

**MINUTES  
OF THE MEETING OF  
THE BOARD OF DIRECTORS OF  
UNITED STATES TENNIS ASSOCIATION INCORPORATED**

**HYATT REGENCY GRAND RESERVE RIO GRANDE  
PUERTO RICO**

**DECEMBER 8 & 9, 2023**

**PRESENT:** Brian Hainline, Chairman of the Board, Brian Vahaly, First Vice President, Laura F. Canfield, Vice President, Kathleen Francis, Vice President, J. Christopher Lewis, Secretary-Treasurer, Jeffrey M. Baill, Violet Clark, Maggie Chan Jones, William McGugin, Emily S. Schaefer, Bobby Sharma, Liezel H. Huber, Vania King, Megan Moulton-Levy, Directors at Large, and Michael J. McNulty, Immediate Past President.

**ALSO PRESENT:** Lew Sherr, Chief Executive Officer and Executive Director, Andrea S. Hirsch, Chief Operating Officer and General Counsel, Ed Neppel, Chief Financial Officer, Rachel Booth, Senior Counsel, Managing Director Tennis Integrity, and Nellie Nevarez, Administrative Director, Office of the President.

1. **Welcome & Opening Remarks.** Hainline called the meeting to order at 8:35 a.m. (AST) on Friday, December 8, 2023. A roll call was taken and a quorum certified.

Hainline welcomed the Board to Puerto Rico. He updated the Board on a number of International Tennis Federation ("ITF") meetings held since the prior Board meeting, including the ITF Annual General Meeting wherein Dave Haggerty was elected to a third term as President, and Hainline was elected to the ITF Board of Directors and appointed as Vice President. Hainline also attended the ITF's Coaching Conference and a combined meeting of the ITF Sports Science and Medicine Commission with the Society of Tennis Medicine and Science. He highlighted his attendance at recent BJK Cup and Davis Cup ties, and meetings held during those events.

Hainline then previewed the topics to be discussed during the course of the Board meeting.

2. **Approval of Minutes.**

**Upon motion duly made by Baill, and seconded, the Board unanimously approved the August 31 and September 3, 2023 Minutes of the USTA Board of Directors Meeting.**

3. **CEO Report.**

a. **Year-End Review.** Sherr recapped performance and achievements relating to the USTA's 2023 priorities. He highlighted the success of the 2023 US Open financially as well as the focus on USTA values, including the Mental Health Summit and Diversity, Equity and Inclusion events. Sherr

advised that other Pro Tennis priorities, such as Grand Slam alignment and US Open growth plans, are underway.

Transitioning to the 2023 Community Tennis priorities, Sherr first highlighted the development of the Community Tennis strategy and then emphasized the need to accelerate the work required to operationalize the strategy. Sherr also noted significant digital achievements, focusing on the importance of capturing more data to enhance decision-making processes.

Sherr expressed general satisfaction with progress made on the organizational goals, specifically the continued focus on improving the National-Section relationship. He referred to an upcoming Section sentiment survey, and shared positive feedback regarding Section inclusion in National Senior Staff leadership meetings, Budget Committee meetings and a Section summit. Sherr reiterated his commitment to fostering even greater transparency and engagement going forward. Discussion ensued.

Sherr informed the Board that the recently hired Managing Director, Head of Communications and Content, Lisa Cradit, will bring great experience to the USTA and will drive efforts going forward to tell the “tennis story.”

**ACTION:** Provide Board with talking points in advance of Section visits. Sherr.

4. **Matters Arising/Action Items.** Hirsch briefly reviewed key matters reflected on the Action Items Chart as well as the timing and process for circulating the “Action Items” chart. A suggestion was made to add a time frame column to the chart.

**ACTION:** Add a time frame to the Action Items chart. Hirsch.

5. **Financial Update.**

a. **Treasurer’s Report.** Nepl presented a summary of the USTA’s investments through September 30<sup>th</sup>, highlighting a Portfolio closing balance in excess of \$210 million. He presented assumptions for 2024-2025, explaining the Budget Committee will reconvene in early 2024 to explore additional ways to optimize efficiencies and achieve budget targets, particularly in relation to implementing the Community Tennis strategy. Discussion pivoted towards setting key performance indicators against the Community Tennis budget and postponing the hiring of new head count until the Budget Committee and Board approval is obtained.

