



# TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

MAKING WAVES OF CHANGE

## The 2019 Racial and Gender Report Card:

## National Football League

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Published October 30, 2019

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# ***THE 2019 RACIAL AND GENDER REPORT CARD: NATIONAL FOOTBALL LEAGUE***

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## **Executive Summary**

**Orlando, FL - October 30, 2019**

The National Football League (NFL) achieved a **B** for racial hiring practices and a **C+** for gender hiring practices in the 2019 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B-** grade. Their overall score of 79.3 percent is the lowest the League has recorded in the last 15 years. The **B** for racial hiring practices broke a streak of nine consecutive years of earning an **A-** or higher.

The NFL's score for race was 82.3 percent, 6.7 percentage points lower than last year's score of 89 percent in 2018. The score for gender was 76 percent, a two-percentage point increase from 2018. The overall grade for the NFL decreased from 81.6 percent in 2018 to 79.3 percent in 2019, resulting in a **B-**.

Using data from the 2019 season, provided by the NFL League Office, the Institute conducted an analysis of the racial breakdown of head coaches, assistant coaches and general managers, as well as a racial and gender breakdown of senior management, senior administration, and professional administration within the NFL League Office and at the club level. In this year's version of the report, there will be additional analysis of the racial and gender breakdown of personnel within the c-suite of each club. This represents the most influential personnel that are ultimately responsible for developing and executing the overall strategy and operations of the club. The c-suite category excludes CEOs and ownership as they are represented in their respective categories.

## ***Overall Grade***

**B-**

## ***Racial Hiring***

**B**

## ***Gender Hiring***

**C+**

Richard Lapchick, Director of TIDES and the primary author of the study, said, “The NFL had some bright spots in their 2019 racial and gender hiring practice results within the NFL League Office, but has continued to see lower scores within the leadership of participating clubs. There has been a lack of representation of women and people of color in President/CEO and C-Suite positions. People of color and women are seriously under-represented in significant decision-making positions at the team level.”

Lapchick continued, “The NFL’s League Office continues to effectively identify and hire people of color at the vice president and above level but a lack of diversity at the club level in the same position remains. At the NFL’s League Office, 22.5 percent of the vice presidents and above are people of color, an increase from last year. At the team level, only 12.8 percent are people of color. While this was an increase from the 11.7 percent representation last year, there is still room for improvement. The NFL has seen an improvement at the NFL League Office level regarding recruitment of women throughout the entire office, seeing a steady growth each year since 2014, reaching a high of 36.8 percent in 2019. At the NFL League Office, 28.7 percent of the vice president and above positions are represented by a woman while only 20.7 of the vice president and above positions at the team level are filled by a woman. The NFL League Office has increased the percentage of women both in professional and senior management positions. In contrast, the number of women at or above the vice president level decreased from 50 in 2018 to 49 in 2019. Unfortunately, the number of people of color at or above the vice president level decreased slightly from 38 in 2018 to 37 in 2019.”

The percentage of people of color at the NFL League Office in a management role decreased from 28.3 percent in 2018 to 28.0 percent in 2019. This was the second straight decline after a record-high percentage of 28.4 percent in 2017.

Lapchick continued, “The NFL began the 2019 regular season with only four coaches of color which represented an enormous shift from the record of eight coaches that started the regular season in 2018. That all-time record was also achieved in 2011 and 2017. There were six coaches of color in 2015 and 2016.”

At the start of 2019 season, there were only two people of color who were general managers or performing the role of general manager, a decrease from four in

## NFL RGRC at a Glance

### *Grade for Race of NFL Players*

**A+** ↓ **70.1%**  
People of Color

### *Racial Hiring Grade for NFL League Office*

**A-** ↓ **28.0%**  
People of Color

### *Gender Hiring Grade for NFL League Office*

**B-** ↑ **36.8%**  
Women

### *Racial Hiring Grade for NFL Head Coaches*

**D+** ↓ **12.5%**  
People of Color

### *Racial Hiring Grade for NFL Assistant Coaches*

**A+** ↓ **33.6%**  
People of Color



2018 and six in 2017.

Among the good news stories from the Report Card, the percentage of people of color who were senior administrators within an NFL team increased to its highest recorded level. The percentage increased 2 percentage points from the second lowest recorded point of 16.2 percent in 2018, to 19.4 percent in 2019. Women senior administrators saw a record increase as well, holding 24.4 percent of the senior administrator positions during the 2019 NFL season, which was an increase of 2.3 percentage points from 2018.

Lapchick added, “There should be serious concern in the consistent decrease in representation of people of color within general manager roles on NFL teams. Although there was improvement in 2019 in senior administrators for both women and people of color, having representation at positions of influence is vital for improving racial and gender hiring practices within the League.”

In an attempt to progressively continue diversity and inclusion efforts, the NFL made improvements to the Rooney Rule. Teams are now required to go outside their own organizations to interview a candidate of color or to interview a candidate who is on the League’s career development advisory panel list.

The NFL League Office is preparing to announce an Executive Vice President and Chief People Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role, previously held by Robert Gulliver, highlights the increased emphasis on continuing the League’s progress when it comes to improving diversity and inclusion as a workplace and in all aspects of its business. Additionally, NFL Human Resources has named Samantha Rapoport Senior Director of Diversity and Inclusion.

The Report Card asks, “Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to score a touchdown or operate the business of professional football?” The answer is “yes” to some degree for racial hiring practices and “not yet” for gender hiring practices.

The Institute for Diversity and Ethics in Sport (TIDES), located at the University of Central Florida (UCF), publishes the Racial and Gender Report Card annually to indicate areas of improvement, stagnation, and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletic department positions.

## NFL RGRC at a Glance

### *Racial Hiring Grade for GM/Principle In Charge*

**F** ↓ **6.3%**  
People of Color

### *Racial Hiring Grade for Team VPs and Above*

**D+** ↑ **12.8%**  
People of Color

### *Gender Hiring Grade for Team VPs and Above*

**F** ↑ **20.7%**  
Women

### *Racial Hiring Grade for Senior Administration*

**B** ↑ **19.4%**  
People of Color

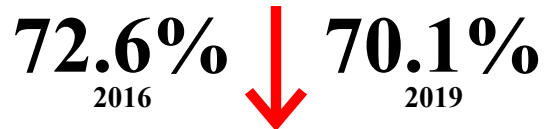
### *Gender Hiring Grade for Senior Administration*

**D** ↑ **24.4%**  
Women

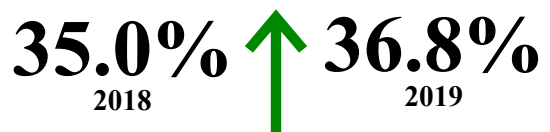
## Report Highlights

- The NFL League Office is preparing to announce an Executive Vice President and Chief People Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role, previously held by Robert Gulliver, highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion as a workplace and in all aspects of its business. Additionally, NFL Human Resources has named Samantha Rapoport Senior Director of Diversity and Inclusion.
- The Rooney Rule was strengthened late in the 2018 season, requiring teams to go outside their own organizations to interview a candidate of color, or to interview a candidate who is on the League's career development advisory panel list for head coaching positions. At the start of the 2019 season, there were four head coaches of color, a sharp decrease from the eight that were employed in 2018 and the lowest number for this category since 2013.
- The overall percentage of women in the NFL League Office was at an all-time high of 36.8 percent in 2019, marking an increase of 1.8 percentage points from 2018's 35 percent. This is a significant improvement from 29.6 percent of women holding these positions in 2014, just five years prior. This category has been trending upward at a rate of 1.4 percentage points per year since 2014.
- At the start of the 2019 season, two people of color who were general managers or performing the role of GM, a significant decrease from four in 2018 and six in 2017. This resulted in the second consecutive F in this category for the NFL.
- In the NFL League Office, the number of women and people of color in vice president roles or above decreased by two people over the past year. In 2018, there were 38 people of color in these positions, and there was a slight decrease to 37 in 2019. Women in these positions saw a drop from 50 in 2018 to 49 in 2019.

### *Players of Color*



### *Women in the NFL League Office*



### *General Managers of Color*



- The NFL has two owners of color that both have significant ownership interests and are significantly involved in the operations of an NFL club. Shad Khan, a Pakistani-born American businessman and the principal owner of the Jacksonville Jaguars, joined NFL ownership in 2012. Kim Pegula, an Asian American woman and owner of a major interest in the Buffalo Bills, joined NFL ownership in 2014.
- Kim Pegula of the Buffalo Bills is a team CEO/President. This matches the number of women as team CEO/Presidents last year. Darcie Glazer Kassewitz of the Tampa Bay Buccaneers is the president of the Tampa Bay Buccaneers Foundation and the owner of the team.
- The percentage of women team vice presidents increased by 2.5 percentage points from 18.2 percent to 20.7 percent. This is the first year of improvement in this category after a steady decline since 2015, when it was at a high point of 22.9 percent.
- People of color held 19.4 percent of team senior administration positions, setting an all-time high for that category after a 2.1 percentage point increase from 17.3 percent in 2018. This included increases from last year for Asians, Latinos, and African-Americans.
- The NFL had 39 game officials of color and one female official in 2019. This was an increase from 37 officials of color in 2018 and set an all-time high for game officials of color.
- NFL League Office diversity and inclusion initiatives continued to include the success of a Women's Interactive Network, as well as a partnership with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Black Engagement Network. The NFL League Office practices diversity training across the organization, diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.



## *Women VPs at NFL Teams*

18.2%  20.7%

2018 2019

## *People of Color in Team Senior Administration*

17.3%  19.4%

2018 2019

## *NFL Game Officials of Color*

37  39

2018 2019

## Overall Grades

The National Football League achieved a **B** for racial hiring practices, breaking a streak of nine consecutive years of earning an A- or higher, and a **C+** for gender hiring practices in the 2019 NFL Racial and Gender Report Card. This gave the NFL a combined **B-** grade.

The NFL's score for race was 82.3 percent, which is below the 89 percent score in 2018. The score for gender was 76 percent, an increase from 2018's score. The overall grade for the NFL decreased from 81.6 percent in 2018 to 79.3 percent in 2019, resulting in a **B-**. The League's overall score of 79.3 percent is the lowest the League has recorded since the first TIDES report was published in 2004.

For race, the NFL received an **A+** for both players and assistant coaches, a **B+** for professional administrators and the NFL League Office, a **B** for team senior administrators, a **D+** for team vice presidents and head coaches and an **F** for team general managers. The NFL received a **B** for overall racial hiring practices.

For gender hiring practices, the NFL received a **B-** for team professional administrators and the NFL League Office while receiving an **F** for senior administrators and team vice presidents. The NFL received a **C+** for overall gender hiring practices.

The grades for CEOs/Presidents and c-suite personnel were not used in the calculation of the final grade, but the NFL received an **F** for racial and gender hiring practices in both categories.

The NFL received an **A+** for Diversity Initiatives.

### Racial Hiring:

89.0 ↓ 82.3  
-2018- -2019-

### Gender Hiring:

74.0 ↑ 76.0  
-2018- -2019-

### Overall Score:

81.6 ↓ 79.3  
-2018- -2019-



## Grades by Category

### *NFL Players*

At the start of the NFL's 2019 season, the percentage of African-American players decreased from a record high of 69.7 percent set in the 2016 season to 58.9 percent in 2019. The percent of white players decreased from 27.4 percent in 2016 to 26.8 percent in 2019. It should be noted that player data was not made available from the NFL for the 2017 and 2018 reports. In 2019, 9.1 percent of players identified as two or more races and 3.1 percent choose not to specify their race. Previously, these classifications were not included in the report. The addition of these two racial categories helps to explain the decline in players of African-American classification.

Latinos, Asians, Native Hawaiians/other Pacific Islanders, American Indians/Native Alaskans, and those who preferred not to identify represented 0.5 percent, 1.4 percent, 0.1 percent and 3.1 percent of players, respectively.

The total people of color saw its largest decline, falling 2.5 percentage points from 72.6 percent in 2016 to 70.1 percent in 2019.

### *Grade for Race of NFL Players*

**A+**  **70.1%**  
Players of Color

See Table 1.

### *NFL League Office*

The NFL League Office's leadership has continually laid the groundwork for a diverse and inclusive organization throughout all levels of the League.

