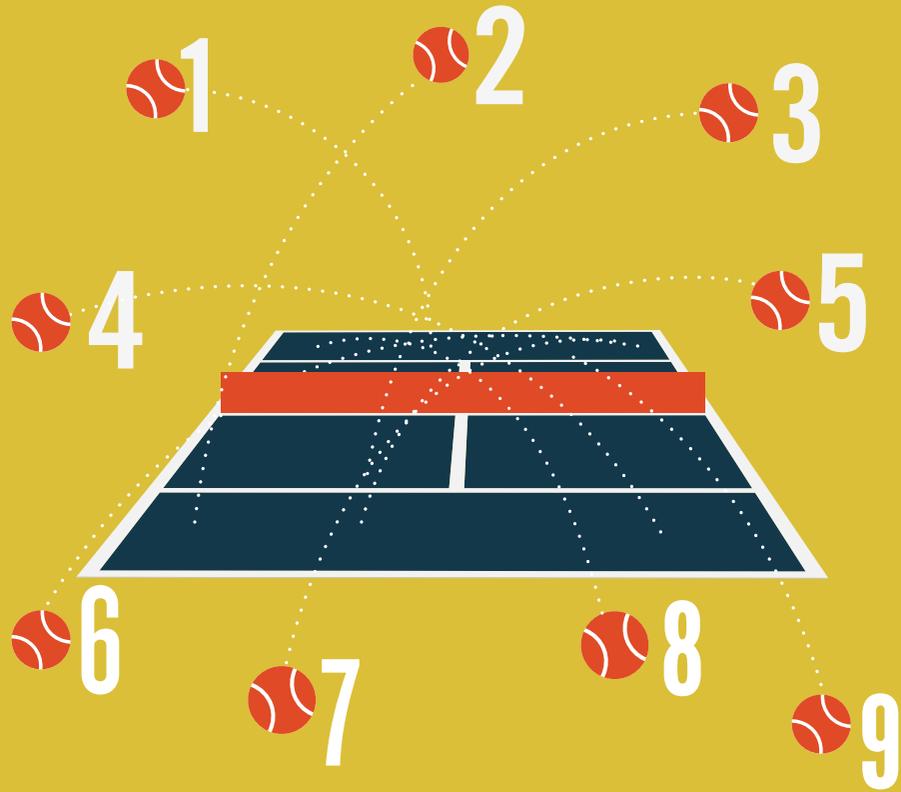




AFRICAN-AMERICAN ENGAGEMENT GUIDE

EMBRACE THE FUTURE OF THE GAME

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WE BELIEVE IN AN OPEN GAME

At the USTA, we celebrate the 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 all. That's the principle behind our signature tournament, the US Open. It's also the driving force behind our Diversity & Inclusion Strategy, which is designed to grow and promote our sport 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 of America.

At the USTA, we want the game of tennis and the tennis courts across this country to reflect the unique diversity that makes America great. Not only are we striving for diversity in ethnicity, but also in age, gender, sexual orientation, socioeconomic background, and all other reflections that contribute to the richness of our local communities and this nation.



Our mission 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 that mission starts right here with you.

This guide is designed to help you connect with a key segment vital to the growth of tennis: African-Americans. You'll learn about African-American demographics, history with the sport, steps for engagement and success stories from others. With your help, we can make sure the sport of tennis remains relevant, beloved and, most importantly, open to generations of players to come. This is only the beginning, a way to get the conversation started. Our hope is that with African-American information and insight in hand, you'll be able to begin to engage with this community in a meaningful and productive way.

THE OPPORTUNITY

THE PLAYERS: AFRICAN-AMERICANS

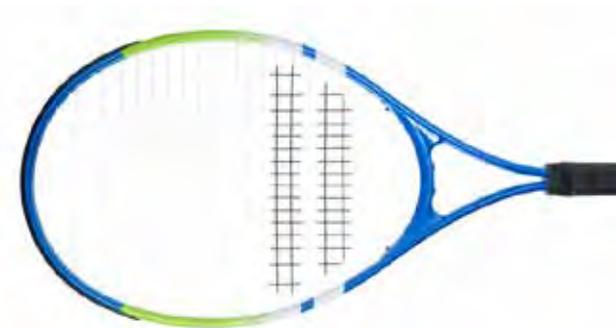
As a group, African-Americans represent one of the biggest opportunities to grow the sport of tennis. African-Americans have a strong connection with sports; they're also already big fans of the game — watching more tennis on average than the general population. There is even an established African-American tennis association, the ATA, which has long supported tennis in the community. However, they are much less likely to play than many other groups, and their participation numbers are on the decline. The following overview highlights some key reasons why African-Americans would be interested in tennis as well as some barriers they face.

