DIVERSE VOLUNTEER RECRUITMENT ENGAGEMENT GUIDE

EMBRACE THE FUTURE OF THE GAME
1. What We Believe
2. The Opportunity
3. Demographics
4. Success Stories
5. Getting Started
6. Putting Your Plan In Place
7. Partner Up
8. Cultural Cues
9. Connecting
At the USTA, we celebrate an open format – the idea that anyone from anywhere should be able to play and compete equally and fairly in a sport that is inclusive and welcoming to everyone. This is the principle behind the US Open. It is also the driving force behind our Diversity & Inclusion strategy, which is designed to grow and promote tennis to the next generation of fans, players, and volunteers and to make sure that the face of tennis reflects the face of our country. To do that, we are removing barriers and creating opportunities wherever we can so that tennis becomes a true reflection of all people in America.

Our goal is to position the USTA and the sport of tennis as the global model for diversity and inclusion in sports. And the first step in this mission starts right here with you.

This guide is designed to help you connect with diverse segments vital to America and the growth of tennis: diverse communities in your section. The diverse populations include: Adaptive; African-Americans; Asian-Americans; Hispanics; Lesbian, Gay, Bisexual & Transgender (LGBT); Native Americans; and Wheelchair. For this guide, Millennials and Gen Z will also be included.

You’ll learn about diverse Americans and diverse volunteer demographics; their history with the sport; steps for engagement, recruiting, and retention; and success stories from others. With your help, we can make sure the sport of tennis remains relevant, beloved and, most importantly, open to all and generations of players to come. This is only the beginning, a way to get the conversation started. Our hope is that with this diverse volunteer information and insight in hand, you’ll be able to begin engagement with these communities in a meaningful and productive way and to recruit and retain diverse volunteers.”
The Opportunity

Why Diversity?

Diversity can be considered across many variables: age, race, gender, sexual orientation, socioeconomics, nationality, religion, and philosophy. Freedom, equality, and respect should be human rights and a way of life. Diversity can have many benefits and should be embraced by all. At the very least, tolerance of thought, ideas, people with differing viewpoints, backgrounds, features and life experiences should be expected.

“Despite being a group that watches a lot of tennis, diverse populations are less likely to play than many other groups. Access to quality courts, equipment and consistent instruction in many diverse neighborhoods is still a challenge.”

In general, diverse populations are experiencing a cultural expansion. More than ever, they feel empowered to make their own way and are less concerned about reactionary ideas of what it means to be different, marginalized, or any Underrepresented group. With a total population of nearly 185.6 million and a strong presence in major cities, diverse populations have a strong connection to sports — not only as entertainment, but also as a means to health and opportunity.”

“Diverse populations represent one of the biggest opportunities to grow the sport of tennis and to be volunteers. Diverse Populations have a strong connection with sports; they’re also already big fans of tennis — watching more on average than the general population. The following highlights some key reasons why diverse populations would be interested in tennis, and should be engaged as volunteers, as well as some barriers they face.”
DIVERSE VOLUNTEERS

Volunteering provides many benefits to both mental and physical health. Volunteering helps connect you to others, causes, or sports, and can bring fun and fulfillment.

According to the U.S. Bureau of Labor, “In spring 2017, the number of people who conducted volunteer work within the last 12 months amounted to 67.81 million in the United States. Among the major race and ethnicity groups, whites continued to volunteer at a higher rate (26.4 percent) than blacks (19.3 percent), Asians (17.9 percent), and Hispanics (15.5 percent).”

“In 2015, the main organization—the organization for which the volunteer worked the most hours during the year—was most frequently religious (33.1 percent of all volunteers), followed by educational or youth service related (25.2 percent). Another 14.6 percent of volunteers performed activities mainly for social or community service organizations. Among volunteers in 2015, parents were more likely than those without children to primarily engage in activities often associated with children—including coaching, refereeing, or supervising sports teams; tutoring or teaching; and mentoring youth.”