McGugin provided a summary of the Investment Committee's work, commending the Committee members' expertise and the quality of guidance offered by Cambridge. Nepl then noted that due to SEC regulations, USTA Southern California and USTA Middle States participation in the USTA Portfolio is resulting in missed opportunities. Consequently, these two Sections will be asked to withdraw their funds from the portfolio.

McGugin also shared highlights of the work undertaken by the USTA Ventures Committee. Nepl elaborated on the process for Committee review of potential investment opportunities. Committee members added comments.

Turning to the 2024 budget, Neopl outlined the 2024 US Open assumptions, indicating that reaching the goal of one million fans will require additional spending to enhance Fan Week, bolster security and operations, increase player prize money, and cover other costs. Sherr disclosed that he had tasked the commercial team with identifying initiatives to elevate the US Open's prestige, with the goal of increasing value for sponsors and expanding the fan base beyond ticketed sessions. Discussion ensued with respect to open sponsorship categories.

Neopl advised that the projected Section Funding for 2024 is \$59.3 million and the provisional allocation for 2025 is \$61 million. He reminded the Board that the funding levels are mandated by the 2021 Section Funding Agreement. Neopl then noted that Staff is recommending that each Section receive a bonus of \$150,000 (\$2,550,000 in total) based on 2023 financial results. Discussion ensued and staff fielded questions. Hirsch explained that although the Section Funding Agreement does not impose specific restrictions on the use of these funds, all Section funding is to be used for mission-based purposes.

**Upon motion duly made by Canfield, and seconded, the Board unanimously approved the 2023 Section Funding bonus allocation of \$150,000 per Section.**

b. Approval of 2024 Budget. Neopl provided a brief overview of the balance sheet as of September 30<sup>th</sup>. He highlighted the sales of Cincinnati LLC and the White Plains building as substantial contributing factors.

Neopl reviewed the proposed 2024 operating and capital budgets. He explained that the Board is being asked to approve these preliminary budgets, with the understanding that the Budget Committee will continue to work to identify increased efficiencies in early 2024 at which time the Board will be asked to approve a revised budget. Lewis and Neopl detailed a timeline for both Budget Committee and Board approval of a revised 2024 Budget.

**Upon motion duly made by Lewis, and seconded, the Board unanimously approved the USTA 2024 preliminary Operating Budget of \$46,978,000 as submitted.**

**Upon motion duly made by Lewis, and seconded, the Board unanimously approved the USTA 2024 Capital Budget of \$14,277,000 as submitted.**

(The meeting recessed at 10:40 a.m. and reconvened at 10:55 a.m.)

(Danny Zausner, Chief Operating Officer, NTC, Craig Morris, Chief Executive, Community Tennis, and Tracy Davies, Managing Director, Play & Competition, joined the meeting. Jo Wallen, Senior Director, National Campus, and Elissa Hill, Senior Director, Collegiate Tennis, joined via teleconference.)

6. NCAA Championships Bid. Davies referred to a memorandum previously provided to the Board regarding the USTA's proposed bid to host the NCAA Division I Men's and Women's Team Championships at the USTA National Campus beginning in May 2027. She framed the NCAA bid as an opportunity to be a leader in the collegiate space, to drive junior player engagement, and to showcase the National Campus.

Zausner presented a long-term plan for capital improvements to the USTA National Campus required to meet NCAA criteria, most notably the addition of a new indoor tennis facility, shade structures, installation of new scoreboards, and upgraded broadcast capabilities. Wallen spoke to the benefits of adding more indoor courts, which would mitigate year-round revenue losses due to weather, enable expanded programming, and potentially support conferences and events. Wallen projected that the annual revenue increase to the National Campus operating budget from these NCAA-related improvements will be between \$500,000 and \$675,000. Zausner clarified that no capital funds are earmarked for these projects in 2024 or 2025.

Davies and Hill fielded questions as to the player and fan experience at the 2023 NCAA Championships, and spoke to ancillary events such as Kids Day and the ITA Coaches Conference.