MAKING POINTS: WHY AFRICAN-AMERICANS?

In general, African-Americans are experiencing a **cultural expansion**. More than ever, they feel empowered to make their own way, and are less concerned about old-fashioned notions of what it means to be African-American. They are increasingly **more connected** to global affairs and always on the cutting edge. With a total population of nearly 43 million and a strong presence in major cities, African-Americans are **highly connected** via new technology and social media. They are early adopters and **trendsetters**, which makes their influence in our culture profound. And they have a **strong connection to sports** — not only as entertainment, but also as a means to health and opportunity.

However, the African-American community still faces serious health issues, like obesity, heart disease and diabetes. There's an opportunity here. When it comes to tennis, African-Americans are super fans.

INTO THE NET CHALLENGES



- Despite being a group that watches a lot of tennis, African-Americans are less likely to play than many other groups.
- Often, higher-profile sports, like football and basketball, win out over tennis as the game of choice for young African-Americans to play
- Access to quality courts, equipment and consistent instruction in many diverse neighborhoods is still a challenge

SOURCES
2011 Gfk MRI Doublebase
U.S. Census, American Community Survey 2011, 1 year
Coakley, Jay, Sports in Society: Issues and Controversies Tenth Edition. New York: McGraw Hill, 2009
U.S. Department of Health and Human Services Office of Minority Health; CDC, 2012. Health United States, 2011
History — The Black Mecca — americantennisassociation.org

POWERFUL PRESENCE ACROSS THE COUNTRY

The following information shows current demographics for African-Americans, including population trends, geographic locations, age, income and education, as well as information on their social-media habits.

While African-Americans have a powerful presence across the country, it's important to understand the different cultural influences in your community.