HOW VOLUNTEERS BECAME INVOLVED WITH MAIN ORGANIZATION

Between September 2014 and September 2015, the proportion of volunteers who became involved with their main organization after being asked to volunteer (41.2 percent) was about the same as the proportion who became involved on their own (41.6 percent)—that is, those who approached the organization. Those who were asked to volunteer were most often asked by someone in the organization. By age, 35- to 44-year-olds and 45- to 54-year-olds were the most likely to volunteer (28.9 percent and 28.0 percent, respectively). Volunteer rates were lowest among 20- to 24-year-olds (18.4 percent). Teenagers (16- to 19-year-olds) continued to have a relatively high volunteer rate, at 26.4 percent. Over the year, the volunteer rates for 35- to 44-year-olds and 55- to 64-year-olds declined.”
USTA DIVERSITY STATISTICS

According to the 2010 U.S. Census, the population of ‘Underrepresented’ groups equals 38 percent of the total population, and 51 percent for women. This provides the USTA with general (national) guidelines for our ‘Human Asset’ targets.

Volunteers January 2017
- National Underrepresented (UR) = 26%
- Sections UR = 26%

Volunteers (National) January 2017
- Board of Directors: 14 Total, 4 Underrepresented (UR) or 29%
- Council / Committee / Task Force Chairs: 36 Total, 7 UR or 19%
- Vice Chairs: 26 Total, 7 UR or 27%
- Committee Members: 334 Total, 88 UR or 26%

Volunteers (All Sections) January 2017
- Board of Directors: 291 Total, 73 Underrepresented (UR) or 25%
- Council / Committee / Task Force Chairs: 268 Total, 68 UR or 25%
- Vice Chairs: 83 Total, 25 UR or 30%
- Committee Members: 1,777 Total, 466 UR or 26%

(USTA D&I Scorecard, July 2017)
U.S.A. DIVERSITY STATISTICS

The 2010 U.S. Census states that, “All in all, Underrepresented, now 36 percent of the U.S. population, are projected to comprise 57 percent of the population in 2060. (Minorities consist of all but the single-race, non-Hispanic white population.) The total Underrepresented population would more than double, from 116.2 million to 241.3 million over the period.”

The only LGBT information provided by the US Census Bureau is that in 2010, “There were 131,729 same-sex married couple households and 514,735 same-sex unmarried partner households in the United States.”

In 2005, the National Survey of Family Growth reported that, “4.1 percent of the American population aged between 18 and 44 years declared to be either homosexual or bisexual. Considering the current US population, it means that the LGBT population equals about 12.7 million people.”

The U.S. Census states that, “About 56.7 million people—19 percent of the population—had a disability in 2010, according to a broad definition of disability, with more than half of them reporting the disability was severe.”

The 2010 estimate total for these three groups would then be 185.6 million out of 308.7 million, or 60 percent of U.S. population.
BACKGROUND

The initiative begins with a meeting with a member of the USTA National D&I Department. The plan is to hold a webinar with the section president and board members, section D&I staff members, section D&I committee members, state presidents and board members, incoming state presidents, state D&I staff members. One goal of the webinar is to set a goal for increasing the section committee representation by race, LGBT and millennial and under 40 by a significant and achievable percentage for the upcoming term. A second goal is to achieve buy-in by all attendees. Their buy-in provides the assurance to make the asks and solicit candidates to make application to serve on the section committees. An achievable goal is 20 percent. If a section has 150 total committee volunteers, the goal is to add 30 new candidates from the three target groups for the upcoming term.

APPLICATION REVIEW PROCESS

The section president appoints the selection committee members who are tasked to select, per the above example, 30 qualified candidates to serve on various committees. If a section is in the process of building its own D&I committee, a goal is to have at least one D&I committee member from each state in the section.