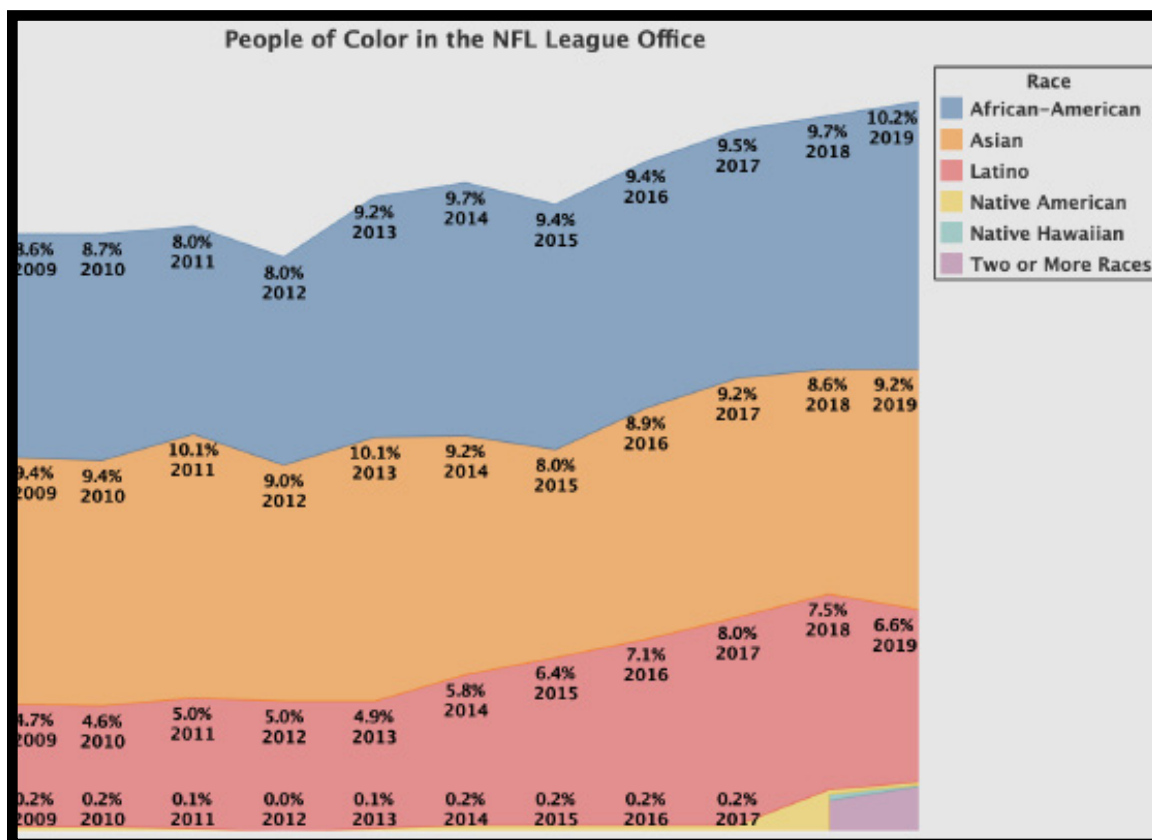
The NFL League Office is preparing to announce an Executive Vice President and Chief People Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role, previously held by Robert Gulliver, highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion as a workplace and in all aspects of its business. Additionally, NFL Human Resources has named Samantha Rapoport Senior Director of Diversity and Inclusion.

The percentage of women in the NFL League Office reached an all-time high of 36.8 percent in 2019 compared to 35 percent in 2018. This is an upward trending category that has improved at a rate of 1.4 percentage points per year since 2014. Also notable is that 10.2 percent of management staff in the League Office were African-American, the highest percentage in the last 15 years.

Although the League continues to strive towards the improvement of both hiring and promotion practices on all levels, the number of women and people of color in the NFL League Office at or above the vice president level saw a slight downturn. The number of people of color at or above the vice president level decreased from 38 in 2018 to 37 in 2019. Similarly, the number of women at or above the vice president level decreased from 50 in 2018 to 49 in 2019.

Overall, the percentage of management positions for people of color in the NFL League Office decreased to 28 percent in 2019, down slightly from 28.3 percent in 2018. The percentage of white people holding these positions in 2019 was 67.2 percent compared to 63.8 percent in 2018. In 2018, 4.7 percent of individuals in management positions did not list their racial identity. The percentage of African-Americans in such positions increased from 9.9 percent in 2018 to 10.2 percent in 2019. Latinos decreased slightly from 7.6 percent in 2018 to 6.6 percent in 2019 while Asians also decreased from 9.3 percent in 2018 to 9.2 percent in 2019. Native-Americans, Alaska Native, Native Hawaiian and other Pacific Islanders holding management positions remained at less than one percent in 2019. In 2019, personnel of two or more races held 1.7 percent of the management positions, a slight increase from 2018.

In 2019, of the 37 people of color who served at or



above the vice president level in the NFL League Office, there were 14 African-American men, six African-American women, six Asian men, one Asian woman, three Latinos, five Latinas, two individuals who identify with two or more races. This list is included in Appendix II.

There were 49 women who served as vice presidents in the NFL League Office (down from 50 in 2018); 33 were white, six were African-American, five were Latinas, one was Asian, one identified as two or more races, and three chose not to report racial identity. This list is included in Appendix II.

The NFL League Office continues to maintain and introduce diversity initiatives each year. A full list of initiatives are outlined at the end of this report. They include the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Black Engagement Network, diversity training across the NFL League office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

### *Racial Hiring Grade for NFL League Office*

**A-**  **28.0%**  
People of Color

### *Gender Hiring Grade for NFL League Office*

**B-**  **36.8%**  
Women

See Table 2.

## NFL Teams

### *Ownership*

The NFL has two owners of color who both have major ownership interests and are significantly involved in the operations of an NFL club. Shad Khan, a Pakistani-born American businessman and the principal owner of the Jacksonville Jaguars, joined NFL ownership in 2012. Kim Pegula, an Asian American woman and owner of a significant interest in the Buffalo Bills, joined NFL ownership in 2014.

At the start of the 2019 season, there were seven women as principal owners in the NFL.

### *Head Coaches*

There were four people of color that held head coaching positions to start the 2019 NFL season. Ron Rivera was the only Latino head coach at the start of the season. He became the third Latino head coach in NFL history when he was hired in 2011 by the Carolina Panthers. There were three African-American head coaches at the start of the 2019 season. These three head coaches were:

- **Brian Flores**, Miami Dolphins
- **Anthony Lynn**, Los Angeles Chargers
- **Mike Tomlin**, Pittsburgh Steelers

African-Americans in head coaching positions dropped from 21.9 percent in 2018 to 9.4 percent in 2019, corresponding with a drop in total head coaches of color from 25 percent in 2018 to 12.5 percent in 2019. Brian Flores of the Miami Dolphins is the third head coach that owner Stephen Ross has hired in 10 seasons and is the franchise's first head coach of color. Anthony Lynn, in his second season with the Los Angeles Chargers, is the 16th head coach in their franchise's history and the first person of color to hold that position. The percentage of white head coaches in 2019 was 81.3 percent compared to 75 percent in 2018.

The efforts of the Commissioner, as well as the diversity groups appointed by the NFL in the past several years, had brought about a dramatic change in the head coaching landscape. Former players formed the Fritz Pollard Alliance to add pressure to the League and create more momentum for change. Progress seemed to not only stagnate but reversed after an all-time high of eight head coaches of color

lead teams in 2011. Getting back up to eight in 2017 and 2018 was a significant achievement. Despite the efforts of the Commissioner, the diversity groups and the Fritz Pollard Alliance, the number of African-American head coaches declined dramatically to three in 2019.

The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, helped triple the number of African-American head coaches in the NFL from two in 2001 to six in 2005. There were seven African-American head coaches in 2006, and there have been at least three African-American head coaches each year since 2007. The Rooney Rule was named after the late Steelers owner Dan Rooney, who also headed the League’s diversity committee. The NFL’s policy is similar to the approach adopted earlier by Major League Baseball in 1999 under Bud Selig, which helped triple the number of managers of color in MLB in the first few years after implementation.

The Rooney Rule was strengthened late in the 2018 season to require teams to go outside their own organizations to interview a candidate of color, or to interview a candidate who is on the League’s career development advisory panel list.

## Racial Hiring Grade for NFL Head Coaches

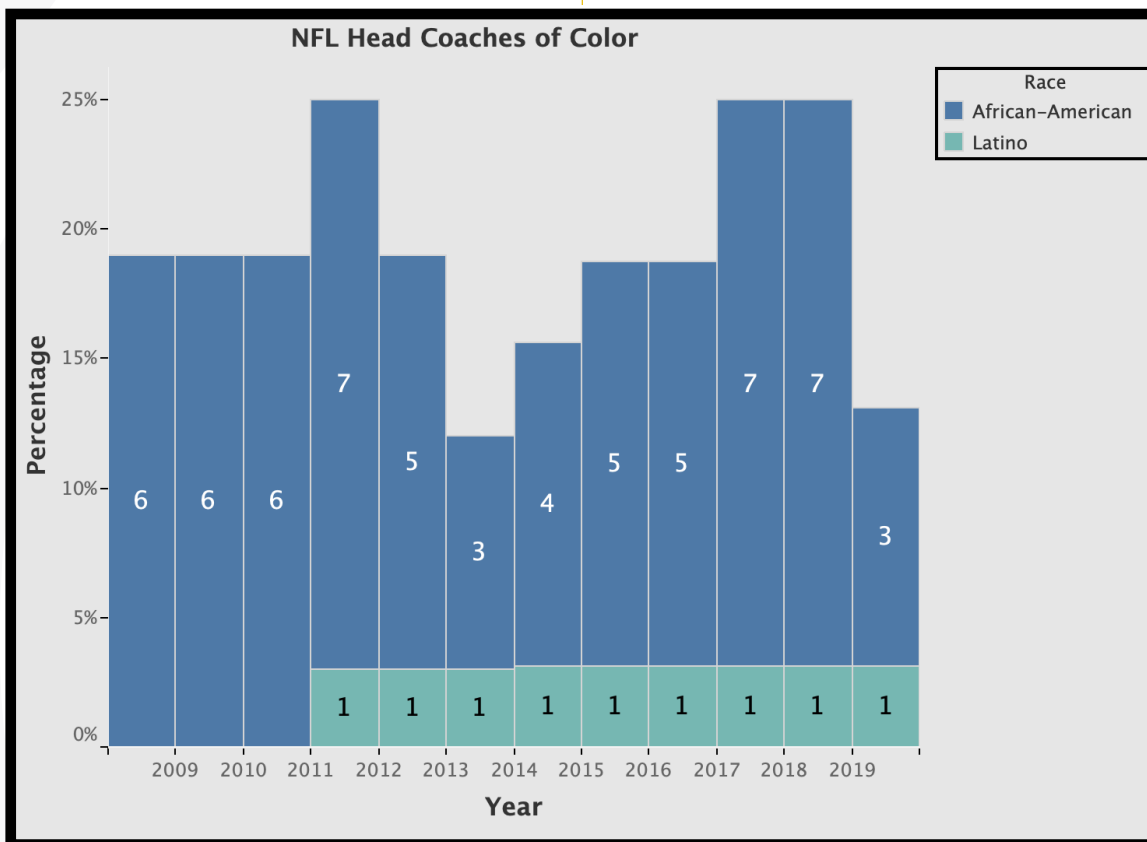
**D+**  **12.5%**  
People of Color

See Tables 3 and 4.

### Assistant Coaches

The percent of assistant coaches of color decreased from 35.5 percent to 33.6 percent in 2019. African-Americans held 29.6 percent of the assistant coaching positions, a decrease from 30.9 percent 2018. The percentage of white assistant coaches in 2019 was 62.3 percent compared to 62.6 percent in 2018.

In 2015, Jen Welter became the first female member of an NFL coaching staff when she joined the Arizona Cardinals through the Bill Walsh Fellowship Program as an assistant coaching intern for training camp and the preseason.





In 2016, the Buffalo Bills hired Kathryn Smith as Quality Control Coach for Special Teams. She became the NFL's first female full-time coach when she was promoted from administrative assistant to this position under then Bills' Head Coach Rex Ryan. In 2018, Katie Sowers completed her second season as an assistant wide receivers coach for the 49ers. She is also the first open LGBT coach in NFL history.

In 2018, the Oakland Raiders hired Kelsey Martinez as a full-time strength and conditioning assistant. Kelsey Martinez and Katie Sowers were the only female assistant coaches in 2018.

As of 2019, there were two clubs (Tampa Bay Buccaneers and San Francisco 49ers) who had a woman in an assistant coaching position on their full-time coaching staff. The Buffalo Bills have a woman in an assistant coaching position as an intern.

### ***Racial Hiring Grade for NFL Assistant Coaches***

**A+**  **33.6%**  
People of Color

See Table 5.

#### ***C-Suite Personnel***

This is the first year that TIDES has analyzed c-suite personnel as a separate category. "C-Suite" refers to executive-level managers, such as chief financial officers, chief operating officers, and chief information officers. These are the most influential personnel that are ultimately responsible for developing and executing the overall strategy and business operations of the club. Chief Executive Officers are not included within this analysis because they are accounted for in the CEOs/Presidents category.

The percentage of people of color in C-Suite positions is 10.9 percent; similar to the percentage of people of color in vice president positions. The percentage of white people holding these positions in 2019 was 89.1 percent.

Women hold 21.8 percent of all C-Suite positions, also a similar percentage to that of women in vice president positions.

### ***Racial Hiring Grade for C-Suite Personnel***

**F** **10.9%**  
People of Color

### ***Gender Hiring Grade for C-Suite Personnel***

**F** **21.8%**  
Women

#### ***CEOs/Presidents***

Paraag Marathe and Kim Pegula are the only two people of color among all the CEOs/Presidents in 2019 in the NFL. Kim Pegula is the President for the Buffalo Bills, and Paraag Marathe is the President and the Executive Vice President of Football Operations for the San Francisco 49ers. There are not any African-Americans in a CEO/President position in the NFL in 2019. Kim Pegula is the only woman holding a CEO/President position in the NFL in 2019. The number of women in club CEO/President positions did not increase from 2018 and remains at one.