CURRENT 2012



U.S. POPULATION
311,591,919

AA POPULATION
42,533,817

PROJECTED 2050



U.S. POPULATION
439,010,000

AA POPULATION
65,703,000

ONE IN SEVEN



IN THE U.S. IS AA

SOCIAL MEDIA



AA 76%
U.S. 71%



AA 42%
U.S. 24%

U.S. MEDIAN INCOME

\$50,502

AA MEDIAN INCOME

\$33,460

\$1.03

TRILLION BUYING POWER



EDUCATION HIGH SCHOOL GRADS

U.S. 85.9%

AA 82.6%

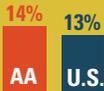
BACHELOR'S DEGREE

AA 18.7% U.S. 28.5%

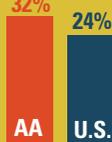
AGE



UNDER 10



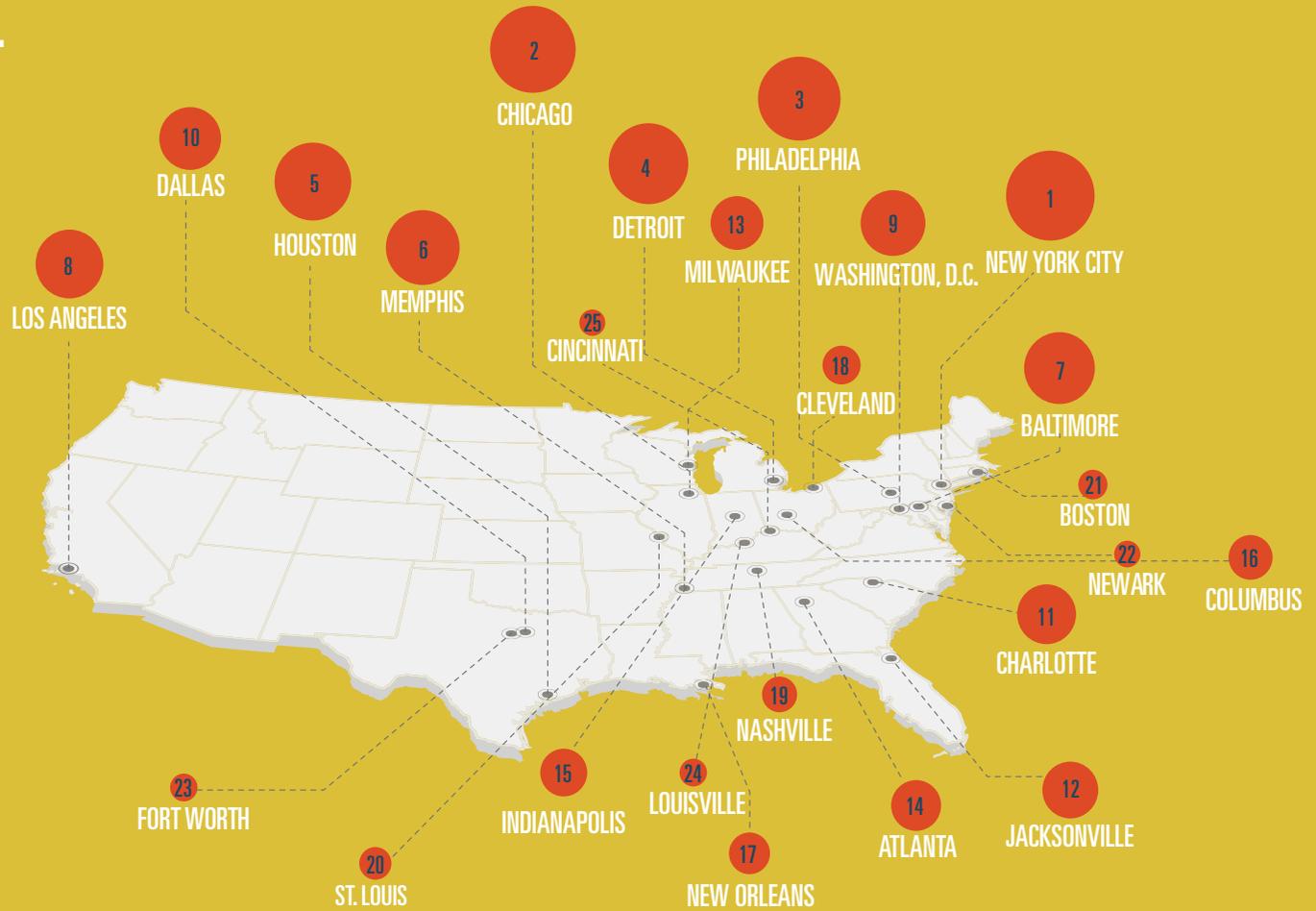
UNDER 18



TOP 25 CITIES OVERALL AA POPULATION

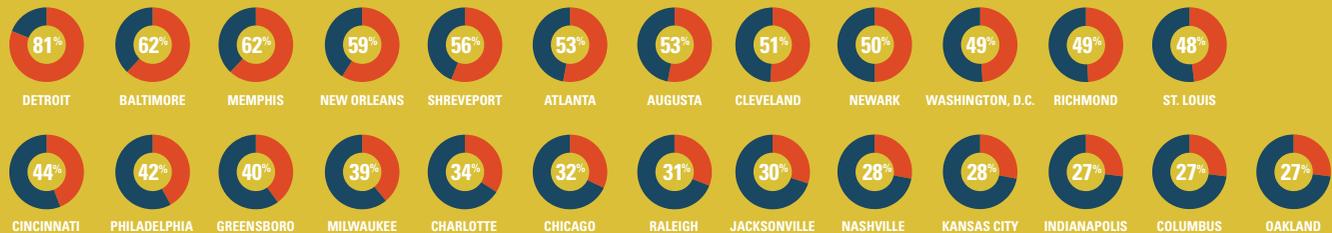
While we highlight the top 25 markets, it's important for you to know your market. There may be a large African-American population in your area.