POLICY CONSIDERATIONS

Certain existing policies can be a hindrance to achieving a goal such as a 20 percent increase by the application deadline that may need to be put to the side when implementing this initiative for it to be successful. Examples are:

- Eliminate committee volunteer application deadline to find qualified target volunteers
- Ability to deliberately add qualified target group committee volunteer candidates at any time during the initiative
- Ability to increase the size of committees to add target groups – maintain needed experience and allow for natural attrition to right size
- Can add qualified target committee volunteers during the term
- Immediate replacement of exiting target committee volunteer based on a resignation before end of term
### USTA Southern Diversity Statistics for Volunteer Committee Members

**Volunteer Success Story**

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<th>Race</th>
<th>2017/18 %</th>
<th>2015/16 %</th>
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<td>63%</td>
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<td>0%</td>
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<td>1.5%</td>
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<tr>
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<td>10%</td>
<td>0%</td>
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**Committee Volunteer Members**

Comparison for Race between 2017/18 and 2015/16

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<tr>
<th>Age Group</th>
<th>2017/18 %</th>
<th>2015/16 %</th>
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<tr>
<td>21-34 (Millenial)</td>
<td>10%</td>
<td>4.8%</td>
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<tr>
<td>35-49 (Gen X)</td>
<td>23%</td>
<td>33.5%</td>
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<td>50-64 (Boomer)</td>
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<td>53.8%</td>
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<tr>
<td>65+ (Senior)</td>
<td>20%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>11%</td>
<td>0%</td>
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GETTING STARTED

People & Structure
- Identify Roles, Time Commitments & Volunteer Types

Board / Committees
- Identify Potential Volunteers
- Confirm Welcoming Atmosphere

Events / Tasks

Baseline Data
WHERE TO START & METHODS OF RECRUITMENT

Identify target groups based on your baseline data and the needs of your organization. Then, review the engagement guides to learn more about your target groups.

Advertisement

• Technology: Social Media, Website, Web Portals
• Word of Mouth
• Include flyers at strategic locations and working with community partners
• Mass email to all tennis facilities in the area asking for volunteers/ people who are interested (state project/mission and target group for diverse volunteers); have them fill out quick Google sheet (attached to email and go from there)
• Platform: tennis events; advertise there (have physical volunteer app to fill out)

Referrals or Networking

Events

• Tennis
• Corporate or Organizational

PROCESS OF ENGAGING & UTILIZING VOLUNTEERS

Transparency, Openness & Simplification of Process

• Prioritize Targeted Group(s)
• “Elevator Speech”

Focus on Targeted Group(s)

• Utilize Skills & Talents
• Welcome, Connect, Engage, Involve, & Integrate
• Outreach to Diverse Groups (Relationships, Sharing Vision)
• Orientation, Information, & Training, e.g. Acquaint with Safety & Inclusion for working with all esp. minors
• Online Volunteer Application

APPRECIATION & RETENTION

Value - Verbally or Written

Support

Recognition

Public Acknowledgement

Encourage Input

Rewards & Incentives, e.g. appreciation events, gifts

Passive Advertisement, e. g. logos on free nets, shirts, hats

Free tennis/programming, appreciation events with free food, organization apparel, etc.
PUTTING YOUR PLAN IN PLACE

BEST PRACTICES

USTA Northern California Volunteer Recruitment Event

- 2017 Volunteer Engagement & Recruitment at the USS Hornet
- **Mission**: Promote volunteer opportunities at USTA NorCal to those currently not engaged.
- **Method**: Leverage current board members and committee members to invite fellows tennis enthusiasts to a “get to know us” format event.
- **Site**: USS Hornet in Alameda (former WW2 ship, now museum). A very unique spot. Guided tours offered before reception.
- **Speakers**: Board VP, D&I Committee Chair, National Sr. D&I Director, USTA NorCal Executive Director. Each addressed how they got into tennis, into the volunteer system, why they do it and their role in their volunteer. Staff spoke to working with volunteers and how they make a difference in growing the game (committee types).
- In addition to speakers, we had a looping video showcasing current volunteers at events, volunteer recognition events and a committee list of those available for placement.
- After each presentation, participants had opportunities for Q&A so that they could further understand their time and expertise commitment.
- Refreshments and light food were offered. Event concluded with a raffle and inviting attendees to fill out and submit CAP (volunteer application) form.
- A few participants did apply. Board president currently reviewing those applications.
- Overall a successful event given it was a pilot effort.
PUTTING YOUR PLAN IN PLACE