### ***Racial Hiring Grade for NFL Team Presidents/CEOs***

**F**  **5.0%**  
People of Color

### ***Gender Hiring Grade for NFL Team Presidents/CEOs***

**F**  **2.5%**  
Women

See Table 6.

\* The percentage changed after initial publication of this report from 4.9% to 2.5%. One female was found to be misrepresented as filling a team president role.

### General Manager/Principal-in-Charge

At the start of the 2019 season, there were only two people of color who were in general manager positions, showing a decrease of 50 percent from the 2018 season. This is the second year in a row that the number of people of color in a GM position has decreased. There were not any women in a general manager position in the NFL in 2019.

The people of color holding general manager or similar positions starting the 2019 season were:

- **Chris Grier**, General Manager, Miami Dolphins
- **Doug Williams**, Senior Vice President, Player Personnel, Washington

### Racial Hiring Grade for NFL General Managers



See Table 7.

### Team Vice Presidents

The percentage of people of color in vice president positions reached its highest mark since 2016 and has gradually increased from 2017. African-Americans in vice president positions increased from 6.1 percent in 2018 to 7.1 percent in 2019. Additionally, there was an increase in the percentage of Latinos from 1.1 percent to 2.2 percent. The percentage of white people holding vice president positions in 2019 was 86.7 percent compared to 88.3 percent in 2018.

The percentage of women in vice president positions increased from 18.2 percent to 20.7 percent. The list of vice presidents of color is included in Appendix II.

There were 25 African-American vice presidents at the start of the 2019 season, a decrease of four from the 2018 season. The number of Latino vice presidents at the start of the 2019 season increased from three to seven. Lastly, the number of Asian vice presidents at the start of the 2019 season decreased from 14 to eight.

Women held 73 of the vice president positions in 2019, a decrease of one from 2018. The list representing

women who served as vice president at the club level is located in Appendix II.

The Arizona Cardinals, Atlanta Falcons, Baltimore Ravens, Buffalo Bills, Carolina Panthers, Cleveland Browns, Detroit Lions, Green Bay Packers, Houston Texans, Indianapolis Colts, Jacksonville Jaguars, Kansas City Chiefs, Los Angeles Chargers, Los Angeles Rams, Miami Dolphins, Minnesota Vikings, New England Patriots, New York Giants, New York Jets, Philadelphia Eagles, San Francisco 49ers, Seattle Seahawks, Tampa Bay Buccaneers, Tennessee Titans, and Washington all had two or more women as a vice president.

### Racial Hiring Grade for NFL Team Vice-Presidents



### Gender Hiring Grade for NFL Team Vice-Presidents



See Table 8.

### Senior Administration

Both people of color and women increased in this important category of team senior administrators. This category includes, but is not limited to, the following positions but is not limited to: Directors, Assistant General Managers, Senior Manager, Senior Account Executive, Senior Director, Director of Player Development, and Director of Partnership Operations, etc.

The percentage of people of color who held senior administrator positions at the NFL team level increased by 3.2 percentage points, going from 16.2 percent in 2018 to 19.4 percent in 2019. Those who decided not to specify their race represented 0.6 percent of senior administrators. The percentage of African-Americans in this category slightly

increased compared to 2018, going from 9 percent to 10.7 percent in 2019. This trend had decreased in each of the three prior years. Latinos in these roles increased to 4.9 percent from 3.7 percent in 2018. Asians slightly increased to 3 percent compared to 2.8 percent in 2018. Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and persons that are two or more races held less than one percent of these positions combined. The percentage of white people holding these positions in 2019 was 80.0 percent compared to 82.7 percent in 2018.

Women held 24.4 percent of the senior administrator positions during the 2019 NFL season, which was an increase of 2.3 percentage points from 2018.

### *Racial Hiring Grade for NFL Senior Administration*



### *Gender Hiring Grade for NFL Senior Administration*



See Table 9.

### *Professional Administration*

The category of Professional Administration includes, but is not limited to, positions such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

The NFL experienced a significant decrease in the percentage of people of color in team professional administrative positions. Other than head coaches, this particular category represented the largest percentage decline from 2018 to 2019. The total percentage of people of color in these positions for 2019 was 20.7 percent, compared to 26.9 percent in 2018. The percentage of white people holding these positions in 2019 was 76.7 percent compared to 71.7 percent in 2018.

Specifically, the percentage of African-American professional administrators decreased from 10.6 percent in 2018 to 8.8 percent in 2019. Latino professional administrators decreased from 8.7 percent in 2018 to 6.6 percent in 2019. Asians within this same category decreased from 4.3 percent in 2018 to 2.8 percent in 2019. Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and personnel that are two or more races accounted for an improved 4.7 percent of these positions combined. Those who chose to not to specify their race represented 1.3 percent.

Women in professional administration positions matched its highest recorded percentage at 35.9 percent for 2019. This is an increase of 0.9 percentage points from 2018's 35 percent.

### *Racial Hiring Grade for NFL Professional Administration*



### *Gender Hiring Grade for NFL Professional Administration*



See Table 10.

### *NFL Game Officials*

The NFL continues to have a diverse group of game officials as the combined number of African-American, Latino and Native American officials increased to an all-time high record of 39 in 2019, an increase from the 37 recorded in 2018. There were 83 white game officials in 2019.

The League also reported that there was one female game official as of the start of the 2019 season.

See Table 11.

## *NFL Diversity Initiatives*

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the League's core values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each member of the NFL family must take ownership of the diversity initiative in order to achieve full organizational success. A summary of the various ways the NFL currently seeks to promote diversity and inclusion is located in Appendix I.





## How Grades Were Calculated

As in previous reports, the 2019 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state the workplace should reflect the percentage of the people in the racial group in the population. When we first published the Racial and Gender Report Card in the late 1980s, approximately 24 percent of the population was comprised of people of color. Thus, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, **C** if it had 9 percent, a **D** if it was at least 6 percent and **F** for anything below 6 percent.

The change in the nation's demographics has been dramatic with the most recent census making all people of color and minorities closer to 35 percent. To be fair in transition to the organizations and sports we examine in the Racial and Gender Report Cards, we decided to increase the standards in two steps. The following chart shows the new scale we are using for race and gender. To get an A for race, the category now needs to have 30 percent people of color and to get an A for gender, 45 percent is needed.

<i>Race</i>		<i>Gender</i>	
A+	>30	A+	>45
A	28.6-30	A	44.1-45
A-	24.6-28.5	A-	41.6-44
B+	19.6-24.5	B+	39-41.5
B	17-19.5	B	37.6-38.9
B-	16.0-16.9	B-	34.6-37.5
C+	15.0-15.9	C+	32-34.5
C	14.0-14.9	C	30.6-31.9
C-	13.0-13.9	C-	27.6-30.5
D+	12.0-12.9	D+	25-27.5
D	11.0-11.9	D	24-24.9
F	<11	F	<24

## Methodology

All data was collected by the NFL League Office and passed on to the research team at The Institute for Diversity and Ethics in Sport in the University of Central Florida's DeVos Sport Business Management Graduate Program. TIDES was able to do this because of the in-depth human resource record keeping being done by the NFL.

The data was placed into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes in statistics from previous years.

The report draft was sent to the League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The NFL responded with updates and corrections that were then incorporated into the final report.

The report covers the 2019 season for the National Football League. The listings for players, owners, presidents/CEOs, C-Suite personnel, general managers, head coaches, assistant coaches, vice presidents, senior administration positions, professional administration positions, and officials were up to date as of September 2019.

## About the Racial and Gender Report Card

The Racial and Gender Report Card (RGRC) is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and the Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

The Complete Racial and Gender Report Card, including all the Leagues and college sport, will be issued after the release of individual reports on the NBA and WNBA, NFL, MLB, MLS and College Sport.

The **Racial and Gender Report Card** is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF. (Until 1998, the report was known as the Racial Report Card.) In addition to Lapchick, Pedro Ariza, Carter Ellis, Dylan Gladney, Ivan Hudson, Mallika Mali, David Morrin, Nicholas Mutebi, Andre Vasquez, and David Zimmerman contributed greatly to the completion of the 2019 NFL Racial and Gender Report Card.

## The Institute for Diversity and Ethics in Sport (TIDES)

The Institute for Diversity and Ethics in Sport (“TIDES” or the “Institute”) serves as a comprehensive resource for issues related to gender and race in amateur, collegiate and professional sport. The Institute researches and publishes a variety of studies, including annual studies of student-athlete graduation rates and racial attitudes in sport as well as the internationally recognized Racial and Gender Report Card, an assessment of hiring practices in professional and college sport. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for exploitation of student-athletes, gambling, performance-enhancing drugs and violence in sport.

The Institute’s founder and director is Dr. Richard Lapchick, a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sports issues. Described as “the racial conscience of sport,” Dr. Lapchick is Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF, where The Institute is located. In addition, Dr. Lapchick serves as President and CEO of the Institute for Sport and Social Justice (ISSJ), a group of more than 280 colleges and universities that helps student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men’s violence against women. It was formerly known as the National Consortium for Academics and Sports (NCAS).

## DeVos Sport Business Management Program

*College of Business Administration, University of Central Florida*

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and social issues in sport. It offers a dual-degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition to the Master of Sport Business Management (MSBM) degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.



# Appendix I

## NATIONAL FOOTBALL LEAGUE DIVERSITY INITIATIVES

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the League's core values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each member of the NFL family must take ownership of the diversity initiative in order to achieve full organizational success.

The NFL League Office is preparing to announce an Executive Vice President and Chief People Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion as a workplace and in all aspects of its business. Additionally, the NFL Human Resources has named Samantha Rapoport Senior Director of Diversity and Inclusion.

Below is a summary of various ways the NFL currently seeks to promote diversity and inclusion:

### NFL Employee Affinity Groups and Employee Working Groups

- **The NFL Diversity Council:** The NFL's Diversity Council was established in 2002. Council membership and executive sponsors include employees from across the League office representing three U.S. locations (New York, New Jersey and California) and our international offices. The Diversity Council works to educate senior staff about the positive business benefits of promoting and supporting an inclusive culture. Using empirical data and research, it demonstrates the value of Diversity & Inclusion so that it will be voluntarily embraced as a core tenet of the NFL, its Clubs, and its satellite offices. Recently, the Diversity Council has evolved to reflect the changing landscape of di-

versity and inclusion across the league and throughout the country. It is important for the Diversity Council to remain current with today's D&I climate and adjust accordingly. The NFL Diversity Council represents, supports and celebrates diversity at all levels.

- **Women's Interactive Network (WIN):** In the spring of 2011, the Diversity Council and Human Resources launched the League's first women's affinity group. The mission of WIN is to help accelerate the career advancement of women at the NFL while deepening the engagement of all employees at the League. WIN (1) allows an opportunity for male and female employees in all office locations to educate each other on gender and diversity issues in the workplace; (2) provides a peer network for participants and (3) helps foster the hiring, retention, career development and promotional opportunities of female employees. All NFL locations have WIN groups who continue to build on the NFL WIN mission and host events including leadership discussion, "Lunch & Learn" sessions with senior leaders, health and wellness classes and panels, and networking events. There are now more than 280 WIN members from across the NFL's offices.

As part of its partnership with Women In Sports & Events (WISE), members of WIN receive a free WISE membership, with access to all WISE events and programming, free of charge. WISE supports women in the business of sports and events industries and provides resources for them to grow and advance in their careers. The NFL partnership marked the first time WISE formed a year-long partnership with a single entity. Through the partnership, WISE and the NFL collaborate on programming and other targeted platforms to benefit the WISE membership and NFL employees including organized networking events for WIN and WISE members.

The NFL has also continued to send high potential vice presidents to the Wise Executive Leadership Institute at the Tuck School of Business at Dartmouth College. This selective and intensive executive education program is designed to help women sports leaders continue growing in their respective careers.

- **Black Engagement Network (BEN):** In the summer of 2016, the Diversity Council and Human Resources



es team launched the Black Engagement Network, an affinity group open to all NFL employees designed to strengthen employee engagement. The planning for BEN started early in 2016, when a group of employees came together to seek the formal establishment of an employee affinity group, in line with the NFL Diversity Council guidelines. BEN operates as a vehicle for executive management to engage in topics concerning diversity, serve as an Employee Resource Group (ERG) to solve business challenges, and identify opportunities to expand diversity and inclusion in the organization. BEN members will have the opportunity to participate in diversity and inclusion programs and initiatives that will include: Professional Development, Career Management, Mentorship, Community Outreach and Networking.

- **NFL Pride:** In the summer of 2017, the Diversity Council and Human Resources team along with an Executive Sponsorship team launched the NFL Pride Network. NFL Pride is an affinity group open to all NFL employees as an internal resource an engagement network for the LGBTQ community and its allies. The group was established to enhance the NFL's commitment to diversity as well as promote an inclusive environment in the workplace and throughout our sport. NFL Pride will act as an advisory council to the executive team on how the League can best support the LGBTQ community in communications, marketing/product integrations, workplace best practices, and other challenges or opportunities. This summer's kick-off event included a panel comprised of an impressive group of former athletes from across the sports world, Ryan O'Callaghan, Billy Bean and Jason Collins. The panel was moderated by the founder of OutSports, Cyd Zeigler.

