that page.

Click on the page number at the bottom of any page to return to the Table of Contents.

I. Opportunity	3
Key Responsibilities	
Key Skills and Abilities	
Accountability	
Measure of Success After One to Three Years	
II. Organizational Overview	6
About USTA	
About USTA Middle States	
Mission	
Vision	
Value Proposition	
Core Values	
Goals and Objectives	
USTA Foundation	
USTA Middle States Headquarters	
Web Presence	
III. About Vetted Solutions	8

I. Opportunity

The Executive Director, as an employee of USTA Middle States (USTA MS), is responsible for implementing the strategic plan, carrying out the direction of the USTA MS Board of Directors, managing the day-to-day operational programs, policies and procedures and the functioning of the office of the USTA MS. The organization's focus is to effectively manage recreational and competitive programs within the geographic boundaries of the association while enhancing the image and awareness of USTA MS programs and building a sustainable partnership between the association and the constituency it serves. The USTA MS serves more than 28,000 members.

The Executive Director (ED) provides direction, support and supervision for 34 USTA MS staff in order to execute the policies established by the Board of Directors. The USTA MS operates on a \$3M budget. This position's focus is on ensuring that the organization is providing tools, training and leadership necessary in order for volunteers, community leaders and tennis enthusiasts to grow the game of tennis.

The ED is appointed by and serves at the pleasure of the Board of Directors and reports directly to the President and Chair of the Board. USTA Middle States is located in Valley Forge, Pennsylvania.

Key Responsibilities

Administration

In accordance with the obligations of the ED of a not-for-profit institution, manages and oversees administrative functions for USTA MS.

- In coordination with the USTA MS Board and the USTA, and, in furtherance of the goals and objectives of the association, develops, implements and evaluates the section's strategic plan.
- Develops, implements and evaluates the short and long range goals and objectives for operations and functions of USTA MS.
- Oversees short and long-range financial activities and contracts.
- Develops and executes the USTA MS annual budget utilizing the direction of the USTA MS Budget & Finance Committee and the USTA MS Executive Committee.
- Oversees the development and assesses the results of section-wide marketing, sponsorship and fundraising efforts to meet USTA MS goals.
- Supervises and supports effective communications, public relations, and promotional activities.

- Oversees all section publications, section web site and input to USTA publications.
- Provides effective communications, guidance, support and services to the districts and the district councils.
- Maintains such relationships with the USTA, other sectional associations, strategic partners and all tennis constituencies as will further the best interests of the association.
- Oversees the operational aspects of the section including all purchases and expenditures as well as the maintenance and operation of the building, grounds and equipment.

Personnel Management

Under the direction of the board, is responsible and accountable for implementing organizational structure that will reflect the goals and objectives of the association. The ED supervises directly, or indirectly, all employees of USTA MS.

- Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations.

- Responsible for the organization structure making recommendations to the Personnel Committee and BOD regarding the organization to maximize results within the budget limitations.
- Provides training, supervision, direction and support for USTA MS staff.
- Performs scheduled evaluations within required time frames, displaying clear and effective oral and written communications. Follows up on performance plans and goals.
- Insures that Personnel Appraisal system is in place and that all employee reviews are completed in a timely and meaningful way.
- Communicates effectively to employees, acknowledging good performance and behavior and counseling change in poor performance and behavior. Documents properly.
- Leads staff in goal setting, and review and communicates to the staff clear performance expectations.
- Makes personnel decisions and implements office practices consistent with USTA MS Personnel Committee policy and USTA MS Employee Handbook guidelines.
- Makes recommendations to the Personnel Committee for updates to the Employee Handbook.
- Ensures that orderly personnel succession and transition plans are in place.
- Makes employment decisions (inclusive of appointment, compensation and removal) in a fair and equitable manner and within budgetary guidelines.
- Provides for optimum utilization of staff at headquarters and in satellite offices.
- Makes recommendations to the President and the Personnel Committee regarding staff aggregate compensation and policies.
- Provides staff liaison support to USTA MS committees.

Staff Liaison to the Board of Directors

The ED communicates to the USTA MS staff the policies of the Board and communicates input from the staff to the Board of Directors.

- Fully informs the President concerning association and staff activities.
- Maintains regular, effective communications with the President and the Board of Directors.
- Prepares for, attends and participates at Board meetings unless excused by the President and Chair of the Board.
- Assists the Board's deliberations by providing objective information, research and reports.
- Maintains regular, effective communications with the District Council Chairs.
- Assists the Board in developing policy.
- Executes policies established by the Board.
- Prepares annual and interim reports on progress against goals.
- Serves as a resource for District Councils.
- Represents a high level of professionalism within, and, on behalf of, the association.