The Board discussed potential cost-offsetting strategies, such as revenue sharing with the NCAA, securing sponsorships and in-kind donations, leveraging the mission-based nature of hosting the event, and generating year-round revenue with the new indoor courts.

**Upon motion duly made by Vahaly, and seconded, the Board unanimously approved the submission of a bid to host the NCAA Division I Men's and Women's Team Championships at the USTA National Campus beginning in May 2027, substantially on the terms and conditions presented to the Board.**

(Zausner, Morris, Davies, Wallen, and Hill, departed the meeting.)

(Hector Cabrera, Section President, Jose Vazquez, Section Delegate, and Rosa Martinez, Section Executive Director, USTA Caribbean Section, joined the meeting.)

**7. USTA Caribbean Section Presentation.** Hainline welcomed the Caribbean Leadership to the meeting.

Cabrera spoke to the unique challenges of organizing tournaments on an island, including the need to bring in officials. Cabrera also reiterated the ongoing difficulties stemming from Hurricane Maria. He clarified that many facilities are owned by municipalities, and that the slow claim redemption process through FEMA has hindered their repairs. Additionally, these facilities face competition from for-profit interests for the limited usable space available.

Vazquez spoke to the popularity of tennis in Puerto Rico, noting that although pickleball does not present a threat, coaches and players are lost to beach tennis, which enjoys a strong following. He advised on the need for enhanced programming to keep juniors engaged as they progress towards the competitive pathway, along with the necessity for more coaches. Responding to Board questions, Vazquez referenced the possibility of constructing a Section-owned facility on donated land. Martinez described challenges experienced with the automated translation feature on the USTA website and the burden of translating marketing and regulation documents into Spanish.

**ACTION:** Provide Spanish translations of USTA regulations and materials: Morris.

(Cabrera, Vazquez, and Martinez, departed the meeting.)

(The meeting recessed at 12:00 p.m. and reconvened at 1:00 p.m.)

(Zausner rejoined the meeting. Stacey Allaster, Chief Executive, Pro Tennis, and Kirsten Corio, Chief Commercial Officer, joined via teleconference.)

**8. US Open Growth Plan.** Sherr introduced the presentation of the proposed US Open growth plan, advising that it is intended as informational and design-focused, rather than about revenue, costs or construction.

Zausner showcased preliminary renderings of the proposed renovations throughout Arthur Ashe Stadium (“Ashe”) as well as new features throughout the site. He elaborated on the extensive research and surveys that guided the planning process. Zausner spoke of the age of Ashe Stadium and estimated the cost to completely rebuild Ashe Stadium to be in excess of \$1.2 billion.

Discussion centered around other Grand Slam tournament facilities, modifications to the President Suite, amenities, and sustainability. Zausner advised that staff is collaborating with AECOM Hunt, the NTC's long-standing construction manager and Rossetti Architects, its long-standing architectural firm, to refine cost estimates. Further discussions focused on the potential project cost, anticipated revenue from the improvements, the importance of enhancing the consumer experience, addressing disparities between the US Open and other New York stadiums, and the need for increased space and egress.

Neppl reviewed funding options for the renovations.

(Zausner, Allaster, and Corio, departed the meeting.)

(Morris rejoined the meeting. Liz McSorley, Managing Director, Strategy & Innovation joined the meeting, Belinda Berman, Associate General Counsel, Renee Marques, Senior Director, Finance, and Lauren Tracy, Director, Strategic Initiatives, joined the meeting via teleconference.)

**9. USTA's Role in Coaching.** Hainline noted that one of the three pillars of the Community Tennis Strategy is to improve the quality of coaching and to attract more coaches to the sport and that the Board previously determined that the USTA must take a direct role in coaching, a position supported by Section Leadership.

Morris discussed the connection between coaching and the USTA's mission to grow the game. Referring to materials previously provided, he presented staff's recommendation as to how the USTA can become directly involved in coaching, with a preference to working with existing coaching certification groups. McSorley summarized extensive industry review, best practices for adult education, and observations on the business models of the United States Professional Tennis Association (“USPTA”) and the Professional Tennis Registry (“PTR”). She reported that USPTA had paused its application for re-accreditation due to a leadership change and had requested an additional three years to implement Safe Play compliance as part of its application.

