

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

**OMNI LA COSTA RESORT & SPA  
CARLSBAD, CA**

**MARCH 20, 2025**

**PRESENT:** Brian Vahaly, Chairman of the Board, J. Christopher Lewis, First Vice President, Maggie Chan Jones, Vice President, Megan Moulton-Levy, Vice President, William McGugin, Secretary-Treasurer, Catherine (CiCi) Bellis, Laura F. Canfield, Chris Capossela, Violet Clark, Amanda Fink-Moore, Jon Rydberg, Hon. Derek J. White, Perren Wong, Directors at Large, and Dr. Brian Hainline, Immediate Past President.

**ABSENT:** Kathleen Francis, Director at Large.

**ALSO PRESENT:** Lew Sherr, Chief Executive Officer and Executive Director, Andrea S. Hirsch, Chief Operating Officer, Kevin Flaherty, Chief Financial Officer, Rachel Booth, General Counsel, and Nellie Nevarez, Senior Director, Office of the President.

**1. President's Welcome & Opening Remarks.** Vahaly called the meeting to order at 8:33 a.m. (PST) on Thursday, March 20, 2025 and welcomed the Board to the Omni La Costa Resort & Spa. A roll call was taken and a quorum certified.

**2. USTA Consent Agenda.**

a. Approval of the USTA Consent Agenda. The USTA Consent Agenda was presented and no objections were made. The USTA Consent Agenda included:

i) Minutes

- The Minutes of the Meeting of the Board of Directors of the United States Tennis Association, General Session - January 9, 2025
- Combined Annual Meeting of USTA-NTC and SM of NTC - January 9, 2025
- Combined Annual Meeting of USTA-PD and SM of PD - January 9, 2025
- Annual Meeting of the Sole Member of USTA Foundation - January 9, 2025
- USTA Board of Directors Teleconference - January 22, 2025

ii) SoCal Disaster Relief

iii) New Senior Masters Championship Sanction

**Upon receiving no objections, the Board approved the USTA Consent Agenda as presented.**

3. **Chairman's Update.** Vahaly provided an overview of the upcoming Board meeting.

(Clark joined the meeting.)

4. **CEO's Update.** Sherr provided an overview of the USTA Annual Meeting and Conference, highlighting a celebration of five consecutive years of participation growth, the goal of 35 million players by 2035 (35x35), red ball tennis and new Board leadership.

a. **Grand Slam Board Update.** Sherr summarized discussions amongst the Grand Slam tournament Chairs and CEOs regarding potential joint marketing efforts and aggregation of commercial rights in Korea. He referred to correspondence from the Association of Tennis Professionals ("ATP") and Women's Tennis Association ("WTA") regarding a proposal for greater cooperation among the Grand Slams and tours and briefly summarized the Professional Tennis Players Association ("PTPA") lawsuit against the ATP, WTA, International Tennis Federation ("ITF") and International Tennis Integrity Agency ("ITIA").

Sherr advised that the ATP and WTA player Boards have enlisted former WTA Chairman Larry Scott to advise on strategies for engaging with the Grand Slams, with an aim to achieve increased prize money and pension contributions, as well as greater input into tournament decision-making. Discussion ensued on player engagement and athlete unions. He noted that player representation is fragmented and that it is unclear who represents the players in discussions regarding player compensation.

b. **Executive Searches.** Sherr reported progress on ongoing executive searches, noting a leading candidate has been identified for the General Manager, Team USA position and that interviews are underway for the digital, advocacy, facilities, and Chief of Growth and Strategy roles.

c. **New Administration/DEI Implications.** Hirsch reported that staff is monitoring Trump Administration Executive Orders regarding diversity, equity, and inclusion ("DEI") initiatives, as well as transgender participation in sports. The discussion then shifted to DEI activations at the US Open.

Booth reviewed an Executive Order affecting individuals with asylum-seeker status, as well as potential travel restrictions/bans.

5. **CFO Update / Treasurer's Report.**

a. **Portfolio.** Kevin Flaherty provided an update on the asset allocation, objectives and performance of the two USTA investment portfolios. He noted that as of December 31, 2024 the USTA long-term investment portfolio totaled \$279 million. Flaherty further noted that while the long-term portfolio targets 8% annualized nominal returns, for the twelve months ending December 31, 2024, the long-term portfolio returned 10.3%, exceeding the annual portfolio target, but lagged in the custom benchmark, which returned 13.6%. He advised the Series D Note portfolio, which is invested in a custom fixed income portfolio and three specialty finance funds to fund a \$150 million bullet payment in 2033, is performing as expected with assets of \$109 million.