In the summer of 2019, the NFL participated in its second New York City Pride Parade by sponsoring a float hosted by NFL Pride leaders, League employees as well as NFL Legends. This important initiative will continue in 2020 when the NFL participates as a sponsor of World Pride and the NYC Pride March.

- **Asian Professional Exchange (APEX):** The NFL recently approved and will soon launch the Asian Professional Exchange, a new employee affinity group at the league.

## NFL Sponsored Training, Development and Partnerships

- **Football Operations Programs:** The Football Operations department is integrated in the NFL's diversity initiative to improve the significant player/non-player diversity & inclusion gap in the NFL. A series of developmental initiatives in partnership with higher educational institutions, organizations and conferences ensures that minorities have the tools and exposure to succeed in the business of football. Additionally, through these relationships with black colleges and universities, diverse students are given the opportunity to get practical hands-on learning experiences related to the business of football and experience working NFL events. Students that are focused in sports journalism contribute to the Football Operations social platforms and website. These experiences afford students the skills and necessary exposure for employment opportunities with the league office or clubs.
- **NFL Women's Careers in Football Forum:** NFL Football Operations hosted its third annual Women's Careers in Football Forum February 26-27 ahead of the 2019 NFL Combine in Indianapolis. The Forum connected 42 female participants currently working in college football with leaders in professional and collegiate football. The goal of the Forum is to support the development of a talent pipeline by connecting high-potential women to career opportunities in football. Over the course of the two-day event, participants networked with hiring managers and football decision-makers and learned from experts at all levels of the game on how to further their careers in football. Since the Forum started, 86 opportunities have emerged for women in professional and collegiate football programs.
- **Bill Walsh Diversity Fellowship Program:** The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Management Council and NFL Football Operations Department. In 2017, the Fellowship rebranded itself from "Minority" to "Diversity" to ensure an emphasis on both racial and gender diversity. The program's objective is to use NFL clubs' training camps, off season workout programs and mini camps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Designed as a vocational tool to increase the number of



NFL full-time minority coaches, all 32 NFL clubs participate in the program on an annual basis. As part of the program's evolution, in 2012, the NFL announced a Bill Walsh Fellowship Advisory Council, comprised of a distinguished group of NFL coaches and general managers and as well as NFL executives who monitor the program's impact and recommend "best practices." In 2015, Jen Welter was the first female member of a NFL coaching staff when she joined the Arizona Cardinals through her participation in this program.

- **Respect at Work Program:** Players, coaches, athletic trainers and other football staff of all 32 NFL clubs were required to attend a Respect in the Workplace Meeting designed to better educate participants about the importance of creating a culture of respect and reinforce the need for excellence in workplace conduct. NFL Ambassadors are former players who were trained to facilitate the conversations about creating a culture of respect which embraces diversity and inclusion in the locker room, on the field and while working in the NFL.

### League and Club Level Diversity Recruitment

#### Club-level:

- **The Rooney Rule:** The Rooney Rule – adopted in 2003 and named for Dan Rooney, the late Pittsburgh Steelers owner and former chair of the NFL Diversity Committee – requires clubs with a head coaching vacancy to interview at least one diverse candidate for the position. The rule has been strengthened through the years and expanded to include general managers and equivalent front office positions. In 2016, it was further updated to ensure at least one woman is interviewed for any executive vacancy in the league office. Since the Rooney Rule's inception, the number of diverse coaches in the NFL has more than tripled. In fact, clubs have hired 19 minority head coaches and eight minority general managers over the past 15 years. Given its positive impact, the Rooney Rule has been adopted by several organizations in both the private and public sectors, including within the United States Congress, as an industry "best practice."
- **The NFL Career Advisory Panel:** This panel comprised of former coaches and general managers helps

to identify top coaching candidates for these positions, with a special emphasis on diverse candidates. The list is designed to complement the other resources clubs utilize when filling such positions. As such, teams looking to fill these positions may request the list and discuss the recommendations with panel members.

#### League-level:

- **Junior Rotational Program (JRP):** The League's Junior Rotational Program was introduced in 2006. JRP was designed to build a strong, diverse, entry-level pipeline for the League, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Participants gain exposure to senior executives and network with professionals in the sports media and entertainment industry. We actively recruit candidates from diverse backgrounds for our JRP opportunities.
- **Fritz Pollard Alliance Partnership:** The Fritz Pollard Alliance was formed as an affinity group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions.
- **Nunn-Wooten Scouting Fellowship:** The Nunn-Wooten Scouting Fellowship, created by the NFL in January 2015, was created with the intent to expose interested former players to a career in professional scouting. The fellowship has expanded to include former college football players and current college football employees working in recruiting and/or personnel. The program gives participants a unique glimpse into player personnel by introducing them to various areas related to college and pro scouting. The fellowship, named in honor of Bill Nunn, longtime personnel director for the Pittsburgh Steelers, and John Wooten, a former NFL player and front-office executive, is part of the NFL's Football Development program under NFL Football Operations.
- **Summer Internship Program:** The League office's summer internship program allows for rising college seniors, first-year MBAs and law school students to get targeted work experience in the sports industry through

a nine-week structured program. Diversity recruiting and hiring is a strong component of this program. In addition, NFL Films continues to offer an educational on the job internship program, hosting two sessions of interns from a diverse population throughout the year.

- **National Association of Black Journalists:** As a concentrated effort to provide opportunities for minorities interested in various aspects of the game including off the field professions, the NFL League Office and NFL Media enhanced its footprint at this year's 2019 National Association of Black Journalists convention (NABJ) in Miami, FL by hosting three engagement opportunities for NFL staff and attendees to interact. The convention drew over 3,000 of the nation's top journalists, media executives, public relations professionals and students. Ambassadors from the NFL went to identify strong, diverse candidates to join the league. Representatives from the NFL engaged directly with these candidates and added 251 new candidate profiles (62 current students and 174 post-graduate professionals) and collected 149 resumes.
- **The National Black MBA Association:** In September, the NFL will attend the National Black MBA Association Conference and Exposition (NMBBAA) which takes place in Houston, TX. The NMBBAA Conference & Exposition convenes more than 10,000 business professionals and university partners, for a week of exploration in the areas of education, leadership, career opportunities, and networking. The event is designed to foster an environment of growth and professional development amongst attendees. Ambassadors from the NFL will seek to identify strong, diverse candidates to join the league. The league will have two touch points at this event, hosting its first Think Tank with executives from various departments in the New York, New Jersey, and Los Angeles offices, and a talent acquisition booth.
- **Business of Sports School Networking Workshop:** The NFL hosted a day long Networking Skills Workshop for a team of students from the Business of Sports School, a NYC public high school, which specializes in teaching students about the fundamentals of business and entrepreneurship for success in college and the professional world. The students were coached and trained on effective interviewing techniques, pro-

vided in one-on-one mock interviewing and invited to network with NFL executives.

- **Digital Diversity Organization:** The NFL has an on-going relationship with the Digital Diversity Organization based in Los Angeles California. The League utilizes this website and networks with executives on the board when filling unique openings in the digital media area.
- **NACE Link, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACE link, UCAN and Experience.com each of which can target specific schools and experience allowing the League to find the best qualified diverse applicants.
- **NFL.com Career Center:** The NFL internally posts all League office positions up through senior vice president. Postings can be accessed by external applicants via: [https://nfl.taleo.net/careersection/nfl\\_ex/jobsearch.ftl](https://nfl.taleo.net/careersection/nfl_ex/jobsearch.ftl).

#### Diversity Supplier Program:

- **NFL Business Connect Program:** The NFL's Business Connect Program (formerly NFL Emerging Business Program) seeks to increase procurement opportunities for small, minority and women-owned enterprises to undertake Super Bowl related work and/or to grow their businesses for future success. Several components comprise an eighteen month to two-year implementation effort. The NFL introduces participating businesses directly to the League's Super Bowl contractors. The program also hosts a series of developmental workshops in partnership with local small business development organizations and/or local higher educational institutions. This comprehensive business outreach initiative ensures minority and women owned enterprises are included in the Super Bowl procurement process and more importantly, supports their long-term growth and development.
- **Consumer Product Program:** The Consumer Products department is integrated in the NFL's initiative to promote diversity and inclusion to improving the NFL's business outcomes. The team continues to assess its Consumer Products licensees and partners through the diversity thought lens and has implemented a pilot in-

structive program that supports small, women, player, and minority-owned businesses in their efforts to succeed in NFL licensing relationships.

### Community:

- **Inspire Change:** The entire NFL is committed to conversations and actions that move us towards a more equal and just tomorrow. The Inspire Change initiative was launched almost a year ago to promote the ways NFL players, clubs, and the league collaborate to create positive change in communities across America. The initiative aims to reduce barriers to opportunity through three priority areas: education and economic advancement, police and community relations, and criminal justice reform.
- **You Can Play:** The NFL works with You Can Play an LGBTQ educational advocacy organization dedicated to ensuring equality, respect and safety for athletes, coaches and fans regardless of sexual orientation and/or gender identity - on their Hi-Five Initiative at events throughout the year. The events aim to create meaningful connections between LGBTQ youth and leaders within the professional sports community. The NFL was the first professional sports league to join the initiative when it launched in 2013.



## Appendix II

### List of Vice Presidents and Above

#### NFL League Office

##### *African Americans (20):*

- **Nana-Yaw Asamoah**, Vice President, New Business Development
- **Tedescung “Lenny” Bandy**, Vice President, Security Services
- **Adolpho Birch**, Senior Vice President, Labor Policy and League Affairs
- **Traci Blunt**, Senior Vice President, Corporate Communications
- **Akil Coad**, Vice President, Football Compliance and Administration
- **Kimberly Fields**, Senior Vice President, Officer of the Commissioner
- **Galen Gordon**, Vice President, Talent Management
- **Rachel Hoagland**, Vice President, Head of Gaming and eSports
- **Natara Holloway**, Vice President, Football Strategy and Business Development
- **Byron “Todd” Jones**, Senior Vice President, Security and Conduct
- **Damani Leech**, Senior Vice President, International
- **Melvin Lenzy**, Vice President, Brand and Consumer Marketing
- **Arthur McAfee**, Senior Vice President, Player Engagement
- **Jocelyn Moore**, Executive Vice President, Communications and Public Affairs
- **Nyaka NiiLampti**, Vice President, Wellness and Clinical Services
- **Roman Oben**, Vice President, Youth Football
- **Kenneth Pimpton**, Senior Vice President, Internal Audit and Risk Advisory Services
- **Troy Vincent**, Executive Vice President, Football Operations
- **Jesse Wallace**, Vice President, NFLN Affiliate Sales and Distribution

##### *Asians (7):*

- **Aniruddha Bose**, Vice President, Event Operations
- **William Deng**, Vice President, Media Strategy and Business Development
- **Akash Jain**, Vice President, Commercial Development
- **Rapti Khurana**, Vice President, Head of Talent Assessment and Development
- **Robert Morrissey**, Vice President, Program Strategy and Operations
- **Vimal Tejwani**, Vice President, Senior Data Architect and Analytics
- **Charlie Yook**, Vice President, Senior Coordinating Producer

##### *Latinos/Latinas (8):*

- **Alberto Riveron**, Senior Vice President, Officiating
- **Etorre Capobianco**, Vice President, Marketing Operations
- **Jackeline Diaz**, Vice President, IT Business Partnering
- **Marissa Fernandez**, Vice President, Fan Strategy and Marketing
- **Amanda W. Herald**, Vice President, Digital Media Business Development
- **Belinda Lerner**, Vice President, Alumni Affairs and Retired Player Programs
- **Arturo Olive**, Vice President, Managing Director NFL Mexico Director
- **Allison Villafane**, Vice President, Legal Attorney

##### *Two or More Races (2):*

- **April Donnelly**, Vice President, Football Communications and Marketing
- **Marc Van Norden**, Vice President, Engineering

##### *Women (49):*

- **Renie Anderson**, Executive Vice President, Chief Revenue Officer and Executive Vice President - NFL Partnerships
- **Dawn Aponte**, Senior Vice President, Football Operations & Chief Football Administrative Officer
- **Meredith Battin**, Vice President, Integrated Sales
- **Traci Blunt**, Senior Vice President, Corporate Communications
- **Amanda Briggs**, Vice President, Business Enterprise Solutions
- **Melissa Brown**, Vice President, International, Direct Marketing