BEST PRACTICES

NJTL of Trenton Best Practices for Outreach to Diverse Volunteers

- **I. Short Court Championship Tournament**
  - We recently held a Short Court Championship Tournament in the spring and between 40-50 volunteers participated. Volunteers were diverse according to race (Caucasian; African-American; Asian; and Hispanic). They were also diverse according to age – Millennials, Gen Xers, Boomers, and Seniors participated. Following are a few of the best practices we used to reach out to our volunteers.
  - Reached out to USTA Middle States NJ District Adult League Coordinator for volunteers for upcoming events. League Coordinator sent out flyers to their network.
  - Posted the event on Facebook and our NJTLT website.
  - Send out an email blast to the parents of the program participants.
  - Contacted current and former program participants by phone and requested their participation (some events qualify as Community Service hours for students).
  - Requested summer interns to participate.
  - Sent flyers to and called our Corporate Partners. For example: we partner with Bloomberg L.P. Bloomberg sent 12 volunteers to assist with our recent Short Court Championship Tournament. Roundview Capital sent 5.
  - Requested assistance from Board and Associate Board members.

- **II. Educational Enrichment Partners**
  - NJTLT partners with Rider University, Princeton University, Bloomberg L.P., and the Lawrenceville Preparatory School. We request volunteers from each partner and always receive a high level of participation.

- **III. Local politicians and community service providers**
  - Local firemen, law enforcement officers, members of the Sheriff’s Department, and many local politicians support NJTLT activities and often volunteer by donating such in-kind services as:
    - Fire trucks on site for safety. Firemen give tours of fire trucks to the children
    - Police officers pass out marketing material on safety and interact closely with the youth

- **IV. Non-Profits and other Community Partners**
  - NJTLT has a long history of partnering with local non-profits and other community partners. Our staffs volunteer and support each other’s events
PARTNER UP

Tennis Organizations
- USTA National, USTA Sections & Districts, & Community Tennis Association’s
- National Junior Tennis & Learning or Steering Committees
- Diverse Group Leagues or Tennis Associations, e.g. American Tennis Association* or Gay and Lesbian Tennis Alliance*
- Professional Teaching or Coaching Groups (Professional Tennis Registry, United States Professional Tennis Association, InterCounty Tennis Association)
- Tennis facilities (Public and Private)

Volunteer Organizations
- www.knowhownonprofit.org/people/volunteers/recruiting/online
- www.voa.org/volunteer
- www.volunteermatch.org
- www.idealist.org
- www.allforgood.org

Schools
- High School coaches and college tennis (varsity, club, intramural)

Diverse Organizations
- Adaptive
- American Association of People with Disabilities (AAPD) / www.aapd.com
- American Association on Intellectual & Developmental Disabilities / www.aaid.org
- Special Olympics / www.specialolympics.org

African American
- National Society of Black Engineers (NSBE) / www.nsbe.org
- United Negro College Fund (UNCF) / www.uncf.org
- American Tennis Association (ATA)* / www.americantennisassociation.org

Asian American
- Asian American Chamber of Commerce / www.asian-americanchamber.org
- Thai Tennis Organization in America / www.thaitennis.org
- Asia Society / www.asiasociety.org

Hispanic
- Committee for Hispanic Families and Children / www.chcfinc.org
- Congressional Hispanic Caucus / www.chci.org
- Hispanic Association of Colleges and Universities / www.hacu.net
- Hispanic Association on Corporate Responsibility

LGBT
- Family Equality Council / www.familyequality.org
- Gay & Lesbian Advocates & Defenders (GLAD) / www.glad.org
- Gay and Lesbian Tennis Alliance (GLTA*) / www.glta.net

Millenials
- Local Young Professional Groups
- Local Chamber of Commerce Sub-Groups
- Twitter / www.twitter.com
- Instagram / www.instagram.com
- Snapchat / www.snapchat.com

Native Americans
- Jim Thorpe Native American Games / www.jimthorpegames.com
- National Congress of American Indians / www.niea.org
- National Indian Education Association / www.glta.net

Wheelchair
- Veterans Administration Medical Centers / www.va.gov/health/vamc
- Paralyzed Veterans of America / www.pva.org
- Randy Snow Push Forward Foundation / www.randysnow.org
Parents want what’s best for their kids.