Flaherty advised that a search process is underway to identify an investment consultant, and that current investment consultant Cambridge Associates will be among the firms invited to respond to a

formal request for proposal (“RFP”). He added investment consultant search firm Alpha Capital Management will assist with the search and RFP process, which is expected to take approximately four months. He fielded questions from the Board.

b. Additional Budget Ask/Challenge. Flaherty reviewed the Board's prior request for staff to identify strategic initiatives that could be accelerated up to \$10 million in additional funding was made available beyond the approved 2025 budget, and referred the Board to materials previously submitted, which propose an additional \$5.5 million to: i) fund two new Board-approved senior executive roles in Digital and Advocacy and related new initiatives, and ii) enhance the fan experience and improve US Open crowd management through technology and business operations upgrades. Flaherty noted in 2025 a \$1 million investment (primarily for crowd analytics technology) would be coupled with reduced sales of grounds passes to mitigate overcrowding. He explained the US Open crowd management plans will require \$3 million of incremental expenses/foregone revenue in 2025 vs. budget. Flaherty advised the combined impact of the requests, if approved, would be a \$5.5 million reduction to 2025 budgeted Net Excess before Other Items (effectively EBITDA) which would represent a 4% reduction vs. budget.

Sherr clarified that the number of ground passes would not be reduced; rather, the sale of reserve Louis Armstrong Stadium tickets would be decreased, with an aim to improving access to Armstrong for grounds pass holders.<sup>1</sup> Discussion ensued as to updating the financial metrics and the dashboard as well as the persistent issue of long entry lines for Armstrong Stadium.

**Upon motion duly made by Capossela, and seconded, the Board approved the additional budget request set forth in Exhibit A.**

Flaherty presented an opportunity to purchase Electronic Line Calling (“ELC”) systems for use in 22 ATP Challenger tournaments and 51 Pro Circuit tournaments in 2025, explaining the response to ELC at other tournaments has been extremely positive, citing improvements to the player experience and a reduction in officiating costs. He cautioned staff are awaiting feedback from the ATP and the ITF, which is expected shortly, before proceeding with the purchase of these systems. Contingent upon feedback and approvals from the ATP and the ITF, Flaherty advised staff are requesting a \$1.3 million increase to the 2025 capital budget to fund the ELC capex. Sherr expounded on the staff desire to utilize ELC.

**Upon motion duly made by Canfield, and seconded, the Board approved the Additional Budget request of \$1.3 million for electronic line calling systems as set forth in Exhibit A.**

Flaherty advised that Bain & Company have been retained to create a detailed plan to operationalize the goal of 35x35. Flaherty estimated the engagement fees at \$2.3 million, to be funded from National’s allocation of the Growth Catalyst Fund (“GCF”). After this expense, the remaining balance of the National allocation of the GCF is estimated to be \$1.6 million.

(Joe Healy, Managing Director and Corporate Controller, joined the meeting.)

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<sup>1</sup> Correction: A reduction in the number of grounds passes will occur; the sale of Louis Armstrong reserve tickets will remain consistent with previous years.

c. Receipt of Audited Financials. Canfield reviewed the work of the Audit Committee and thanked them. Canfield advised that the 2024 audit work is complete and that the USTA's external firm, BDO USA, LLP ("BDO") met with the Audit Committee of the USTA to review the 2024 Consolidated Financial Statements. She further noted that it was a successful audit and had progressed very smoothly.

Canfield spoke to the importance of "clean audits" and the best practice of changing auditors every few years. Healy advised there were no disagreements between management and the auditors in conducting and completing the audit, no material deficiencies in internal control, and no significant changes in audit strategy. Healy affirmed that BDO issued a clean, unqualified opinion.

Healy provided highlights from materials previously provided to the Board. He then reviewed the Consolidated Financial Statements and notes thereto for the year ended December 31, 2024, including an overview of the balance sheet, revenue, a statement of activities, financial ratios, and cash flow for USTA.

**Upon motion duly made by Canfield, and seconded, the Board received the 2024 USTA and Affiliates' Consolidated Financial Statements as presented.**

Canfield thanked Joe Healy and staff.

(Healy departed the meeting.)

(The meeting recessed at 9:47 a.m. and reconvened at 10:20 a.m.)