- **Danielle Currid**, Vice President, Digital Pricing and Inventory
- **Jackeline Diaz**, Vice President, IT Business Partnering
- **Dolores Dibella**, Vice President, Legal
- **April Donnelly**, Vice President, Football Communications and Marketing
- **Stephanie Durante**, Vice President, Game Operations
- **Marissa Fernandez**, Vice President, Fan Strategy and Marketing
- **Kimberly Fields**, Senior Vice President, Office of the Commissioner
- **Catherine Flowers**, Vice President, Broadcasting
- **Lisa Friel**, Senior Vice President, Special Counsel-Investigations
- **Maria Gigante**, Vice President, Events Planning
- **Katherine Green**, Vice President, Account Executive, Club Business Development
- **Julie Haddon**, Senior Vice President, Media Marketing
- **Amanda W. Herald**, Vice President, Digital Media Business Development
- **Rachel Hoagland**, Vice President, Head of Gaming and eSports
- **Natara Holloway**, Vice President, Football Strategy and Business Development
- **Anna Isaacson**, Senior Vice President, Social Responsibility
- **Laura Jordan**, Vice President, Human Resources Operations Leader
- **Courtney Kelley**, Vice President, Human Resources
- **Namoi Kelts**, Vice President, Partnership Management
- **Rapti Khurana**, Vice President, Head of Talent Assessment and Development
- **Jennifer Langton**, Senior Vice President, Player Health and Safety
- **Cathy Lanier**, Senior Vice President, Head of Security
- **Ronit Larone**, Vice President, Content and News Editors
- **Belinda Lerner**, Vice President, Alumni Affairs and Retired Player Programs
- **Jennifer Love**, Vice President, NFL Network Production
- **Rhiannon Madden**, Vice President, Licensing/Merchandising
- **Rachel L. Margolies**, Vice President, Legal
- **Kim McFadden**, Vice President, Human Resources Business Partner
- **Michelle McKenna**, Senior Vice President, Chief Information Officer
- **Michelle Micone**, Senior Vice President, Consumer Products
- **Jocelyn Moore**, Executive Vice President, Communication and Public Affairs
- **Nyaka NiiLampti**, Vice President, Wellness and Clinical Services
- **Sabrina Perel**, Vice President, Chief Compliance Officer
- **Tracy Perlman**, Senior Vice President, Entertainment Marketing and Promotions
- **Tracie Rodburg**, Senior Vice President, Sponsorship Management
- **Ambra Teague**, Vice President, Finance - League Operations
- **Melissa Thompson**, Vice President, Media Sales
- **Maryann Turcke**, Chief Operating Officer
- **Christine Vicari**, Vice President, Labor Finance
- **Allison Villafane**, Vice President, Legal
- **Kelly Viseltar**, Vice President, Project Management
- **Maryann Wimberly**, Vice President, Talent Coordination and Footage Acquisition
- **Tara Wood**, Vice President, Employee Relations

### NFL Team C-Suite

#### *African-Americans (5):*

- **Brandon Etheridge**, General Counsel, Baltimore Ravens
- **Julian Duncan**, Chief Marketing Officer, Jacksonville Jaguars
- **Myles Pistorius**, General Counsel, Miami Dolphins
- **Kevin Warren**, Chief Operating Officer, Minnesota Vikings (now the Commissioner of the Big Ten Conference)
- **Edward Goines**, General Counsel and Government Affairs, Seattle Seahawks

#### *Asians (6):*

- **Megha Parekh**, Chief Legal Officer, Jacksonville Jaguars
- **Ronalee Zarate-Bayani**, Chief Marketing Officer, Los Angeles Rams
- **Alexander Chang**, Chief Marketing Officer, San Francisco 49ers
- **Surjansu Kundu**, Legal Counsel, San Francisco 49ers
- **\*\***, Admin – Corporate Partnerships, Tampa Bay Buccaneers
- **Stephen Y. Choi**, Chief Financial Officer, Washington

*Women (22):*

- **Morgan Shaw Parker**, Chief Marketing Officer, Atlanta Falcons
- \*\*, Chief Financial Officer, Carolina Panthers
- \*\*, Chief Marketing Officer, Carolina Panthers
- \*\*, Chief Financial Officer, Chicago Bears
- Johanna Kappner, Chief Financial Officer, Cincinnati Bengals
- \*\*, Chief Brand Officer, Dallas Cowboys
- \*\*, Chief Human Resources Officer, Dallas Cowboys
- \*\*, Chief Financial Officer, Detroit Lions
- **Janice McNair**, Senior Chairman, Houston Texans
- **H. Thomas**, Chief Legal and Administrative Officer, Houston Texans
- **Kelly Flanagan**, Chief Financial Officer, Jacksonville Jaguars
- **Megha Parekh**, Chief Legal Officer, Jacksonville Jaguars
- **Jeanne Bonk**, Chief Operating Officer/Chief Financial Officer, Los Angeles Chargers
- **Ronalee Zarate-Bayani**, Chief Marketing Officer, Los Angeles Rams
- **Kimberly Rometo**, Chief Information Officer, Miami Dolphins
- \*\*, Chief Marketing Officer, New England Patriots
- **Vicky Neumeyer**, General Counsel, New England Patriots
- **Christine Procops**, Chief Financial Officer, New York Giants
- **Aileen Dargosa**, General Counsel, Philadelphia Eagles
- **Hannah Gordon**, Chief Administrative Officer and General Counsel, San Francisco 49ers
- **Karen Spencer**, Chief Financial Officer, Seattle Seahawks
- **Jenneen Kaufman**, Chief Financial Officer, Tennessee Titans

**NFL Team Vice Presidents***African Americans (25):*

- **Kevin Winston**, Vice President of Player Affairs, Atlanta Falcons
- **Ozzie Newsome**, Executive Vice President, Baltimore Ravens
- **Chad Steele**, Vice President of Public Relations, Baltimore Ravens
- \*\*, Vice President of Communications and External Affairs, Carolina Panthers

- **Alonzo Highsmith**, Vice President of Player Personnel, Cleveland Browns
- **Peter John-Baptiste**, Senior Vice President of Communications, Cleveland Browns
- \*\*, Vice President of Communications, Indianapolis Colts
- **Tesdell Crews**, Vice President of Communications, Kansas City Chiefs
- **Eric D. Dickerson**, Vice President of Business Development, Los Angeles Rams
- **Tyrel E. Kirkham**, Vice President & GM of Merchandise, Los Angeles Rams
- **Jason Jenkins**, Senior Vice President of Communications, Miami Dolphins
- **Nathaniel Moore**, Senior Vice President of Alumni, Miami Dolphins
- **Khai Harley**, Vice President of Football Administration, New Orleans Saints
- **Ronnie Barnes**, Senior Vice President of Medical Services/Head Athletic Trainer, New York Giants
- **Corry Rush**, Vice President of Communications, New York Giants
- **Andrew Berry**, Vice President of Football Operations, Philadelphia Eagles
- **Brandon E. Boone**, Senior Vice President of Communications and Community Affairs, Philadelphia Eagles
- **Martin Meyhew**, Vice President of Player Personnel, San Francisco 49ers
- **Keena Turner**, Vice President of Football Affairs, San Francisco 49ers
- **Maurice Kelly**, Vice President of Player Engagement, Seattle Seahawks
- **Gilbert Beverly**, Vice President of Brand Marketing Communication, Tennessee Titans
- **Edward Goines**, Vice President of Brand Marketing Communication, Tennessee Titans
- **Leon Duncan**, Senior Vice President of Hospitality & Entertainment, Washington
- **Doug Williams**, Senior Vice President of Player Personnel, Washington
- **Anthony Wyllie**, Senior Vice President of Communications, Washington

*Hispanics or Latinos (7):*

- \*\*, Vice President of Stadium Operations, Arizona Cardinals
- **Gabrielle Dow**, Vice President of Marketing and Fan Engagement, Green Bay Packers

- **Denise Kaufman**, Vice President of Accounting & Financial Operations, Los Angeles Chargers
- **Pete Soto**, Vice President of Fan Experience & Bolt Production, Los Angeles Chargers
- **Oracio Galindo**, Head of Employee Experience, Los Angeles Rams
- **Omar R Khan**, Vice President of Football & Business Admin, Pittsburgh Steelers
- **Jeffrey Rodriguez**, Vice President of Corporate Security, San Francisco 49ers

*Asians (8):*

- **Esther Chi**, Vice President Controller, San Francisco 49ers
- **Harpreet Basran**, Vice President of Human Resources, San Francisco 49ers
- **Mamun Javaid**, Vice President of Strategy & Analytics, San Francisco 49ers
- **Rahul Chandok**, Vice President of Public Affairs & Strategic Communications, San Francisco 49ers
- **Jeffrey Fong**, Vice President of Finance, San Francisco 49ers
- **Megha Parekh**, Senior Vice President and Chief Legal Officer, Jacksonville Jaguars
- **Hussain Naqi**, Senior Vice President of International Development, Jacksonville Jaguars
- **Anthony Khan**, Senior Vice President of Football Administration and Technology, Jacksonville Jaguars
- 

*American Indians/Alaskan Natives (1):*

- \*\*, Group Sales, Tampa Bay Buccaneers

*Two or more races (4):*

- **Lara Juras**, Vice President of People and Culture, Minnesota Vikings
- **Roberto Beltramini**, Vice President of Premium Partnerships, Sales & Service, New York Jets
- **Jihad Beauchman**, Vice President, Deputy General Counsel, San Francisco 49ers
- **Asheesh Kinra**, Vice President of Information Technology, Washington

*Women (73):*

- **Morgan Shaw Parker**, AMBSE Vice President and CMO, Atlanta Falcons
- **Tameka Rish**, Vice President of Corporate Partnership services, Atlanta Falcons
- \*\*, Vice President, Arizona Cardinals

- \*\*, Vice President of Marketing, Arizona Cardinals
- **Elizabeth Mearman**, Vice President of Human Resources, Baltimore Ravens
- **Michelle Andres**, Senior Vice President of Ravens Media, Baltimore Ravens
- **Theresa Abato**, Vice President of Suite Sales & Services, Baltimore Ravens
- **Gretchen Geitter**, Vice President of Community Relations, Buffalo Bills
- **Shaena Kershner**, Vice President of Marketing, Buffalo Bills
- \*\*, Vice President & Chief Marketing Officer, Carolina Panthers
- \*\*, Vice President & Chief Financial Officer, Carolina Panthers
- \*\*, Senior Vice President of Business Strategy & CFO, Chicago Bears
- **Jenner Tekancic**, Vice President of Community Relations, Cleveland Browns
- **Renee Harvey**, Vice President Cleveland Browns Foundation, Cleveland Browns
- \*\*, Executive Vice President/CBO/President of Charity Foundation, Dallas Cowboys
- **Nancy Svoboda**, Vice President of Human Resources, Denver Broncos
- \*\*, Senior Vice President of Business Development, Detroit Lions
- \*\*, Vice President of Marketing, Detroit Lions
- \*\*, Senior Vice President of Administration, CFO, Detroit Lions
- **Gabrielle Dow**, Vice President of Marketing and Fan Engagement, Green Bay Packers
- **Nicole Ledvina**, Vice President of Human Resources, Green Bay Packers
- **Amy Palcic**, Vice President of Communications, Houston Texans
- **H. Thomas**, Executive Vice President and Chief Legal and Administrative Officer, Houston Texans
- **Jeniffer Davenport**, Senior Vice President of Marketing and Community Development, Houston Texans
- **Marilan Logan**, Senior Vice President, CFP and Treasurer, Houston Texans
- \*\*, Vice President of Finance and HR, Indianapolis Colts
- \*\*, Vice President of Marketing, Indianapolis Colts
- **Jessica Jones**, Vice President of People Development and Administration, Jacksonville Jaguars
- **Kelly Flanagan**, Senior Vice President of Business Development, Jacksonville Jaguars



- **Megha Parekh**, Senior Vice President and CLO, Jacksonville Jaguars
- **Anne Scharf**, Vice President of Civic Affairs and Hunt Family Foundation, Kansas City Chiefs
- **Kirsten Krug**, Vice President of Administration, Kansas City Chiefs
- **Kimberly Hobbs**, Vice President of Partnerships and Premium Sales, Kansas City Chiefs
- **Denise Kaufman**, Vice President of Accounting & Financial Operations, Los Angeles Chargers
- **Jeanne Bonk**, Vice President- COO/CFO, Los Angeles Chargers
- **Kimberley Layton**, Vice President of External Affairs, Los Angeles Chargers
- **Kim M. Poplawski**, Vice President of Brand Experience, Los Angeles Rams
- **Marissa Daly**, Vice President & GM of Media, Los Angeles Rams
- **Molly M. Higgins**, Vice President of Community, Los Angeles Rams
- **Jamie Weinstein**, Vice President of Premium & Membership Services, Miami Dolphins
- **Laura Sandall**, Vice President of Marketing, Miami Dolphins
- **Samantha Carr**, Vice President of Human Resources, Miami Dolphins
- **Lara Juras**, Vice President of People and Culture, Minnesota Vikings
- **Karin Nelsen**, Vice President of Legal & Social Impact, Minnesota Vikings
- **Kate Shibilski**, Vice President of Finance & Controller, Minnesota Vikings
- \*\*, Vice President of Human Resources, New England Patriots
- \*\*, Vice President of Kraft Group, Senior Advisor Club & NFL Compliance, New England Patriots
- **Vicky Neumeyer**, Senior Vice President/General Counsel, New Orleans Saints
- **Allison Stangeby**, Vice President of Community and Corporate Relations, New York Giants
- **Christine Procops**, Senior Vice President and CFO, New York Giants
- **Jennifer Linn**, Vice President of Corporate Partnerships of Business Development, New York Jets
- **Jessica Mandler**, Vice President of Human Resources & Admin, New York Jets
- **Aileen Dagrosa**, Senior Vice President of General Counsel, Philadelphia Eagles
- **Jennifer Kavanagh**, Senior Vice President of Media & Marketing, Philadelphia Eagles
- **Catherine Carlson**, Senior Vice President of Revenue and Strategy, Philadelphia Eagles
- **Laini Delawater**, Vice President of Ticket and Fan Services, Philadelphia Eagles
- **Tina D'Orazio Gedgard**, Chief of Staff, Office of Chairman and CEO, Philadelphia Eagles
- **Tracy Foster**, Vice President of Corporate Partner Activation, Philadelphia Eagles
- **Kristie Pappal**, Vice President, Human Resources, Philadelphia Eagles
- **Esther Chi**, Vice President Controller, San Francisco 49ers
- **Harpreet Basran**, Vice President of Human Resources, San Francisco 49ers
- **Patricia Ernstrom**, Vice President Levi's Stadium Events, San Francisco 49ers
- **Patricia Inglis**, Executive Vice President, San Francisco 49ers
- **Amy Sprangers**, Senior Vice President of Revenue, Seattle Seahawks
- **Cynthia Kelley**, Senior Vice President of HR 7 Administration, Seattle Seahawks
- **Karen Spencer**, CFO, Seattle Seahawks
- \*\*, Group Sales, Tampa Bay Buccaneers
- \*\*, Digital & Media, Tampa Bay Buccaneers
- \*\*, Human Resources, Tampa Bay Buccaneers
- \*\*, Marketing, Tampa Bay Buccaneers
- **Brooke Ellenberger**, Vice President of Ticketing, Tennessee Titans
- **Jenneen Kaufman**, Senior Vice President/CFO, Tennessee Titans
- **Jennifer Burns**, Vice President of Hospitality & Entertainment, Washington
- **Nancy Hubacher**, Vice President of Corporate Partnerships, Washington