- | | |
|------------------------------|------------------------------|
| 1. New York City, NY — 1.88M | 14. Atlanta, GA — 0.23M |
| 2. Chicago, IL — 0.86M | 15. Indianapolis, IN — 0.23M |
| 3. Philadelphia, PA — 0.64M | 16. Columbus, OH — 0.22M |
| 4. Detroit, MI — 0.58M | 17. New Orleans, LA — 0.22M |
| 5. Houston, TX — 0.49M | 18. Cleveland, OH — 0.20M |
| 6. Memphis, TN — 0.41M | 19. Nashville, TN — 0.17M |
| 7. Baltimore, MD — 0.39M | 20. St. Louis, MO — 0.15M |
| 8. Los Angeles, CA — 0.34M | 21. Boston, MA — 0.14M |
| 9. Washington, D.C. — 0.31M | 22. Newark, NJ — 0.14M |
| 10. Dallas, TX — 0.29M | 23. Fort Worth, TX — 0.13M |
| 11. Charlotte, NC — 0.25M | 24. Louisville, KY — 0.13M |
| 12. Jacksonville, FL — 0.25M | 25. Cincinnati, OH — 0.13M |
| 13. Milwaukee, WI — 0.23M | |



TOP 25 CITIES OVERALL AA CONCENTRATION

Cities with AA population greater than 100K shown



Source: Population Division, U.S. Census Bureau; Projections of the Population and Components of Change for the United States 2010–2050 (2008)
 U.S. Census, American Community Survey 2011, 1 year [AA Alone: Age, City Population, City Concentration/AA in Comb: Population, Income, Education]
 The Multicultural Economy 2012, Selig Center for Economic Growth, Buying Power
 BIGinsight™, American Pulse™ Survey, February 2012 #1, Social Media

COACHING

SUCCESS STORIES

You can learn a lot from watching what others have done. The following stories highlight some of the great work being done by other local community tennis associations to get you excited about the power you have to help others find themselves in the game.



ONE MAN, ONE COURT

“You go to (the kids). You create an identity for (the kids) in their community. You take away all the work (the kids) would have to do.”

— Michael McCasland, Founder of Kings County Tennis League

WHO:

Kings County Tennis League
Bedford-Stuyvesant neighborhood
Brooklyn, N.Y.
kingscountytennisleague.org



CHALLENGE:

Michael McCasland, founder of Kings County Tennis League, noticed a tennis court next to a housing development that was going to waste. His idea was simply to invite kids from the housing development to learn how to play. However, he was only one person. How could he mobilize a neighborhood around a sport few have had the opportunity to play?

APPROACH:

Before McCasland could start teaching them about tennis, he had to gain their trust. McCasland spent time personally handing out flyers within the neighborhood and inviting them to come out to play. His resources were limited. However, he was able to use the court that was already there to get things started.

RESULTS:

What started as just one housing development with 25 kids during its first summer has grown to four housing developments, reaching between 80 and 120 kids (primarily African-American and U.S. Hispanic) each year. The organization is now an officially registered nonprofit and supported by the USTA. McCasland is also now a valued member of the community and has even been invited to sit on the Bedford-Stuyvesant community board.

KEY LESSONS:

- Be willing to invest the time and have a long-term vision
- Bring the community into the decision-making process and have a reliable, trustworthy point person to interface with the community
- Volunteerism is big — having a diverse group of nonpros to expose kids to other professions and other walks of life really expands their worlds
- Celebrate fun over technique
- Focus on the opportunity to engage new players regardless of race

MORE LOVE

WHO:

15-Love
A program at The Capital Region Youth Tennis Foundation
Albany, N.Y.
15love.org

CHALLENGE:

The 15-Love mission is to make a positive impact on the lives of inner-city youths through the game of tennis. This means reaching kids with little knowledge of the game and limited financial resources who live in areas that don't always have access to courts.

APPROACH:

Make tennis an integral part of an overall better life. The foundation made tennis the heart of a more holistic view to propel young people forward in life through programming that includes classes and efforts that touch on ...

- Life skills
- College prep
- Literacy
- Healthy-living instruction
- A community garden
- Leadership and job training

BARRIERS:

- Access to facilities and equipment
- Transportation
- Perception of tennis as a sport for girls
- Feeling overwhelmed by technique
- Marketing/visibility and data collection

RESULTS:

In the past two decades, since the program started, the foundation has impacted more than 35,000 youths of all nationalities, ethnicities and backgrounds. And the program has done much more than enticed youths to love tennis. It's also been the catalyst for life, helping countless kids finish high school and ultimately attend college, with many of them returning to 15-Love as donors themselves. In fact, even the current program director came up through the program as a kid, and many kids have also returned as instructors and a few have become board members.