(Kirsten Corio, Chief Commercial Officer, joined the meeting via teleconference.)

6. US Open Update. Sherr presented an overview of the current and projected economics of the US Open. Sherr opined the US Open can reach \$1 billion in revenue over the next ten years. He fielded questions on the impact of increased player prize money. Sherr noted growth is not reliant on a single revenue stream and presented data on 2024 ticketing, suites and hospitality, broadcast, and sponsorship revenue. Sherr responded to questions on the US Open revenue streams as compared to other Grand Slam tournaments.

Corio reviewed ticket pricing, illustrating growth in both primary ticket sales and the resale market from 2022 to 2024, noting the resale market is an indicator of strong demand. Corio fielded questions on subscriptions, dynamic pricing, and the USTA's share of revenue from the secondary market, which Corio explained, is limited to transaction fees. She further noted the USTA receives bonuses from Ticketmaster for achieving certain ticket sales targets.

Sherr and Corio reviewed the gross and net broadcasting revenue trends, explaining the ESPN domestic broadcast accounts for the majority of the USTA's media rights revenue. Sherr described the average annual value of the ESPN deal, as well as costs associated with assuming host broadcast duty and the construction of a new broadcast building. Corio spoke to a softening in the international broadcast market, and presented international media rights deals by territory. They responded to questions from the Board.

Sherr presented gross and net sponsorship trends. He spoke to staggered expiration dates, potential new categories and a \$4 million sales challenge issued to staff. Corio and Sherr fielded questions on how sponsors qualify success and US Open consumer demographics.

Sherr reviewed the entertainment activations scheduled for Fan Week and the Main Draw. Discussion ensued as to Mixed Doubles Championship and other activations, as well as methods to tie onsite activations to community growth, and free events vs. ticketed events. Discussion continued in contemplation of reputational risk arising from the US Open in the context of player discontent over late night matches and player compensation.

(Corio, departed the meeting.)

(The meeting recessed at 12:35 p.m. and reconvened at 1:08 p.m.)

(Ted Loehrke, Managing Director, Head of Section Partnership, Liz McSorley, Managing Director, Strategy & Innovation, and Lisa Cradit, Managing Director, Head of Communications & Content, joined the meeting.)

**7. Pickleball – Section Approach to National Stance.** Sherr summarized the work previously reviewed with the Board regarding the pickleball landscape and previewed the staff recommendation for a lightly managed approach to pickleball activities at the Section and District levels.

Loehrke spoke to pickleball activity across Sections and Districts, explaining there are currently three primary categories of pickleball activity among Sections and Districts, with five Sections involved. He advised that staff recommends guidance that offers non-branded pickleball as complementary racquet sports programming. He explained this approach allows for more control over more courts and preserves opportunities for future management contracts while minimizing the impact on the Section/District.

Loehrke reviewed the pros and cons of the recommended approach as well as options for curtailing or fully eliminating pickleball activity. Robust discussion ensued on whether padel is included in the stance, the possibility of enforcing the requirement that National funding not be used to support pickleball programming, and the potential for reviving Section funding report forms with updated metrics. Sherr was queried on the volume of pickleball broadcasts on The Tennis Channel.

Loehrke fielded questions on Section sentiment to the recommendation, as well as use of USTA branding for facilities and programs that offer pickleball. Hirsch highlighted the importance of National funding being used solely to grow tennis, in alignment with the USTA mission.

Following further discussion, the Board reached consensus to support the staff recommendation. Discussion ensued regarding the need for a communication strategy and a FAQ for Section use.

**ACTION:** Create a Communication Strategy and Section FAQ. Loehrke, Cradit.

(Loehrke departed the meeting.)

(Meeting recessed at 2:00 p.m. and reconvened at 2:20 p.m.)

(Craig Morris, Chief Executive Officer, USTA Coaching, Megan Rose, Managing Director, Head of Business, Development & Operations, and Gregory Solomon, Consultant, joined the meeting.)

**8. USTA Coaching.**

a. Launch Plan Update. Morris advised the USTA coaching program will be a key topic throughout the weekend. He explained staff and consultant Gregory Solomon have rigorously tested



the business plan and launch, that the program is grounded in industry insights and research, and that a coaching advisory group convened by Vahaly has offered valuable input. Morris noted program roll-out dates are detailed in the materials previously distributed to the Board. Rose described the digital hub as the cornerstone of the coaching program, providing a single point of access to education, benefits, a job board, and e-commerce services. A video demonstration illustrated the platform's usability.