*\*\*Name not provided in NFL team data*





# Appendix III

Players								
	%	#		%	#		%	#
<b>2019</b>			<b>2009</b>			<b>1998</b>		
White	26.8%	444	White	30.0%	782	White	32.0%	x
Black or African American	58.9%	976	African-American	67.0%	1761	African-American	66.0%	x
Hispanic or Latino	0.5%	8	Latino	1.0%	24	Latino	<1%	x
Asian	0.1%	1	Asian	2.0%	55	Other	1.0%	x
Hawaiian or Pac. Islander	1.5%	24	Other	<1%	2	<b>1997</b>		
Am. Indian or Alaska Native	0.2%	3	International	2.0%	48	White	33.0%	x
Two or More Races	9.6%	150				African-American	65.0%	x
Not Disclosed	3.1%	51				Latino	<1%	x
<b>2018</b>			<b>2008</b>			<b>1996</b>		
	x	x	White	31.0%	805	White	31.0%	x
<b>2017</b>			African-American	67.0%	1762	African-American	66.0%	x
<b>2016</b>			Latino	1.0%	25	Latino	<1%	x
White	27.4%	618	Asian	2.0%	45	Other	2.0%	x
African-American	69.7%	1573	Other	<1%	1	<b>1995</b>		
Latino	0.8%	18	International	2.0%	63	White	31.0%	x
Asian	1.9%	44				African-American	67.0%	x
Other	0.2%	4				Latino	0.0%	x
International						Other	<2%	x
<b>2015</b>			<b>2007</b>			<b>1994</b>		
White	27.4%	618	White	31.0%	730	White	31.0%	x
African-American	69.7%	1573	African-American	66.0%	1566	African-American	68.0%	x
Latino	0.8%	18	Latino	1.0%	30	Latino	0.0%	x
Asian	1.9%	44	Asian	2.0%	44	Other	1.0%	x
Other	0.2%	4	Other	<1%	1	<b>1993</b>		
International			International	2.0%	43	White	35.0%	x
<b>2014</b>			<b>2006</b>			African-American	65.0%	x
White	28.6%	813	White	31.0%	532	Latino	0.0%	x
African-American	68.7%	1957	African-American	67.0%	1131	<b>1992</b>		
Latino	0.7%	19	Latino	0.5%	8	White	30.0%	x
Asian	1.1%	31	Asian	1.5%	25	African-American	68.0%	x
Other	0.9%	27	Other	0.0%	0	Latino	<1%	x
International	1.0%	30	International	1.0%	24	Other	1.0%	x
<b>2013</b>			<b>2005</b>			<b>1991</b>		
White	31.0%	866	White	31.5%	537	White	36.0%	x
African-American	67.3%	1883	African-American	65.5%	1116	African-American	62.0%	x
Latino	0.6%	16	Latino	<1%	10	Latino	2.0%	x
Asian	0.7%	19	Asian	2.0%	34	<b>1990</b>		
Other	0.5%	14	Other	<1%	1	White	39.0%	x
International	1.5%	43	International	1.0%	18	African-American	61.0%	x
<b>2012</b>			<b>2003</b>			Latino	0.0%	x
White	30.1%	820	White	29.0%	516	African-American	68.0%	x
African-American	66.3%	1804	African-American	69.0%	1228	Latino	<1%	x
Latino	0.7%	20	Latino	1.0%	9	Other	1.0%	x
Asian	1.1%	29	Asian	1.0%	22	<b>1991</b>		
Other	1.8%	48	Other	0.0%	0	White	36.0%	x
International	1.4%	39				African-American	62.0%	x
<b>2011</b>			<b>2000</b>			Latino	2.0%	x
White	31%	802	White	x	x	<b>1990</b>		
African-American	67%	1721	African-American	x	x	White	39.0%	x
Latino	1%	13	Latino	x	x	African-American	61.0%	x
Asian	2%	40	Other	x	x	Latino	0.0%	x
Other	1%	7				<b>x = data not provided</b>		
International	1%	20				<b>Table 1</b>		
<b>2010</b>			<b>1999</b>					
White	31%	790	White	32.0%	x			
African-American	67%	1714	African-American	67.0%	x			
Latino	1%	13	Latino	<1%	x			
Asian	2%	39	Other	<1%	x			
Other	1%	7						
International	1%	20						

League Office									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
<b>2019</b>					<b>2010</b>				
White	67.3%	631			White	75.1%	653	71.3%	67
Black or African American	10.2%	96			African-American	8.7%	76	17.0%	16
Hispanic or Latino	6.6%	62			Latino	4.6%	40	6.4%	6
Asian	9.2%	86	NFL did not supply data		Asian	9.4%	82	1.1%	1
Hawaiian or Pac. Islander	0.1%	1			Native American	0.2%	2	0.0%	0
Am. Indian or Alaska Native	0.1%	1			Other+F11:F22	1.8%	16	4.3%	4
Two or More Races	1.7%	16			Women	27.5%	239	52.1%	49
Not Disclosed	4.7%	44			Total		869		94
Women	36.8%	345							
Total		937							
<b>2018</b>					<b>2009</b>				
White	72.7%	678			White	75.2%	629	77.4%	82
African-American	9.7%	94			African-American	8.6%	72	12.3%	13
Latino	7.5%	72			Latino	4.7%	39	4.7%	5
Asian	8.6%	88	NFL did not supply data		Asian	9.4%	79	2.8%	3
American Indian	0.2%	2			Native American	0.2%	2	0.0%	0
Native Hawaiian	0.2%	2			Other	1.8%	15	2.8%	3
Two or More Races	1.2%	10			Women	27.6%	231	46.2%	49
Not Specified	0.0%	60			Total		836		106
Women	35.0%	352							
Total		1006							
<b>2017</b>					<b>2003-2008</b>				
White	67.0%	610			White				
African-American	8.9%	81			African-American				
Latino	7.5%	68	NFL did not supply data		Latino				
Asian	8.6%	78			Asian				
Native American	0.2%	2			Other				
Other	1.4%	13			Women				
Women	35.4%	322			Total				
Total		910							
<b>2016</b>					<b>2002</b>				
White	73.1%	667	76.5%	137	White	74%	150	51%	42
African-American	9.4%	86	11.7%	21	African-American	14%	28	25%	21
Latino	7.1%	65	7.3%	13	Latino	4%	9	19%	16
Asian	8.9%	81	4.5%	8	Asian	8%	16	5%	4
Native American	0.2%	2	0.0%	0	Other	0%	0	0%	0
Other	1.2%	11	0.0%	0	Women	26%	53	54%	45
Women	32.3%	295	38.0%	68	Total		203		83
Total		912		179					
<b>2015</b>					<b>2000</b>				
White	72.0%	629	75.4%	132	White	77%	140	57%	31
African-American	9.4%	82	12.0%	21	African-American	14%	25	22%	12
Latino	6.4%	56	5.7%	10	Latino	<3%	5	19%	10
Asian	8.0%	70	6.3%	11	Asian	7%	12	2%	1
Native American	0.2%	2	0.0%	0	Other	0%	0	0%	0
Other	4.0%	35	0.6%	1	Women	29%	53	56%	30
Women	30.3%	265	32.6%	57	Total		182		54
Total		874		175					
<b>2014</b>					<b>1998</b>				
White	71.8%	635	75.1%	133	White	79%	131	70%	40
African-American	9.7%	86	10.7%	19	African-American	15%	25	19%	11
Latino	5.8%	51	6.2%	11	Latino	2%	3	9%	5
Asian	9.2%	81	6.8%	12	Asian	4%	6	2%	1
Native American	0.2%	2	0.0%	0	Other	0%	0	x	x
Other	3.4%	30	1.1%	2	Women	26%	43	75%	43
Women	29.6%	262	30.5%	54	Total		165		57
<b>2013</b>					<b>1997</b>				
White	72.4%	596	77.8%	144	White	80%	119	68%	34
African-American	9.2%	76	9.2%	17	African-American	15%	22	22%	11
Latino	4.9%	40	5.4%	10	Latino	2%	3	8%	4
Asian	10.1%	83	5.9%	11	Asian	3%	4	2%	1
Native American	0.1%	1	0.0%	0	Other	0%	0	x	x
Other	3.3%	27	1.6%	3	Women	26%	39	84%	42
Women	29.3%	241	31.4%	58	Total		148		50
Total		823		185					
<b>2012</b>					<b>1996</b>				
White	74%	675	66%	40	White	82%	93	81%	56
African-American	8%	76	18%	11	African-American	14%	16	12%	8
Latino	5%	49	10%	6	Latino	<1.0%	1	4%	3
Asian	9%	85	3%	2	Asian	2%	2	3%	2
Native American	0%	1	0%	0	Other	<1.0%	1	x	x
Other	3%	26	3%	2	Women	22%	25	64%	44
Women	28%	254	51%	31	Total		113		69
Total		912		61	Total		148		50
<b>2011</b>					<b>1996</b>				
White	75%	644	66%	48	White	82%	93	81%	56
African-American	8%	69	19%	14	African-American	14%	16	12%	8
Latino	5%	43	10%	7	Latino	<1.0%	1	4%	3
Asian	10%	87	1%	1	Asian	2%	2	3%	2
Native American	0%	1	0%	0	Other	<1.0%	1	x	x
Other	2%	17	4%	3	Women	22%	25	64%	44
Women	28%	238	56%	41	Total		113		69
Total		861		73					

TABLE 2

x = data not provided

## HISTORICAL LISTING OF AFRICAN-AMERICAN PROFESSIONAL HEAD COACHES IN THE NFL

	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004	1-4 (interim head coach)
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-2018	113-96-2
Lovie Smith	Chicago	2004-2012	81-63
	Tampa Bay	2014-2016	14-Feb
Romeo Crennel	Cleveland/Kansas City	2005-2008/2011 <sup>^</sup> -2012	28-55
Mike Tomlin	Pittsburgh	2007-present	94-53
Mike Singletary	San Francisco	2008-2009	18-21
Perry Fewell	Buffalo	2009	3-4 (interim head coach)
Jim Caldwell	Indianapolis	2009-2011	26-22
	Detroit Lions	2014-2017	18-16
Raheem Morris	Tampa Bay	2009-2011	13-19
Eric Studesville	Denver	2010	1-3 (interim head coach)
Leslie Frazier	Minnesota	2010 <sup>^*</sup> - 2014	21-32-1
Todd Bowles	N.Y. Jets	2015 - 2018	8-8
Hue Jackson	Oakland	2011	8-8
	Cleveland	2016-2018	3-36
Anthony Lynn	Los Angeles (Chargers)	2017-present	21-11
Vance Joseph	Denver	2017-2018	11-21
Steve Wilks	Arizona	2018	3-13
Brian Flores	Miami	2019-present	0-0

\* This represents the modern era. Fritz Pollard coached Akron in 1921.