Key Skills and Abilities

- An understanding of tennis and sport.
- Operating experience including human resource and financial experience/understanding.
- Strong leadership skills and demonstrated management experience.
- Strong interpersonal skills.
- Demonstrated ability in strategic planning and implementation.
- Demonstrated ability in marketing and resource development.
- Proven track record and ability to lead and manage a volunteer-based, not-for-profit organization.
- Understanding of how to work with Board of Directors to gain their confidence and manage the day-to-day business given direction from the Board of Directors.
- Effective communication and public speaking skills.
- Initiative and judgment in completing tasks.
- Ability to delegate and direct.
- Ability to manage time effectively and arrange work materials for most efficient use.
- Ability to meet changing or new situations and needs, and able to adapt to new job assignments.
- Strong computer literacy/technology capabilities and user familiarity with various social media applications (e.g., Twitter, Facebook, etc.) desired.
- Self-reliant technologically and proficient in Microsoft Office.

Accountability

The Executive Director reports to the President/Chair of the Board of Directors and may be assigned other responsibilities by the President.

Measures of Success After One to Three Years

The Executive Director will achieve the following, with metrics determined in collaboration with the Board of Directors:

- Through a collaborative process, established a strategic plan for USTA MS that addresses the needs of a diverse community of players and focuses on desired operational and developmental growth goals.
- Fostered increased participation in programs, tournaments, and leagues across all age groups and proficiencies.
- Strengthened relationships with districts, members, board and the tennis community at large.
- Built a welcoming, results-oriented team culture among staff, including development and/or provision of professional and educational opportunities to enhance current skills and gain new proficiencies.
- Enhanced the volunteer experience through effective staff interaction and creation of new engagement opportunities.



II. Organization Overview

About USTA

The United States Tennis Association (USTA) is the national governing body for the sport of tennis and the recognized leader in promoting and developing the sport's growth on every level in the U.S.

- Community Tennis
- Diversity & Inclusion
- Officiating
- Player Development
- USTA Sections

About USTA Middle States

The United States Tennis Association (USTA) is organized geographically into 17 sections. The USTA Middle States section encompasses Pennsylvania, Delaware, New Jersey (exclusive of a 35-mile radius around New York City) and northwestern West Virginia.

A volunteer-based, not-for-profit organization, USTA Middle States is dedicated to carrying out the goals of the national association within its region, particularly with respect to promoting tennis opportunities for juniors and adults of all abilities and cultural backgrounds. The volunteer board of directors has full exercise and administrative authority for the section. A professional staff, headed by the executive director, carries out the day-to-day operations. Association policy is formed through, and much of the section's work is executed by, a volunteer structure.

To better serve local needs, USTA Middle States section is further subdivided into six districts: Allegheny Mountain (Pittsburgh, Erie; Wheeling, WV), Central Pennsylvania (Lancaster, Harrisburg, Hershey, York, Williamsport, State College), Delaware (state of Delaware), Philadelphia Area (Philadelphia, Bucks, Montgomery, Delaware, Chester Counties), Eastern Pennsylvania (Reading, Allentown, Wilkes-Barre) and New Jersey (state of New Jersey).

Mission

To Promote, Grow, Develop, and Service the Game of Tennis.

Vision

Leadership at every level — inspire innovation, create opportunities, impact lives and build community through tennis.

Value Proposition

To be your trusted resource for tennis.

Core Values

In pursuit of its mission, the volunteers and staff accept responsibility for their actions in achieving the mission and for reaching the strategic goals of the Association while sustaining the highest standards of quality.

- **Diversity and Inclusion:** Include all people on a non-discriminatory basis, and make diversity and inclusion an embedded part of the USTA Middle States Section.
- **Governance:** Provide a governance and delivery structure that fosters appropriate and effective participation.
- **Integrity:** Make decisions and conduct business free of conflict of interest and do it with the highest principles of ethical behavior.
- **Lifestyle:** Promote, grow, and develop tennis as an enjoyable, lifetime sport that contributes to good health, character, and responsible citizenship.
- **Organizational Excellence:** Commit to excellence and improvement in every aspect of the association.
- **Teamwork:** Work as a team of dedicated volunteers and staff to grow tennis participation.

Goals and Objectives

Strategic goals and objectives have been identified to accomplish the mission of the association:

- Reimagine tennis through innovation and creativity.
- Integrate high performance principles and practices.
- Increase tennis participation and customer satisfaction.
- Optimize the delivery system (CTAs, schools, park & rec departments, and other organizations).
- Optimize communications.
- Align with the national organization and the 17 USTA sections.
- Identify and develop leadership across all levels of the organization.

USTA Foundation

The USTA Foundation, the charitable arm of the USTA, endeavors to utilize the powerful combination of tennis and education to serve up dreams for under-resourced youth and those in need.

USTA Middle States Headquarters

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Web Presence

www.usta.com/middlestates



III. About Vetted Solutions

Vetted Solutions is a Washington DC based executive search firm specializing in association, nonprofit, and hospitality/destination marketing community recruiting and consulting. We focus on senior staff and CEO positions.

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