McSorley presented an overview of best practices for a “thriving” community of coaches as well as requirements for a new coach system to extend beyond tennis skills. She offered the elements necessary for USTA to become a connector of excellence for coach education and services by optimizing membership, delivery systems, and digital resources.

Discussion ensued regarding the need for more coaches, scalable coaching education, and the involvement of facilities and Sections. McSorley addressed questions about effective coaching education and engagement models, highlighting successful examples from entities such as the Professional Golfers Association ("PGA"), USA Swimming, and USA Fencing. She emphasized the importance of increasing the value of coaching certification to facilities, parents, and consumers. McSorley introduced the concept of a "badge system" to recognize different competency levels and program participants, such as parents. She drew inspiration from soccer's success in recruiting parent volunteers and stressed the need to enhance community outreach.

McSorley then presented staff's recommendations for moving forward, including continued work to develop a detailed design and development phase, determine the optimal structure, both legally and operationally for the new coaching initiative, and seek to collaborate with the current certifying bodies in order to create a unified approach to coaching. Sherr shared his perspective on the importance of maintaining flexibility in the design and structure of the recommendation, as well as the need to socialize the proposal with USPTA and PTR. Hirsch provided context for the legal construct in which to structure the operational aspects of the recommendation.

The Board discussed likely outcomes of the certification entities agreeing to work with the USTA on implementing the strategy and the potential scenarios if one or both organizations opted not to collaborate with USTA. McSorley fielded questions regarding the estimated funding needed for the first year under the various scenarios presented.

Discussions also touched upon the costs associated with benefits that might be offered as an incentive to attract coaches.

**Upon motion duly made by Francis, and seconded, the Board unanimously approved the recommendations for next steps and approach presented by staff.**

(McSorley departed the meeting.)

(The meeting recessed at 3:30 p.m. and reconvened at 3:45 p.m.)

(Paul Maya, Chief Technology Officer, and Michael Hughes, Director, Digital and Business Strategy, joined the meeting via teleconference.)

**10. Data Authentication.** Morris advised that in response to Section concerns regarding data protection and consumer privacy issues, staff is proposing authentication, referred to as "gating" for consumers to view specific data related to league and competition scores across USTA consumer-facing platforms, including USTA.com, the player app, Serve Tennis, and TennisLink. He referred to a memo previously provided to the Board.

Hughes presented the aims of the gating project, which are to require League and Competition consumers to experience the USTA platforms in a logged-in state, which will allow for a personalized, customized user experience thereby aiding retention. Additionally, it aims to address situations where tennis organizations leverage USTA bulk data without permission, commonly known as data scraping, by requiring them to enter into a mutually beneficial USTA Connect agreement. Hughes provided an overview of the USTA Connect Program. Hughes and Morris advised that there is strong

Section support for the gating project. Hughes presented the staff recommendation to offer known data scrapers a USTA Connect license for certain limited data subsets in exchange for mutually agreeable terms, such as data exchange and Safe Play compliance.

Discussion ensued as to the USTA Connect licensing program, general consumer data privacy, communication strategies and legal implications for both USTA and data scrapers. Discussion continued as to the USTA's role to support entities that promote tennis in the United States. The Board considered the pros and cons, as well as the opinions of the Sections, were considered regarding the offering of a USTA Connect license to known data scrapers.

The Board reached consensus to proceed with the data gating project and to offer those entities leveraging USTA bulk data a USTA Connect license subject to mutually agreeable terms.

**ACTION:** Socialize the Board decision at the Section ED meeting on January 8<sup>th</sup>. Morris.

(Morris, Maya, and Hughes, departed the meeting.)

(Henry Lescaille, Chief People and Culture Officer, and Marisa Grimes, Chief Diversity and Inclusion Officer, joined the meeting.)

**11. DEI Values Update.** Grimes presented the final version of the purpose-driven mission statement for approval: "Growing tennis to inspire healthier people and communities everywhere," describing the statement as simplified yet inclusive. Discussion ensued as to the statement and its impact on Section mission statements.