<sup>^</sup> Romeo Crennel served as the interim head coach for final 3 games of the 2011 season

<sup>^\*</sup> Served as interim head coach for last 6 games of the 2010 season

### Table 3

Head Coaches									
	%	#		%	#		%	#	
<b>2019</b>			<b>2012</b>			<b>2005</b>			
White	81.3%	26	White	81.0%	26	White	81%	26	
Black or African American	9.4%	3	African-American	16.0%	5	African-American	19%	6	
Hispanic or Latino	3.1%	1	Asian	0.0%	0	Asian	0%	0	
Asian	0.0%	0	Latino	3.0%	1	Latino	0%	0	
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	0%	0	
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0				
Two or More Races	0.0%	0							
Not Disclosed	0.0%	0				<b>2003</b>			
Women	0.0%	0				White	91%	29	
						African-American	9%	3	
<b>2018</b>			<b>2011</b>			<b>2001</b>			
White	75.0%	24	White	75.0%	24	White	94%	30	
African-American	21.9%	7	African-American	22.0%	7	African-American	6%	2	
Latino	3.1%	1	Asian	0.0%	0	Asian	0%	0	
Asian	0.0%	0	Latino	3.0%	1	Latino	0%	0	
American Indian	0.0%	0	Other	0.0%	0	Women	0%	0	
Native Hawaiian	0.0%	0	Women	0.0%	0				
Two or More Races	0.0%	0				<b>2000</b>			
Not Specified	0.0%	0				White	90%	28	
Women	0.0%	0				African-American	10%	3	
						Asian	0%	0	
<b>2017</b>			<b>2010</b>			<b>1999</b>			
White	75.0%	24	White	81.0%	26	White	94%	29	
African-American	21.9%	7	African-American	19.0%	6	African-American	6%	2	
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0	
Latino	3.1%	1	Latino	0.0%	0	Latino	0%	0	
Other	0.0%	0	Other	0.0%	0	Women	0%	0	
Women	0.0%	0	Women	0.0%	0				
						<b>1997</b>			
<b>2016</b>			<b>2009</b>			<b>1995</b>			
White	81.3%	26	White	81.0%	26	White	90%	27	
African-American	15.6%	5	African-American	19.0%	6	African-American	10%	3	
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0	
Latino	3.1%	1	Latino	0.0%	0	Latino	0%	0	
Other	0.0%	0	Other	0.0%	0	Women	0%	0	
Women	0.0%	0	Women	0.0%	0	African-American	10%	3	
Women	0.0%	0				Latino	0%	0	
						<b>1994</b>			
<b>2015</b>			<b>2008</b>			<b>1993</b>			
White	81.3%	26	White	81.0%	26	White	89%	25	
African-American	15.6%	5	African-American	19.0%	6	African-American	7%	2	
Asian	0.0%	0	Asian	0.0%	0	Latino	<4%	1	
Latino	3.1%	1	Latino	0.0%	0				
Other	0.0%	0	Other	0.0%	0	<b>1992</b>			
Other	0.0%	0	Other	0.0%	0	White	89%	25	
Women	0.0%	0	Women	0.0%	0	African-American	7%	2	
						Latino	<4%	1	
<b>2014</b>			<b>2007</b>			<b>1991</b>			
White	84.4%	27	White	81.0%	26	White	89%	25	
African-American	12.5%	4	African-American	19.0%	6	African-American	7%	2	
Asian	0.0%	0	Asian	0.0%	0	Latino	<4%	1	
Latino	3.1%	1	Latino	0.0%	0				
Other	0.0%	0	Other	0.0%	0				
Other	0.0%	0	Other	0.0%	0				
Women	0.0%	0	Women	0.0%	0				
<b>2013</b>			<b>2006</b>			<b>1990</b>			
White	88.0%	28	White	78%	25	White	89%	25	
African-American	9.0%	3	African-American	22%	7	African-American	7%	2	
Asian	0.0%	0	Asian	0%	0	Latino	<4%	1	
Latino	3.0%	1	Latino	0%	0				
Other	0.0%	0	Other	0%	0				
Other	0.0%	0	Other	0%	0				
Women	0.0%	0	Women	0%	0				

**Table 4**



Assistant Coaches								
	%	#		%	#		%	#
<b>2019</b>			<b>2012</b>			<b>2003</b>		
White	62.3%	369	White	68%	364	White	67%	341
Black or African American	29.6%	175	African-American	31%	165	African-American	30%	153
Hispanic or Latino	1.0%	6	Latino	1%	4	Latino	2%	8
Asian	0.8%	5	Asian	1%	3	Asian	0%	1
Hawaiian or Pac. Islander	0.5%	1	Other	0%	1	Other	1%	7
Am. Indian or Alaska Native	0.2%	3	Women	0%	0	Women	0%	0
Two or More Races	1.5%	9	<b>2011</b>			<b>2001</b>		
Not Disclosed	4.1%	24	White	68%	332	White	71%	333
Women	0.3%	2	African-American	31%	159	African-American	28%	132
<b>2018</b>			Latino	1%	2	Latino	<1%	6
White	62.6%	395	Asian	1%	4	Asian	<1%	1
African-American	30.9%	195	Other	0%	0	Other	0%	0
Latino	1.7%	11	Women	0%	0	Women	0%	0
Asian	1.1%	7	<b>2010</b>			<b>1999</b>		
American Indian	0.2%	1	White	68%	364	White	72%	330
Native Hawaiian	0.3%	2	African-American	31%	165	African-American	28%	127
Two or More Races	1.3%	8	Latino	1%	2	Latino	0%	0
Not Specified	1.9%	12	Asian	1%	3	Asian	0%	0
Women	0.3%	2	Other	0%	0	Other	0%	0
Total		631	Women	0%	0	Women	0%	0
<b>2017</b>			<b>2009</b>			<b>1997</b>		
White	68.7%	504	White	64%	283	White	73%	311
African-American	28.2%	207	African-American	34%	148	African-American	26%	113
Latino	1.1%	8	Latino	1%	4	Latino	1%	3
Asian	0.7%	5	Asian	1%	5	Asian	<1%	1
Other	1.4%	10	Other	0%	0	Other	0%	0
Women	0.1%	1	Women	0%	0	Women	0%	0
<b>2016</b>			<b>2008</b>			<b>1996</b>		
White	68.9%	524	White	64%	279	White	74%	307
African-American	27.8%	211	African-American	34%	148	African-American	25%	102
Latino	2.5%	19	Latino	2%	7	Latino	<1%	3
Asian	0.7%	5	Asian	1%	5	Asian	<1%	1
Other	0.1%	1	Other	0%	0	Other	0%	0
Women	0.1%	1	Women	0%	0	<b>1995</b>		
<b>2015</b>			<b>2007</b>			<b>1995</b>		
White	62.1%	499	White	62%	284	White	76%	289
African-American	34.7%	279	African-American	36%	162	African-American	23%	88
Latino	1.5%	12	Latino	1%	5	Latino	0%	0
Asian	0.9%	7	Asian	1%	5	Asian	0%	0
Other	0.8%	6	Other	0%	0	Other	<1%	4
Women	0.0%	0	Women	0%	0	<b>1994</b>		
<b>2014</b>			<b>2006</b>			<b>1994</b>		
White	67.8%	497	White	62%	269	White	77%	249
African-American	29.6%	217	African-American	35%	151	African-American	23%	73
Latino	1.2%	9	Latino	2%	10	Latino	<1%	1
Asian	0.8%	6	Asian	1%	4	Asian	<1%	1
Other	0.5%	4	Other	0%	0	Other	0%	0
Women	0.0%	0	Women	0%	0	<b>2005</b>		
<b>2013</b>			<b>2005</b>			<b>2005</b>		
White	68.4%	440	White	66%	316	White	66%	316
African-American	29.1%	187	African-American	32%	154	African-American	32%	154
Latino	1.1%	7	Latino	1%	5	Latino	1%	5
Asian	0.9%	6	Asian	1%	3	Asian	1%	3
Other	0.5%	3	Other	0%	0	Other	0%	0
Women	0.0%	0	Women	0%	0	Women	0%	0

**Table 5**

CEO / President									
	%	#		%	#		%	#	
<b>2019</b>			<b>2013</b>			<b>2007</b>			
White	95.0%	38	White	97.0%	31	White	100%	30	
Black or African American	0.0%	0	African-American	0.0%	0	African-American	0%	0	
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0	
Asian	5.0%	2	Asian	3.0%	1	Asian	0%	0	
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Other	0%	0	
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0	Women	3%	1	
Two or More Races	0.0%	0				<b>2006</b>			
Not Disclosed	0.0%	0				White	100%	35	
Women	2.5%	1				African-American	0%	0	
<b>2018</b>			<b>2012</b>						
White	90.6%	29	White	100.0%	32	Latino	0%	0	
African-American	3.0%	1	African-American	0.0%	0	Asian	0%	0	
Latino	0.0%	0	Latino	0.0%	0	Other	0%	0	
Asian	6.3%	2	Asian	0.0%	0	Women	3%	1	
American Indian	0.0%	0	Other	0.0%	0	<b>2003</b>			
Native Hawaiian	0.0%	0	Women	3.0%	1	White	100%	32	
Two or More Races	0.0%	0				African-American	0%	0	
Not Specified	0.0%	0				Latino	0%	0	
Women	3.0%	1				Asian	0%	0	
						Women	9%	3	
<b>2017</b>			<b>2011</b>			<b>2000</b>			
White	100.0%	33	White	100.0%	32	White	100%	x	
African-American	0.0%	0	African-American	0.0%	0	African-American	0%	x	
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	x	
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	x	
Other	0.0%	0	Other	0.0%	0	Women	3%	x	
Women	0.0%	0	Women	0.0%	0				
<b>2016</b>			<b>2010</b>			<b>1999</b>			
White	97.1%	33	White	100.0%	27	White	100%	x	
African-American	0.0%	0	African-American	0.0%	0	African-American	0%	x	
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	x	
Asian	3.0%	1	Asian	0.0%	0	Asian	0%	x	
Other	0.0%	0	Other	0.0%	0	Women	3%	x	
Women	0.0%	0	Women	4.0%	1				
<b>2015</b>			<b>2009</b>			<b>1998</b>			
White	97.1%	33	White	100.0%	27	White	100%	x	
African-American	0.0%	0	African-American	0.0%	0	African-American	0%	x	
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	x	
Asian	3.0%	1	Asian	0.0%	0	Asian	0%	x	
Other	0.0%	0	Other	0.0%	0	Women	3%	x	
Women	0.0%	0	Women	4.0%	1				
<b>2014</b>			<b>2008</b>			<b>1997</b>			
White	94.1%	32	White	100%	29	White	100%	x	
African-American	0.0%	0	African-American	0%	0	African-American	0%	x	
Latino	0.0%	0	Latino	0%	0	Latino	0%	x	
Asian	3.0%	1	Asian	0%	0	Other	0%	x	
Other	0.0%	0	Other	0%	0	Women	0%	x	
Women	0.0%	0	Women	3%	1				

**Table 6**

General Manager / Director of Player Personnel								
	%	#		%	#		%	#
<b>2019</b>			<b>2012</b>			<b>2005</b>		
White	93.8%	30	White	81.0%	26	White	87%	27
Black or African American	6.3%	2	African-American	19.0%	6	African-American	13%	4
Hispanic or Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.0%	0	Women	0%	0
Am. Indian or Alaska Native	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0						
Women	0.0%	0						
<b>2018</b>			<b>2011</b>			<b>2003</b>		
White	87.5%	28	White	84.0%	27	White	94%	30
African-American	12.5%	4	African-American	16.0%	5	African-American	6%	2
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0						
Not Specified	0.0%	0						
Women	0.0%	0						
<b>2017</b>			<b>2010</b>			<b>2001</b>		
White	81.2%	26	White	83.0%	25	White	94%	30
African-American	18.8%	6	African-American	17.0%	5	African-American	6%	2
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Other	0.0%	0	Women	0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2016</b>			<b>2009</b>			<b>1999</b>		
White	84.4%	27	White	84.0%	27	White	87%	27
African-American	15.6%	5	African-American	16.0%	5	African-American	13%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Other	0.0%	0	Women	0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2015</b>			<b>2008</b>			<b>1998</b>		
White	78.1%	25	White	83.0%	25	White	87%	27
African-American	21.9%	7	African-American	17.0%	5	African-American	13%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Other	0.0%	0	Women	0%	0
Women	0.0%	0	Women	0.0%	0			
<b>2014</b>			<b>2007</b>			<b>1997</b>		
White	75.9%	22	White	84%	26	White	87%	26
African-American	24.1%	7	African-American	16%	5	African-American	13%	4
Latino	0.0%	0	Latino	0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0	Asian	0%	0
Other	0.0%	0	Other	0%	0	Women	0%	0
Women	0.0%	0	Women	0%	0			
<b>2013</b>			<b>2006</b>			<b>1996</b>		
White	81.0%	26	White	87%	28	White	83%	25
African-American	19.0%	6	African-American	13%	4	African-American	17%	5
Latino	0.0%	0	Latino	0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0			
Other	0.0%	0	Other	0%	0	<b>1995</b>		
Women	0.0%	0	Women	0%	0	White	87%	26
						African-American	13%	4
						Latino	0%	0