Morris was queried on the communication strategy, ITA participation, PTR and RSPA reactions, accreditation, RCX integration, and nomenclature. He stated that coaching levels will be termed "classification," and individuals will be "badged" instead of certified. Morris also noted that the USOPC is enthusiastic about using the USTA Coaching launch as a template for other sports.

Rose addressed questions regarding the upcoming webpage launch. She provided a high-level summary of recruitment efforts, marketing strategies, and target audiences, mentioning NJTLs as a potential pipeline and outlining upcoming pilot programs. Robust discussion ensued on implementation plans, with Cradit offering details on a communication strategy.

b. Appointment of USTA Coaching Board. Morris and Hirsch compared the USTA Coaching Inc. governance structure as similar to the Foundation, with the USTA as the sole member. Morris recommended that Paul Annacone be appointed President of the USTA Coaching Inc. Board.

**Upon motion duly made by White, and seconded, the Board approved the Appointment of the USTA Coaching Board, set hereto as Exhibit B.**

(Morris, Rose, and Solomon, departed the meeting.)

(The meeting recessed at 3:00 p.m. and reconvened at 3:15 p.m.)

(Kathleen Wu, President, and Ginny Ehrlich, Chief Executive Officer, USTA Foundation, joined the meeting.)

9. **USTA Foundation – Plans for Growth.** Wu introduced the topic of community impact hubs, and highlighted it as an opportunity for the Foundation to collaborate with the USTA and USTA Sections to increase impact. Ehrlich referred to materials previously distributed and presented the concept of the community impact hubs. Wu and Ehrlich presented the current and potential growth trajectory for participation with revenue projections through 2030. Ehrlich explained expansion costs could be kept low due to existing infrastructure. She fielded questions on placing USTA products like red ball in schools, the mechanics of training NJTLs, grant distribution and the Foundation court refurbishment program.

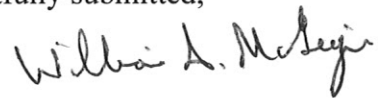
Ehrlich explained that the Foundation is requesting \$3.5 million over the period of 2025-2027 to implement the tennis community impact hubs program, with the goal of the Foundation supporting it thereafter. She noted costs in 2025 are for product development costs and for proof of concept pilots, and that applications would be taken to begin programming in 2026. Ehrlich further offered an estimate that \$1 million in grants will be needed by 2027 and proposed the USTA and Foundation split that fee, while also noting the possibility of finding a sponsor. Ehrlich was queried on leveraging CTAs, the number of individuals potentially impacted, and the vetting process to becoming a Community Impact Hub.

The Board discussed the exceptional potential to reach underserved populations at this volume and the impact on growth goals.

**Upon motion duly made by Clark, and seconded, the Board approved an allocation of \$800,000 to the USTA Foundation for use in developing Tennis Community Impact Hubs, subject to Foundation Board approval.**

The meeting concluded at 4:05 p.m. (PST) on Thursday, March 20, 2025.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "William A. McGugin".

William McGugin  
Secretary-Treasurer

# Memo



DATE: March 13, 2025

TO: USTA Board of Directors

FROM: Lew Sherr and Kevin Flaherty

CC: Andrea Hirsch

SUBJECT: Strategic Priorities – Additional 2025 Budget Requests

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## PRESENTERS

Lew Sherr and Kevin Flaherty

## PURPOSE OF DISCUSSION

To review proposed uses of funds in excess of the 2025 Budget approved by the Board of Directors in December 2024

## TOPICS TO BE DISCUSSED

1. Proposed revisions to 2025 Operating Budget related to specific initiatives to accelerate the USTA's Digital and Advocacy efforts and to enhance the US Open fan experience through measures to improve crowd management
2. Proposed increase to 2025 Capital Budget related to Electronic Line Calling (ELC) initiative (contingent upon ITF and ATP approvals expected in second quarter)
3. Planned use of a portion of the national allocation of the Growth Catalyst Fund to develop plans to Operationalize 35 by '35 including engagement of Bain & Company to accelerate and optimize execution planning

## STAKEHOLDERS TARGETED

USTA Board of Directors

## OUTCOME OF DISCUSSION

1. APPROVE proposed 2025 Operating and Capital Budget revisions
2. INFORM Board of intent to fund Bain project with a portion of the national allocation of the Growth Catalyst Fund (Board-designated \$30 million fund was approved in 2023)



## EXECUTIVE SUMMARY

At the December Board Meeting, the Board of Directors challenged staff to identify investments in strategic priorities that they would like to accelerate if additional financial resources (up to \$10 million above the approved 2025 budget) were made available. After vetting several requests, management proposes a total of \$5.5 million of incremental 2025 budget requests in connection with: i) funding the two newly-created and Board-approved senior executive positions in Digital and Advocacy and new efforts in those two areas and ii) technology and business operations improvements to improve US Open crowd management and enhance the fan experience.