KEY LESSONS:

- Personally go to school principals or school boards to be invited in to teach tennis there
- Connect with the community — having a presence at culturally relevant events will help you become known in the community
- Target the kids — if kids are excited enough, they will ask their parents to let them join
- Engage churches — church camps are another great place to reach kids
- Work with the city and the USTA to improve courts in underserved communities and parks
- Work with the USTA programs that help support with resources
- Provide vans to bridge the transportation gap
- Educate kids about tennis and key role models to overcome misperceptions about the sport

“Almost all the kids in our Excellence Program have not only finished high school but have gone to college.”

— Domingo Montes, Program Director at 15-Love



COMPETING FOR KIDS

WHO:

Epiphany Court Tennis

Memphis, Tenn.

epiphanycourt.com

CHALLENGE:

Create a culture of tennis among inner-city kids in Memphis — kids who see football and basketball as their only options to play competitively at a higher level. Additionally, tennis simply wasn't a sport many in the community knew much about or had much access to, with limited hours of play at many city parks.

APPROACH:

Epiphany Court Tennis believes that playing tennis at a competitive level builds self-esteem, offers access to opportunities to go to college, and has the power to broaden a child's universe. So they didn't just want to teach kids to play tennis. They wanted to build their skills up so they could truly play at a competitive level.

RESULTS:

Today, Epiphany Court Tennis maintains about 25 to 30 kids in the program with just one tennis court. Many of the kids that go through the program often go on to graduate from college.

KEY LESSONS:

- Get volunteers first, then the kids
- Go where kids are — schools, churches, day cares, YMCAs, after-school programs
- Seek out financial support from chambers of commerce and larger corporations that have money for charitable efforts
- Show tennis is much more than a game — it's a means to opportunity
- Don't just teach kids about the game — teach the parents too
- Use Facebook and social media to organize and raise money
- Network, network, network

“We have too many talented children to not see them competing at the highest levels.”

— Katrina Pinkney, Epiphany Court Inner City Tennis Parent/Volunteer

GETTING STARTED

Creating a bridge into the African-American community might not happen overnight. But if you stick with it, success can and will happen. Here are a few points to keep in mind as you put your plans into place.