Kids aren’t the only ones looking to learn.

It’s okay to say, ‘I don’t know.’

Remember there will be trial and error.

Don’t make assumptions.

Be genuine.

Ask questions to get to know people as individuals and what they are interested in.

‘Open’ doesn’t necessarily mean ‘inviting’.

Meet the family or community where they are; put them at ease as well as yourself.

Communicate successfully by knowing, listening and understanding culture and traits of your group.

Reflect the community or group & personalize programming and invitation to volunteer accordingly.

Schools, community centers, rehab today are diverse.

Don’t forget social media and social connections.

CULTURAL CUES

As you move through the process, keep a few key cultural cues in mind.
CHALLENGES

The members of these groups most likely have experienced disadvantages or inequality and are often victims to institutionalized racism or systemic injustices. Often they will not volunteer in light of such. Remember even micro-aggressors can put off or hurt.

- “Sometimes the members of these groups share a visible or perceived trait or characteristic that differentiates them from other groups.”
- “The Underrepresented group is a self-conscious social unit.”
- “Membership in the group usually is determined at birth.”
- “Members tend to marry within the group.”
CONNECTING

CONTACTS
• USTA National D&I Department
• USTA Sections https://www.usta.com/en/home/about-usta/who-we-are/national/get-to-know-the-usta-sections.html

MESSAGE BOARDS, EMAILS, TEXTS, “SIGN UP GENIUS”

EMBEDDED FILE VIDEOS & LINKS

USTA DIVERSITY ENGAGEMENT GUIDES
• https://www.usta.com/en/home/about-usta/who-we-are/national/diversity---inclusion-engagement-guides-.html

NEXT STEPS & TOOLKIT (ADDENDUM)
• USTA volunteer application (preferably online)
• “elevator speech”
• group appropriate reasons
• ustas sections diversity contact list
CONTACTS

• USTA Volunteer Application & App Essentials http://resources.usta.com/category

MESSAGE BOARDS, EMAILS, TEXTS, “SIGN UP GENIUS”

EMBEDDED FILE VIDEOS & LINKS

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NEXT STEPS & TOOLKIT (ADDENDUM)

• USTA volunteer application (preferably online)
• “elevator speech”
• group appropriate reasons
• USTA sections diversity contact list
*Volunteer for the USTA*

**Today's Date:**

**First Name:**

**Last Name:**

**Street Address:**

**City:**

**State/Province:**

**Zip:**

**Phone Number:**

**Email:**

**Best time to contact you:**

- [ ] Weekdays
- [ ] Weekends
- [ ] Morning
- [ ] Afternoon
- [ ] Evening

**Distance you are willing to travel for volunteer opportunities:**

- [ ] 15 miles or less
- [ ] 16-20 miles
- [ ] 21-30 miles
- [ ] 31-45 miles
- [ ] 46-60 miles
- [ ] 60 miles or more

**Languages you speak and understand:**

- [ ] English
- [ ] Spanish
- [ ] Chinese (Mandarin and Cantonese)
- [ ] Tagalog
- [ ] Vietnamese
- [ ] Other

**Skills you would like to share:**

**Types of activities you would like to volunteer for:**

**Volunteer opportunity level and interests (select all that apply):**

- [ ] District/State/Local
- [ ] Board
- [ ] Committee
- [ ] Advisory or Task Force
- [ ] Events
- [ ] National USTA
- [ ] Board
- [ ] Committee
- [ ] Advisory or Task Force
- [ ] Events

Do you play tennis? (Not needed to be a volunteer)

- [ ] Yes
- [ ] No

Are you a member of USTA? (Not needed to be a volunteer)

- [ ] Yes
- [ ] No

Which section do you reside in?

- [ ] Caribbean
- [ ] Eastern
- [ ] Florida
- [ ] Hawaii Pacific
- [ ] Intermountain
- [ ] Mid-Atlantic
- [ ] Middle States
- [ ] Midwest
- [ ] Missouri Valley
- [ ] New England
- [ ] Northern
- [ ] Northern California
- [ ] Pacific Northwest
- [ ] Southern
- [ ] Southern California
- [ ] Southwest
- [ ] Texas

If you are a coach or provider...