Funding the new Digital and Advocacy positions and related new initiatives will require \$2.5 million of incremental expenses in 2025 vs. budget. Approximately \$0.8 million of this request is needed to fund partial year compensation for the new positions and related executive search fees while the remainder would be additional operating budget for the new leaders. Improvements to US Open crowd management would require an additional \$1 million investment (primarily for crowd analytics technology) in 2025 and foregoing \$2 million of revenue in connection with reduced sales of grounds passes to mitigate overcrowding. The US Open crowd management plans will require \$3 million of incremental expenses/ foregone revenue in 2025 vs. budget. The combined impact of the requests above, if approved, would be a \$5.5 million reduction to 2025 budgeted Net Excess before Other Items (effectively EBITDA) which would represent a 4% reduction vs. budget.

In addition, there is a potential opportunity to purchase Electronic Line Calling systems for use in 22 ATP Challenger tournaments and 51 Pro Circuit tournaments in 2025. As the Board has previously heard, the response to ELC at other tournaments has been extremely positive and the installation of ELC systems can improve the player experience and also reduce officiating costs (with a potential payback on capital expenditures in less than two years). Staff are awaiting feedback from the ATP and the ITF, which is expected to be received next month, before proceeding with the purchase of these systems. We are requesting a \$1.3 million increase to the 2025 capital budget to fund the ELC capex, contingent upon feedback and approvals from the ATP and the ITF.

Lastly, we recently engaged Bain & Company to assist with plans to operationalize 35 by '35 through the development of detailed operating and go-to-market plans. While no approval is required, we note that we plan to fund the Bain engagement with a portion of the national allocation of the Growth Catalyst Fund and will reflect that in a revised budget. This consulting engagement was not planned at the time of the December 2024 Board Meeting. As you may recall, \$6 million (20%) of the \$30 million Board-designated fund was allocated for national uses with the remainder allocated to Section uses. To date, approximately \$2.1 million of the national allocation has been utilized or committed, leaving a balance of \$3.9 million on the national allocation. The Bain engagement is estimated to cost \$2.3 million in 2025 which would reduce the national portion of the Fund to \$1.6 million.

We look forward to discussing these budget requests at the upcoming Board Meeting. In the meantime, please reach out to any of us if you have any questions.

**USTA Coaching Board of Directors Dossier****INTRODUCTION**

USTA Coaching is an independent entity, with an independent Board of Directors. To initially establish the entity, the USTA (as the Sole Member) nominated an interim Board of Directors (Lew, Andrea, Kevin). The Bylaws establish that the USTA Coaching Board will not exceed 20% representation from the USTA National Board, and will not be less than 3 or more than 15 Board members. The USTA (as the Sole Member) will elect the USTA Coaching Board. The officers will be a President, two Vice Presidents, Secretary, Treasurer and other officers with powers and duties consistent with the Bylaws.

The Term for all officers is 3 years. A president may serve for only 1 consecutive Term. If, after serving 2 consecutive Terms, a President desires to seek re-election, the President must vacate the position for at least 1 Term before seeking re-election. As currently written in the Bylaws, there are no Term limits for other officers, and they may serve any number of consecutive Terms. After successfully launching the entity, the Board may consider amending the Bylaws to institute term limits for the Coaching Board and Coach Advisory Board to continue to gain new perspectives and diversification, and encourage new ideas and growth.

Today we share with you the 9-member proposed inaugural USTA Coaching Board of Directors, a distinguished group of leaders dedicated to elevating the coaching profession and advancing player development nationwide. Bringing expertise in coaching, sports management, technology, media, marketing, and corporate leadership, this board will set the strategic direction for USTA Coaching, ensuring alignment with industry best practices and USTA's long-term goals.

Our recommendation for Chairperson/President is Paul Annacone.