Tennis is your “passport” into any new community

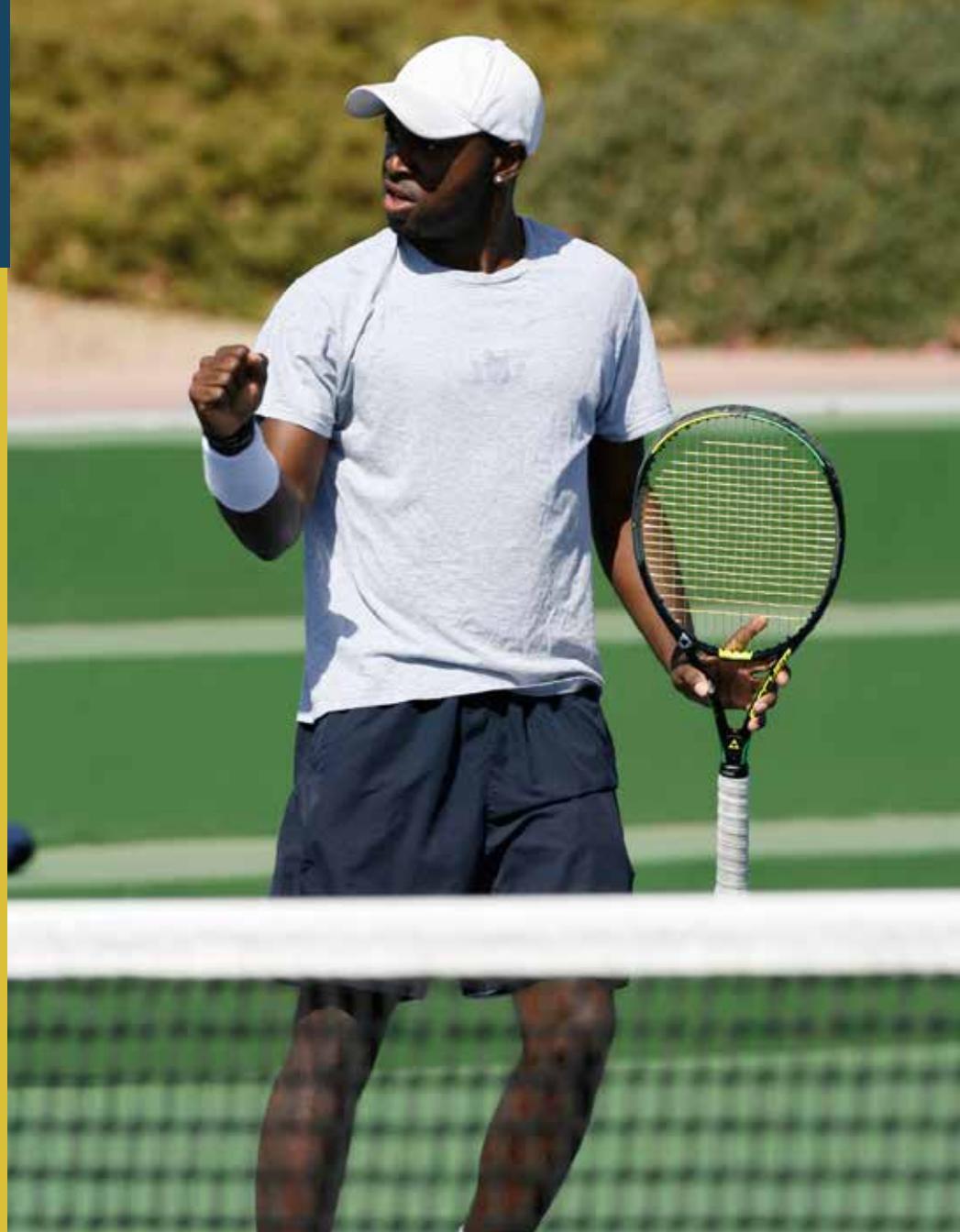
You don't need to be an expert on African-American culture. You are already an expert in tennis — and that should be your entry point into any new community.

You already know enough to get started

The materials and the stories shared here are enough to help you make your first call or set up your first meeting.

One call will snowball

The very first call or visit with any organization may be your biggest hurdle. After that, your contacts and opportunities will snowball. Kids will tell kids. Kids will tell parents. Parents will tell parents, and before you know it, you will have made a huge impact in a new community!



PUTTING YOUR PLAN IN PLACE

Here are five simple steps to follow as you kick off your plan.

Step 1: Find an idea you are passionate about

Now that you are inspired and motivated to reach out to the African-American community, find an idea that you and your CTA can get excited about and commit to.

For example, you may want to reach out to teen African-American boys to expose them to tennis.

Step 2: Find a local partner

If you are not familiar enough with the African-American community, team up with a partner or cultural guide to reach out to this community.

- Start by talking to your USTA contacts. Tell them your plan. Have them connect you to other USTA people or resources
- Next, reach out to existing, African-American-focused CTAs (see case studies) — find out what programs worked and what solutions they found to any barriers
- Finally, partner up with an organization within the community you want to work in

The “Partner Up” diagram on the next page walks you through this process and gives you ideas for helping to identify partners in your community.

For example, you may want to reach out to a Boys & Girls club in an African-American community. Tell them your plans. Many African-American kids simply need a proper introduction in order to get involved. Players like the Williams sisters and James Blake have shown it's possible. Now all they need is the opportunity to play.

Step 3: Formalize your plan and develop activation elements for your launch

Now that you have your plan and your partner, time to formalize everything.

- Create a budget
- Define your milestones
- Determine ways to track your success
- Design and distribute your activation elements

For example, work with your partner to figure out whom to reach first — kids or parents. Find the best vehicle to communicate this invitation, whether flyers are sent home with kids or personally handed out to parents as they come to pick up their kids. Remember, the more you are present in and connect to the community, the greater the bond that will develop.