Grimes then presented values of "community," "inclusion" and "wellness" for approval, as well as a "We believe" statement to underpin each. Discussion ensued about substituting "wellbeing" for "wellness," the meaning of wellbeing, its use by the World Health Organization and International Olympic Committee, and the general understanding of wellness. The Board reached consensus on "wellness" as a value, in addition to "community" and "inclusion."

Grimes reviewed the timing and activation plans to launch the revised mission statement and values, including a teaser campaign and official launch at the 2024 Annual Meeting. She fielded questions on training for Sections, Section integration via storytelling, and leadership training for volunteers.

**Upon motion duly made by Schaefer, and seconded, the Board unanimously adopted "Growing tennis to inspire healthier people and communities everywhere" as the USTA's purpose-driven mission statement.**

Hainline congratulated Grimes and the Board working group on the work done to gain consensus on the mission statement and values.

**12. Culture Update.** Lescaille updated the Board on an overall strategy and longer-term objectives for an Association-wide People + Culture strategy, which will encompass National and Section staff and volunteers. He advised the strategy, developed through surveys, listening sessions, and a review of best practices, focuses on three core pillars: **Attraction** (*how we recruit and engage*

*the external market*), **Engagement** (*how we onboard and inspire those entering our ecosystem*), and **Growth** (*how we educate, prepare, and retain our staff and volunteers*).

Lescaille outlined specific goals for each pillar, highlighting ongoing improvements to implement the strategy, including a revamped career site, data analytics, an enhanced recruitment portal, improved onboarding experiences, a new Learning Management system, and increased investment in internal communications. He advised the objective is to provide these services to both staff and Sections with best-in-class support, optimizing costs and streamlining processes by leveraging USTA shared services, while also leveraging these resources to facilitate volunteer recruitment and engagement.

Discussion ensued regarding how to measure the strategy's success and impact, with both engagement and pulse surveys offered as potential assessment tools. Discussion continued on the strategic timing of the initiative, given the Governance Task Force's call for increased and more meaningful volunteer involvement and the need for training to equip staff in working effectively with volunteers.

Lescaille presented a timeline for implementing the strategy across the USTA ecosystem.

(Lescaille and Grimes, departed the meeting.)

(The meeting adjourned at 5:00 p.m. on Friday, December 8 and reconvened at 9:20 a.m. on Saturday, December 9.)

(Scott Steinberg, Chair, Mary Buschmann, Vice Chair, USTA Governance Task Force, and Staciellen Stevenson Mischel, Deputy General Counsel, joined the meeting.)

**13. Governance Task Force Recommendations.** Hainline reviewed the genesis of the creation of a Governance Task Force to comprehensively examine USTA's governance structure and make recommendations to enhance the organization and align it with best practices. He expressed his gratitude to Steinberg and Buschmann for leading these efforts.

Steinberg provided an overview of the Task Force's work, highlighting the development of a future-focused governance structure aimed at growing the game, fostering buy-in, and promoting equal opportunities across the organization. He described the approach and process undertaken to formulate the recommendations, including the involvement of a governance consultant and industry research. Steinberg emphasized that this is an ongoing journey and invited the Board to view the recommendations as a significant step towards future-proofing USTA's governance structure.

Buschmann presented detail around each of the three key strategies that inform the Task Force recommendations:

- a. Strategy 1. Building a mutually beneficial volunteer management system that ensures a deep pool of qualified volunteers at all levels of the organization.
- b. Strategy 2. Enhance the overall efficiency, agility and responsiveness of the governance system.



- c. **Strategy 3.** Improve the timeliness, relevance and quality of decisions by decentralizing and delegating decision-making to the individuals or teams closest to the related issue or situation and establishing greater parity among the decision-makers.

Discussion ensued regarding the preliminary recommendations presented in the draft report. With respect to Strategy 1, it was agreed that Lescaille was well-suited to lead continued work and refine recommendations.

The Board next discussed the preliminary recommendations relating to Strategy 2, including the rationale behind proposed term limits for Board positions and committee appointees, as well as the concept of establishing ad-hoc committees and task forces with limited scope and duration. They emphasized the need for a competency-based approach to volunteer and Board selection. Hainline stressed the need for Section alignment in relation to Strategy 2. He emphasized the importance of approaching Strategy 2 holistically and ensuring its coherence with other recommendations.