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**BOARD MEMBERS****Paul Annacone**, *Tennis Coach, Former ATP Player, Broadcaster*

Paul Annacone is a former ATP professional and one of the world's most respected tennis coaches. He reached a career-high ATP ranking of No. 12, won three singles titles, and captured the 1985 Australian Open doubles championship. As a coach, Annacone mentored Pete Sampras, Roger Federer, and Tim Henman, guiding them to major titles. He is currently a Tennis Channel analyst and coach of Taylor Fritz.

**Bess Spaeth**, *EVP Global Brand Management & Experiences, American Express*

Bess Spaeth is Executive Vice President of Global Brand Management & Experiences at American Express, overseeing global brand strategy, sponsorships, and consumer experiences. With over two decades of experience in marketing and brand development, she has led high-impact initiatives at American Express, Revlon, and Ammirati Puris Lintas. She holds an MBA from NYU Stern and is known for her expertise in customer engagement and strategic growth.

**Craig Kessler**, *Chief Operating Officer of the PGA of America*

Craig Kessler is the COO of the PGA of America and a strategic growth leader in the sports industry. He previously helped scale Topgolf from 25 to 70 locations and expanded Buff City Soap from 100 to 260 stores across 32 states. With a background in private equity, consulting, and business operations, Kessler brings deep expertise in scaling organizations, driving revenue, and enhancing member experiences. He holds an MBA from Harvard Business School.

**Valerie Camillo**, *CEO, Spring4th Advisory; Former President & CEO, Comcast Spectacor Sports & Entertainment*

Valerie Camillo is a veteran sports and entertainment executive with leadership experience in major leagues and sports organizations. As President & CEO of Comcast Spectacor, she oversaw the Philadelphia Flyers and a \$350 million renovation of the Wells Fargo Center. She previously held key roles with the Washington Nationals and the NBA, specializing in fan engagement, business development, and venue transformation.

**Ian Symmonds**, *Founder and Chief Strategist of Ian Symmonds & Associates*

Ian Symmonds is a leading expert in strategic enrollment, brand development, and organizational strategy for schools, universities, and nonprofits. As Founder & Chief Strategist of Ian Symmonds & Associates, he has advised over 1,300 educational institutions worldwide. A former competitive tennis player, he launched the #JustCause campaign to address poverty through education and remains a highly sought-after speaker and author.

**Neel Grover**, *CEO of ShopSimon, Founder & Executive Chair of Indi, former CEO of Rakuten North America, Buy.com, and Bluefly.com*

Neel Grover is a technology entrepreneur and e-commerce executive, currently serving as CEO of ShopSimon and Founder & Executive Chair of Indi.com. He previously led Rakuten.com, Buy.com, and Bluefly.com, overseeing over \$5 billion in online sales. A former corporate lawyer and business strategist, Grover serves on the Board of Directors for the Intercollegiate Tennis Association and remains active in the sport as a top-ranked U.S. doubles player.

**Jon Rydberg**, *Paralympic Elite Athlete, National Tennis Coach, USTA National Board*

Jon Rydberg is a four-time Paralympian and former U.S. Paralympic Team Captain with a two-decade career in international wheelchair tennis. He won gold and silver medals at the Parapan American Games and has competed in the 2004, 2008, 2012, and 2016 Paralympic Games. Now a USTA National Coach, Rydberg is dedicated to developing adaptive tennis programs and mentoring future athletes.

**Amanda Fink-Moore**, *USTA National Cardio Tennis Trainer, Industry Speaker, USTA National Board*

Amanda Fink-Moore is a USTA National Cardio Tennis Trainer, industry speaker, and long-standing tennis coach. She has served as a head professional in San Diego, Tucson, and Texas and has been instrumental in bringing new players to the sport since 2012. A former All-American at USC, Fink-Moore won PAC-10 singles, doubles, and team titles before competing professionally, reaching a Top 300 WTA ranking in singles and doubles. She has also served on the USTA Southwest Board of Directors.

**Nancy Wilkins**, *Director of Tennis at RiverWinds Golf & Tennis Club, USTA Middle States Delegate*

Nancy Wilkins has over 30 years of coaching experience. A former varsity tennis captain at Gateway Regional High School and Elizabethtown College, she has dedicated her career to players at all levels. Nancy has served as President of the USTA Middle States Board and chaired the USTA Diversity and Inclusion Committee. She is also a long-time leader in the Special Olympics, having coached the NJ Team for the World Games and directed major events, including the 2015 Special Olympics World Games.