Step 4: Execute and have fun!

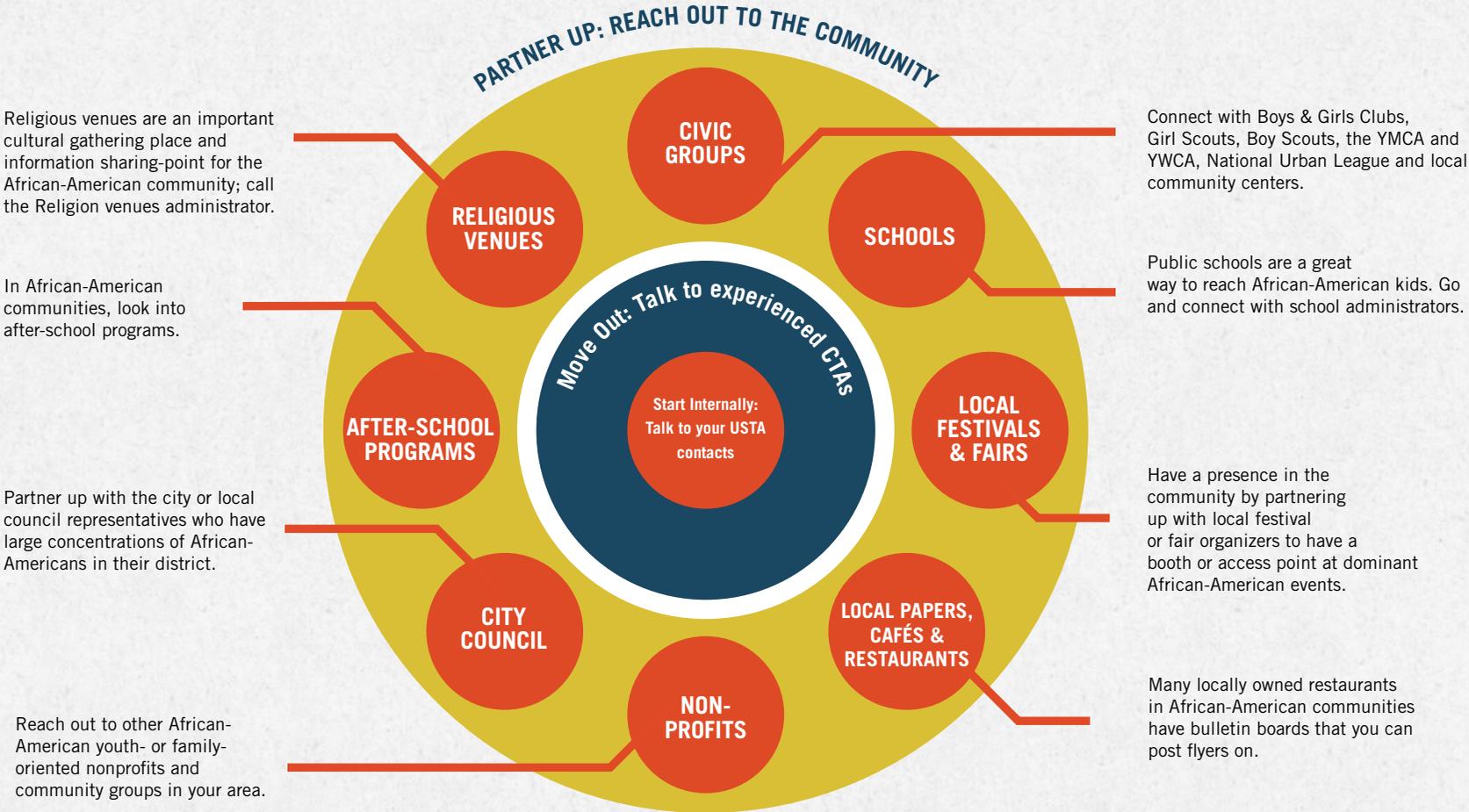
The main goal is to make it happen. Remember that there is trial and error. As long as you are playing tennis and having fun, that's all that matters.

Step 5: Track, monitor, course correct and share

As you build your program, keep track of your successes and your learnings. Sharing all your learnings with other CTAs is important. The more we all learn about what works, the better we can all become at spreading the love of tennis.