The ensuing discussion explored the advantages and disadvantages of term limits for officers, directors, and elite athletes. The Board discussed the steep learning curve associated with the complexities of the USTA. They also considered the optimal Board size, the impact of term limits on staff, and the Board policies of other federations and national governing bodies. Hainline noted that a deeper dive is required to understand the dynamics and potential implications of the Task Force preliminary recommendation on international representation.

Buschmann reviewed the recommendation for Strategy 3, which involves decentralizing decision-making and delegating responsibilities. She emphasized the need for agility, and the importance of alignments. Buschmann and Steinberg detailed the underlying recommendations for streamlining the Bylaws including a focus on high-level, non-variable governance issues, utilizing policies to guide critical decisions and actions, and modifying USTA voting processes and procedures.

Robust discussion followed. Steinberg and Buschmann reinforced the Task Force's perspective that the Recommendations submitted are preliminary and that additional work is needed in all areas to further refine the recommendations. Hainline advised on the need for working groups to explore the recommendations and stressed the need for interconnected advancement to avoid siloed thinking.

**ACTION:** Communicate to the Nominating Committee that while a draft Task Force has been received, it is still in progress and not ready for distribution. Hainline.

(The meeting recessed at 10:35 a.m. and reconvened at 10:50 a.m.)  
(Steinberg and Buschmann, departed the meeting.)

**14. Call Items Review.** Hainline reminded the Board that during the November 20th teleconference, Morris and Mischel outlined the review and socialization process for the proposed Regulations amendments. Hainline acknowledged Laura Canfield's leadership and thanked her for her efforts to shepherd the review. Despite the lack of complete alignment among the Sections and affected committees, the Board discussed the process and staff's recommendation to vote in favor of approving the amendments.

Mischel explained the process for the upcoming vote on the proposed Regulations by the Executive Council on December 15th. Hirsch and Mischel answered questions about the entities that make up the Executive Council, the need to revive in-person straw votes, and the rights of Community Tennis Associations (CTAs).

(Mischel departed the meeting.)

**15. ITF Committee Appointments.** Hainline advised the Board that the USTA, through its Chairman, selects candidates for appointment to various ITF Committees; these selections are then presented to the full Board for approval, per USTA bylaws. He referenced a list that had been previously distributed.

Discussion ensued regarding specific appointments, the roles of ITF Committees, Task Forces, and Commissions, as well as the mechanics of the appointment process. Hainline spoke briefly to each of the appointments

**Upon motion duly made by Vahaly, and seconded, the USTA Board unanimously ratified the ITF Committee Appointments hereto as Exhibit A.**

(The meeting recessed at 10:40 a.m. and reconvened at 10:55 a.m.)

**16. USTA Position on Pickleball.** Hainline summarized prior Board conversations about pickleball and referred to ongoing queries from Sectional Associations regarding the extent of USTA's involvement in the sport.

Hirsch referred the Board to the proposed position statement previously provided regarding a practical approach to the USTA and the Section involvement in pickleball. Sherr advised on the conversations with Mid-Atlantic with respect to using the name "USTA Pickleball," that other Sections have inquired about the use of "USTA Pickleball" and the timeliness of issuing guidelines around branding and funding for pickleball facilities.

The Board reached a consensus on the branding guidelines attached as Exhibit B hereto.

Discussion continued relating to whether USTA funds or other assets can be used by Sectional Associations to construct or operate a pickleball facility. Hirsch clarified that if a Section has alternative revenue streams independent of USTA, they have the discretion to utilize those funds as they deem fit, but that USTA assets and funding must be used in furtherance of the USTA's mission to grow tennis.

The Board discussed the presence of pickleball courts at the USTA National Campus ("Campus"). The Board deliberated on the distinction between incorporating pickleball to support facilities and actively promoting the sport and the need to convey this nuance to the Sections in future communications. Canfield suggested an amendment to the youth language in the policy statement.

Upon motion duly made by Schaefer, and seconded, the Board unanimously approved the policy statement, "USTA Position on Pickleball" as amended and attached as Exhibit B.

**ACTION:** Distribute the amended memo "USTA Position on Pickleball" to the Sections. Loehrke.

The meeting concluded at 11:25 a.m. (AST) on Saturday, December 9, 2023.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Lewis", with a stylized flourish at the end.