**Table 7**

Vice Presidents								
	%	#		%	#		%	#
<b>2019</b>			<b>2012</b>			<b>2005</b>		
White	86.7%	318	White	91.0%	196	White	90%	143
Black or African American	7.1%	26	African-American	6.0%	13	African-American	10%	16
Hispanic or Latino	2.2%	8	Latino	1.0%	3	Latino	0%	0
Asian	2.2%	8	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	1.0%	3	Women	8.0%	13
Am. Indian or Alaska Native	0.3%	1	Women	17.0%	37			
Two or More Races	1.1%	4						
Not Disclosed	0.5%	2						
Women	20.7%	76						
<b>2018</b>			<b>2011</b>			<b>2003</b>		
White	88.3%	392	White	92.0%	145	White	89%	131
African-American	6.1%	27	African-American	8.0%	12	African-American	10%	14
Latino	1.1%	5	Latino	1.0%	1	Latino	1%	2
Asian	3.6%	16	Asian	0.0%	0	Asian	0%	0
American Indian	0.2%	1	Other	0.0%	0	Women	7.0%	10
Native Hawaiian	0.0%	0	Women	15.0%	23			
Two or More Races	0.7%	3						
Not Specified	0.0%	0						
Women	18.2%	81						
Total		444						
<b>2017</b>			<b>2010</b>			<b>2001</b>		
White	89.5%	272	White	88.0%	137	White	92%	118
African-American	6.9%	21	African-American	10.0%	16	African-American	7%	9
Latino	1.3%	4	Latino	1.0%	1	Latino	1%	1
Asian	1.9%	6	Asian	0.0%	0	Asian	0%	0
Two or More Races	0.6%	2	Other	0.0%	0	Women	9.0%	11
Women	20.0%	61	Women	15.0%	25			
<b>2016</b>			<b>2009</b>			<b>1999</b>		
White	89.2%	247	White	90.0%	146	White	92%	130
African-American	6.9%	19	African-American	9.0%	15	African-American	8%	11
Latino	0.4%	1	Latino	0.0%	0	Latino	0%	0
Asian	2.2%	6	Asian	1.0%	1	Asian	0%	0
Other	1.4%	4	Other	0.0%	0	Women	7.0%	10
Women	21.3%	59	Women	15.0%	25			
<b>2015</b>			<b>2008</b>			<b>1997</b>		
White	87.7%	256	White	93.0%	137	White	90%	97
African-American	8.9%	26	African-American	7.0%	11	African-American	10%	11
Latino	1.4%	4	Latino	0.0%	0	Latino	0%	0
Asian	2.7%	8	Asian	0.0%	0	Asian	0%	0
Other	0.7%	2	Other	0.0%	0	Women	7.0%	8
Women	22.9%	67	Women	14.0%	20			
<b>2014</b>			<b>2007</b>			<b>1996</b>		
White	88.5%	238	White	92.0%	141	White	88%	76
African-American	7.4%	20	African-American	8.0%	12	African-American	12%	10
Latino	1.5%	4	Latino	0.0%	0	Latino	0%	0
Asian	0.7%	2	Asian	0.0%	0	Other	0%	0
Other	1.9%	5	Other	0.0%	0	Women	12.0%	10
Women	17.8%	48	Women	11.0%	17			
<b>2013</b>			<b>2006</b>			<b>1995</b>		
White	86.5%	224	White	92%	152	White	95%	70
African-American	8.5%	22	African-American	8%	13	African-American	5%	4
Latino	1.9%	5	Latino	0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0	Other	0%	0
Other	3.1%	8	Other	0%	0	Women	6.0%	5
Women	15.1%	39	Women	12%	18			

**Table 8**

NOTE: Some percentages may not equal 100% due to rounding



Senior Administrators								
	%	#		%	#		%	#
<b>2019</b>			<b>2013</b>			<b>2007</b>		
White	80.0%	896	White	83.0%	595	White	82%	421
Black or African American	10.7%	120	African-American	12.1%	87	African-American	14%	73
Hispanic or Latino	4.9%	55	Latino	2.1%	15	Latino	2%	9
Asian	3.0%	34	Asian	1.4%	10	Asian	1%	7
Hawaiian or Pac. Islander	0.3%	3	Other	1.4%	10	Other	<1%	2
Am. Indian or Alaska Native	0.2%	2	Women	18.8%	135	Women	18.0%	94
Two or More Races	0.3%	3						
Not Disclosed	0.6%	7						
Women	24.4%	273						
<b>2018</b>			<b>2012</b>			<b>2006</b>		
White	82.7%	626	White	84.7%	510	White	84%	421
African-American	9.0%	68	African-American	11.6%	70	African-American	12%	61
Latino	3.7%	28	Latino	1.8%	11	Latino	2%	8
Asian	2.8%	21	Asian	0.8%	5	Asian	2%	8
American Indian	0.0%	0	Other	1.0%	6	Other	0%	1
Native Hawaiian	0.5%	4	Women	19.9%	120	Women	17.0%	86
Two or More Races	0.3%	2						
Not Specified	1.1%	8						
Women	22.1%	167						
Total		757						
<b>2017</b>			<b>2011</b>			<b>2005</b>		
White	81.8%	650	White	85.0%	395	White	86%	424
African-American	11.3%	90	African-American	12.0%	54	African-American	12%	60
Latino	3.8%	30	Latino	2.0%	8	Latino	1%	6
Asian	2.3%	18	Asian	1.0%	6	Asian	<1%	2
Other	0.8%	6	Other	<1%	2	Other	<1%	2
Women	20.0%	152	Women	20.0%	91	Women	16%	80
<b>2016</b>			<b>2010</b>			<b>2003</b>		
White	78.7%	633	White	84.0%	420	White	84%	351
African-American	12.0%	97	African-American	13.0%	65	African-American	13%	52
Latino	2.8%	24	Latino	2.0%	8	Latino	<1%	3
Asian	2.6%	22	Asian	1.0%	5	Asian	<1%	4
Other	1.0%	7	Other	<1%	1	Women	17.0%	70
Women	21.0%	169	Women	21.0%	104			
<b>2015</b>			<b>2009</b>			<b>2000</b>		
White	80.7%	592	White	83.0%	412	White	90%	x
African-American	14.2%	104	African-American	14.0%	69	African-American	9%	x
Latino	2.5%	18	Latino	2.0%	9	Latino	1%	x
Asian	1.6%	12	Asian	1.0%	7	Asian	<1%	x
Other	1.1%	8	Other	<1%	1	Women	28.0%	x
Women	22.2%	163	Women	17.0%	87			
<b>2014</b>			<b>2008</b>			<b>1999</b>		
White	83.8%	570	White	82.0%	424	White	86%	x
African-American	11.2%	76	African-American	14.0%	71	African-American	14%	x
Latino	2.5%	17	Latino	2.0%	10	Latino	0%	x
Asian	1.5%	10	Asian	2.0%	8	Asian	0%	x
Other	1.0%	7	Other	<1%	3	Women	28.0%	x
Women	19.9%	135	Women	19.0%	96			

**Table 9**

x= Data not recorded

Note: Percentages may not equal 100 percent due to rounding

Professional Administration								
	%	#		%	#		%	#
<b>2019</b>			<b>2012</b>			<b>2003</b>		
White	76.7%	2583	White	81.0%	1033	White	87%	1024
Black or African American	8.8%	298	African-American	11.0%	135	African-American	9%	101
Hispanic or Latino	6.6%	224	Latino	5.0%	66	Latino	2%	20
Asian	2.8%	96	Asian	1.0%	13	Asian	<1%	6
Hawaiian or Pac. Islander	0.4%	14	Other	2.0%	22	Other	2%	20
Am. Indian or Alaska Native	0.2%	8	Women	29.0%	363	Women	31%	362
Two or More Races	1.7%	57	<b>2011</b>			<b>1999</b>		
Not Disclosed	2.6%	88	White	88.0%	749	White	84%	x
Women	35.9%	1211	African-American	9.0%	76	African-American	15%	x
<b>2018</b>			Latino	2.0%	19	Latino	<1%	x
White	71.7%	4,449	Asian	1.0%	8	Asian	<1%	x
African-American	10.6%	657	Other	<1%	2	Women	19%	x
Latino	8.7%	539	Women	30.0%	259	<b>1998</b>		
Asian	4.3%	268	<b>2010</b>			<b>1997</b>		
American Indian	0.4%	22	White	86.0%	746	White	87%	x
Native Hawaiian	0.6%	35	African-American	10.0%	89	African-American	10%	x
Two or More Races	2.4%	150	Latino	3.0%	24	Latino	2%	x
Not Specified	1.3%	82	Asian	1.0%	5	Asian	1%	x
Women	35.0%	2,170	Other	<1%	3	Women	24%	x
Total		6,202	Women	29.0%	254	<b>1996</b>		
<b>2017</b>			<b>2009</b>			<b>1995</b>		
White	72.7%	4,374	White	84.0%	766	White	87%	x
African-American	10.1%	610	African-American	10.0%	93	African-American	10%	x
Latino	8.9%	533	Latino	4.0%	35	Latino	2%	x
Asian	4.4%	263	Asian	1.0%	13	Asian	1%	x
Other	3.4%	207	Other	<1%	3	Women	34%	x
Women	35.9%	2,157	Women	28.0%	251	<b>1994</b>		
<b>2016</b>			<b>2008</b>			<b>1993</b>		
White	76.0%	2790	White	83.0%	789	White	90%	x
African-American	12.5%	459	African-American	11.0%	108	African-American	8%	x
Latino	5.5%	202	Latino	4.0%	36	Other	2%	x
Asian	2.3%	84	Asian	1.0%	13	Women	18%	x
Other	1.7%	63	Other	<1%	3	<b>1992</b>		
Women	33.2%	1218	Women	29.0%	272	<b>1991</b>		
<b>2015</b>			<b>2007</b>			<b>1990</b>		
White	80.6%	2481	White	85.0%	753	White	88%	x
African-American	11.1%	341	African-American	10.0%	86	African-American	11%	x
Latino	5.4%	167	Latino	3.0%	30	Other	1%	x
Asian	2.1%	64	Asian	1.0%	13	Women	15%	x
Other	0.8%	24	Other	<1%	3	<b>1989</b>		
Women	32.2%	992	Women	34.0%	297	<b>1988</b>		
<b>2014</b>			<b>2006</b>			<b>1987</b>		
White	81.6%	2452	White	86%	805	White	89%	x
African-American	10.5%	316	African-American	9%	83	African-American	11%	x
Latino	5.2%	157	Latino	3%	27	Latino	<1%	x
Asian	1.9%	58	Asian	1%	13	Asian	0%	x
Other	0.8%	23	Other	1%	5	Other	<1%	x
Women	30.6%	919	Women	33%	310	Women	12%	x
<b>2013</b>			<b>2005</b>			<b>1986</b>		
White	81.0%	2363	White	89%	873	White	88%	x
African-American	11.7%	342	African-American	8%	79	African-American	9%	x
Latino	4.4%	127	Latino	2%	21	Latino	1%	x
Asian	1.9%	55	Asian	1%	10	Asian	<1%	x
Other	1.1%	32	Other	<1%	3	Other	<1%	x
Women	27.2%	794	Women	32%	311	Women	12%	x

x= Data not recorded

**TABLE 10**

Officials								
	%	#		%	#		%	#
<b>2019</b>			<b>2014</b>			<b>2009</b>		
White	68.0%	83	White	69.7%	83	White	73%	88
Black or African American	29.5%	36	African-American	28.6%	34	African-American	25%	30
Hispanic or Latino	0.8%	1	Latino	0.8%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Hawaiian or Pac. Islander	0.0%	0	Other	0.8%	1	Other	1%	1
Am. Indian or Alaska Native	1.6%	2	Women	0.0%	0	Women	0%	0
Two or More Races	0.0%	0						
Not Disclosed	0.0%	0				<b>2008</b>		
Women	0.8%	1				White	77%	92
						African-American	22%	26
<b>2018</b>			<b>2013</b>					
White	69.4%	84	White	71.0%	85	Latino	1%	1
African-American	27.3%	33	African-American	28.0%	33	Asian	0%	0
Latino	1.7%	2	Latino	0.0%	0	Other	1%	1
Asian	0.0%	0	Asian	0.0%	0	Women	0%	0
American Indian	1.7%	2	Other	1.0%	1	<b>2007</b>		
Native Hawaiian	0.0%	0	Women	0.0%	0	White	78%	94
Two or More Races	0.0%	0				African-American	20%	24
Not Specified	0.0%	0				Latino	1	1
Women	0.8%	1				Asian	0	0
Total		121				Other	1%	1
						Women	0%	0
<b>2017</b>			<b>2012</b>			<b>2006</b>		
White	69.4%	86	White	71.9%	87	White	81%	97
African-American	27.4%	34	African-American	26.4%	32	African-American	18%	21
Latino	1.6%	2	Latino	0.8%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
Other	1.6%	2	Other	0.8%	1	Other	1%	1
Women	0.8%	1	Women	0.0%	0	Women	0%	0
<b>2016</b>			<b>2011</b>			<b>2005</b>		
White	69.4%	86	White	72.0%	87	White	83%	99
African-American	27.4%	34	African-American	26.0%	32	African-American	16%	19
Latino	1.6%	2	Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0	0
Other	1.6%	2	Other	1.0%	1	Other	1%	1
Women	0.8%	1	Women	0.0%	0	Women	0%	0
<b>2015</b>			<b>2010</b>			<b>2004</b>		
White	70.5%	86	White	72.0%	86	White	81%	97
African-American	27.0%	33	African-American	26.0%	31	African-American	18%	21
Latino	1.7%	2	Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0	0
Other	0.8%	1	Other	1.0%	1	Other	1%	1
Women	0.8%	1	Women	0.0%	0	Women	0%	0

**TABLE 11**

Notes: 13 new officials hired for 2014 as 13 officials retired. Stats reference regular officials, not lockout