PARTNER UP

Having a partner in the community in order to get started is an important first step. Start internally and work your way out and you'll be well on your way to becoming an important part of the community yourself.



CULTURAL CUES

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

“Open” doesn’t necessarily mean “inviting”

Make your invitation known. Many communities unfamiliar with tennis need a warm, direct invitation to play. Just being open to their joining your program if they find you on their own may not be enough.

Meet the community where they are

Inviting folks to your courts is one approach, but going into their community is another great way to get people involved. It’s a welcoming way to bring them into your tennis world.

Reflect the community

Having a diverse volunteer staff is always a powerful way to make diverse audiences feel welcome and a part of your organization. The more you get parents involved, the more you can reflect diversity.

Schools today are diverse

Your easiest entry point may just be your local school. Schools today reflect the multicultural diversity of tomorrow’s players. It may just be as simple as that. Just be aware that some African-American boys may see tennis as a girls’ sport, so the more that you educate them about tennis and great male players the more open they will be to participating.

Don’t forget social media

Having a digital presence can be another great way for the African-American community to learn more about your organization and what you are trying to do. Also, having a meaningful social-communications strategy can be an easy way to stay connected.

Parents want what’s best for their kids

That sentiment is universal. There’s no hard-and-fast rule about whether to engage kids or parents first. Do what feels natural for your setting. But do try to engage parents where you can. They may know less about tennis than their kids, so the more they know, the more they will want to support you and the program.

Kids aren’t the only ones looking to learn

Kids are always an easy entry point into any new community, since they are always looking for a good time. But adults want to have fun, too. You can get parents involved with volunteering and playing in games. There’s no better role model for future generations than parents who play.

Inspiration from the stars

Being inspired by someone you can relate to is another powerful way to get motivated. Making sure kids know about current and up-and-coming African-American stars is important.

It’s OK to say “I don’t know”

Authenticity is key to any true connection. If you ever feel unsure about something, just say you don’t know.

Remember there will be trial and error

This is all about having fun and spreading the love of tennis. Don’t be afraid to swing and miss. Just keep sharing your love of the sport and before you know it, you will have touched many lives.

CONNECTING: ADDITIONAL CONTACTS

Looking for more ways to connect with the African-American segment? There are probably many organizations/groups you can reach out to right in your own community. The following are just a few worth considering.

COMMUNITY CONTACTS

- Schools (P.E. and After-school Programs)
- Local Colleges and Universities, including Historically Black Colleges and Universities
- Civic Organizations (i.e., YMCA, Girl Scouts, Boy Scouts, Boys & Girls Clubs)
- Religious Venues
- Government (City Council, Existing Youth Programs, etc.)
- Community Events/Festivals
- Local Media/Publications (Specific to African-Americans)
- Iconic Local Cafés or Restaurants
- Local Tennis Coaching Professionals
- Private Club Owners and Operators
- African-American Chambers of Commerce/Business Owners

USTA CONTACTS

- Section Executive Directors
- District Executive Directors
- Section Diversity and Inclusion Representative
- Diversity and Inclusion Subcommittees
- CTA Donors
- CTA Staff and Volunteers



The future of
tennis is in
your hands.

NATIONAL ORGANIZATIONS — These can be good resources to find local chapters serving your area.

The Association of Black Psychologists	abpsi.org
The Executive Leadership Council	elcinfo.com
National Association for the Advancement of Colored People (NAACP)	naacp.org
National Association of Black Journalists	nabj.org
National Black Business Council Inc.	nbbc.org
National Black Chamber of Commerce (NBCC)	nationalbcc.org
National Black MBA Association Inc.	nmbmaa.org
National Black Nurses Association Inc. (NBNA)	nbna.org
National Council of Negro Women Inc. (NCNW)	ncnw.org
National Coalition of 100 Black Women (NCBW)	ncbw.org
National Medical Association (NMA)	nmanet.org
National Newspaper Publishers Association	nnpa.org
National Urban League	nul.iamempowered.com
National Society of Black Engineers (NSBE)	nsbe.org
United Negro College Fund (UNCF)	uncf.org
100 Black Men of America Inc.	100blackmen.org

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