J. Christopher Lewis  
Secretary-Treasurer

## 2024-2025 Nominations by Committee/Commission

- ITF Advantage All Committee
  - Katrina Adams
  - Maggie Chan Jones
- ITF Billie Jean King Cup Committee
  - Katrina Adams
- ITF Coaches Commission
  - Megan Moulton-Levy
  - Paul Roetert
- ITF Constitutional Committee
  - Jeff Baill
- ITF Davis Cup Committee
  - Brian Vahaly
- ITF Juniors Committee
  - Tracy Davies
- ITF Masters Committee (Seniors)
  - Carol Clay
- ITF Olympic Committee
  - Megan Rose
- ITF Rules of Tennis Committee
  - Sean Cary
- ITF Sports Science & Medicine Commission
  - Brian Hainline
- ITF Technical Commission
  - Chuck Jettmar
- ITF Wheelchair Tennis Committee
  - Jennifer Edmonson
  - Brian Hainline
- ITF World Tennis Tour Committee
  - Ian Vazquez

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**POSITION STATEMENT**

The USTA's mission is to promote and develop the growth of Tennis. Today, we support the growth of the game through our investments in Tennis programming, coaching education, officiating, and facilities.

The USTA has closely monitored the rapid growth of Pickleball in the United States, reviewing its potential as a pathway toward expanded Tennis participation. This complementary potential has not yet been proven. Moreover, the growth of Pickleball has put direct pressure on Tennis facilities and resulted in the loss of courts everywhere. Given that Pickleball is not considered to be a pathway to Tennis, and in light of the damage it is causing to the Tennis ecosystem, the USTA's focus must remain on Tennis growth. We therefore will not directly support or invest in the game of Pickleball solely to grow that sport. Rather, the USTA will engage with Pickleball as an opportunity to support the Tennis Family at large, including industry partners, parks and recs, facilities, and partners that manufacture equipment or manage facilities that serve both sports. We do this for the primary purpose of keeping Tennis infrastructure and the game itself viable and thriving. The National Campus and the NTC are both examples of these types of programming and events.

In addition, the growth of Pickleball court infrastructure represents an opportunity to provide a much needed supply of 'playing spaces' for tennis. USTA will utilize these multi-sport playing spaces to meet and grow demand for tennis participation through youth programs and alternative formats such as Red Ball and Cardio tennis.

As we move forward, it's important to protect the USTA brand and ensure that funding continues to be directed toward our primary purpose.

**Pickleball Marketing Guidelines**

Any Pickleball programming, organization, or facility that the USTA or USTA Sectional Associations directly or indirectly manage must adhere to the following marketing and promotional guidelines:

- Pickleball leagues, tournaments, or any other Pickleball programming may not directly carry the USTA name nor use brand marks, logos, or fonts belonging to or representing the USTA. "USTA New England Pickleball Leagues" or "USTA Pickleball Leagues," for example, are not permitted. "Pickleball leagues hosted by USTA New England" or "Pickleball at the USTA National Campus" would be permissible.
- Organizations created to hold Pickleball assets by the USTA or a USTA Sectional Association shall not include USTA in the legal or commercial name of the entity. For example, "USTA Northern Pickleball, LLC" is not permitted. "Northern Pickleball, LLC" would be permissible.
- Pickleball facilities may not be titled using the USTA name nor use USTA brand marks, logos, or fonts. For example, "USTA Pickleball Center" or "USTA Midwest Pickleball Patio" are prohibited.
- Best efforts should be made to capture Pickleball player and play data in the USTA National database. The most expedient mechanism for doing so is managing Pickleball programming using Serve Tennis or TennisLink, both of which will include off-the-shelf Pickleball program modules.
- Any partners, sponsors, or third-party organizations working with the USTA or USTA Sectional Associations must also adhere to these guidelines.

**Pickleball Investment guidelines**

Any investment by USTA or USTA Sectional Associations in Pickleball programming, partners, data, technology, coaching, facility development, or refurbishment that includes USTA Funding must only be made to support the Tennis Family at large and must show a clear path (direct or indirect) to growing Tennis participation.