Are you registered on Net Generation?

- [ ] Yes
- [ ] No
- [ ] Will register later
- [ ] No

Are you a certified teaching professional?

- [ ] Yes, USPA
- [ ] Yes, PTR
- [ ] No

Have you volunteered previously with USTA?

- [ ] Yes
- [ ] No

If you have volunteered in the past, please describe your experience:

**Event**

**Experience**

Optional Section - We appreciate the following information to assist us with the trends in our population.

**Occupation:**

**Gender:**

- [ ] Male
- [ ] Female

**Age Range:**

- [ ] 18-24
- [ ] 25-34
- [ ] 35-44
- [ ] 45-54
- [ ] 55-64
- [ ] 65+

**Ethnicity:**

- [ ] Hispanic or Latino
- [ ] Not Hispanic or Latino

**Race:**

- [ ] White
- [ ] Asian
- [ ] Black/African American
- [ ] Hawaiian or Other Pacific Islander
- [ ] American Indian or Alaska Native
- [ ] Other

Are you a member of the LGBTQ community?

- [ ] Yes
- [ ] No
ELEVATOR SPEECH

According to U. of California-Davis:

A SAMPLE ELEVATOR SPEECH OUTLINE

These 10 speech topics will help to write a carefully planned and prepared presentation that grabs attention and says a lot in a few words. This format suggestion helps you to avoid creating a sales pitch. Use each idea to write on e short powerful sentence.

ABOUT YOU
1. Smile to your counterpart, and open with a statement or question that grabs attention: a hook that prompt your listener to ask questions. 2. Tell who you are: describe you and your company. 3. Tell what you do and show enthusiasm.

WHAT DO YOU OFFER
4. Tell what problems have solved or contributions you have made. 5. Offer a vivid example. 6. Tell why you are interested in your listener.

WHAT ARE THE BENEFITS
7. Tell what very special service, product or solutions you can offer him or her. 8. What are the advantages of working with you? In what way do you differ from competitive companies?

HOW DO YOU DO IT
9. Give a concrete example or tell a short story, show your uniqueness and provide illustrations on how you work.

CALL FOR ACTION
10. What is the most wanted response after your elevator speech? Do you want a business card, a referral or an appointment for a presentation after your elevator speech?

OTHER BUSINESS QUESTIONS

These are other points, questions and business subjects you could ask yourself: • Who is your target? • How large is your market volume? • How do you make profits? • What are the background, major milestones and achievements of your team? • Who are your competitors, how do they solve a problem? What is your strength and advantage compared to them? What is your Unique Selling Proposition? Are there special patents or technology? Do you have a special approach in client management? And so on.

CHECKLIST FOR FINETUNING

STEP 1: First write down all that comes up in your mind. STEP 2: Then cut the jargon and details. Make strong short and powerful sentences. Eliminate unnecessary words. STEP 3: Connect the phrases to each other. Your elevator address has to flow naturally and smoothly. Don’t rush. STEP 4: Memorize key points and practice. STEP 5: Have you really answered the key question of your listener: What’s In It For Me? STEP 6: Create different versions for different business situations of your elevator speech. Note them on professional business card.

• In 30 seconds relay info about you, what you offer & how; differentiate why you or your organization is worth their time, choice, & action
• What info can you share or ask about with anyone, anytime?
GROUP-APPROPRIATE REASONS

On Why to Volunteer

“Mom said.” - GEN Z

“Community service helps with school scholarships, internships, and job interviews.” - MILLENNIALS

“It’s good for you.”

“Make new friends.”

“Give back.” - ALL
The staff to the right can assist you with finding diverse volunteers or refer you to someone else who might be able to help.

<table>
<thead>
<tr>
<th>Name</th>
<th>Section</th>
<th>Email</th>
</tr>
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<tbody>
<tr>
<td>Renee Bridges</td>
<td>Middle States</td>
<td>bridges.ms.usta.com</td>
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<td>Madeleine Dreith</td>
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<tr>
<td>Marcos Valdez</td>
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