



Media Contact: Deidre Snively 330/428-2853

Media Contact: Curtis Walker 757/509-8962

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The 2013 Racial and Gender Report Card: Major League Baseball

By Richard Lapchick
With Cory Bernstine, Giomar Nunes,
Nicole Okolo, Deidre Snively and Curtis Walker
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EXECUTIVE SUMMARY

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Major League Baseball continues to achieve high marks on the issue of racial hiring practices in **The 2013 MLB Racial and Gender Report Card (MLB RGRC)** with a solid **A** while improving gender hiring practices but still maintaining its **C+** from 2012 and raising its combined 2013 grade to a **B/B+**. There were percentage increases in all three grades.

MLB reached a score of 91 for racial hiring practices up from 90.6 in 2012. MLB improved its gender hiring practices with 77.6 points from 75.2 in 2012. Finally, MLB achieved a combined grade of a **B/B+** with 84.3 points, up from the 2012 RGRC when it accumulated 82.9 points and received a combined grade of a **B**.

The Racial and Gender Report Card annually asks, “Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to play or to operate a team?”

Dr. Richard Lapchick, the primary author of the study and the director of The Institute for Diversity and Ethics in Sport (TIDES or the Institute) at the University of Central Florida (UCF) said, “As he nears retirement, one of the legacies of Commissioner Bud Selig is that he recognized the need for diversity in baseball long ago. MLB continues to make real progress in the areas of inclusion and diversity. He placed the responsibility under Wendy Lewis, Sr. Vice President for Diversity and Strategic Alliances, and she has helped the Commissioner deliver on his promise.”

Lapchick noted that, “The release of the movie “42” about the life of Jackie Robinson helped increase focus as the 2013 MLB season began. Jackie Robinson wanted to see a diverse mixture of people

participating in the sport through all levels: on the field as coaches and players, as well as those in the front office. As has been the case for several years, the percentage of African-American baseball players in MLB remained low at a distressing 8.3 percent. At the League Office, there were very good grades for hiring people of color (**A+**) and women (**B+/A-**) although the percentages for both declined slightly for the third consecutive year. However, at the team level, which has historically been far behind the League Office, all grades for race and gender improved slightly except for women in team professional positions. The front office of the teams should continue to make an effort to create a work force that mirrors America."

Lapchick continued, "Although the total percentage of players of color has steadily risen over the years, there has been a concern in Major League Baseball about the relatively small and declining percentage of African-American players. The concern is shared by leaders in the African-American community. MLB's appointment of a task force to address this is a step in the right direction."

However, the more than 38 percent of players who are people of color also make the playing fields look more like America, with its large Latino population. Latino players saw a slight increase from 27.5 percent in 2012 to 28.2 percent of all baseball players for the 2013 season.

There was an increase in the percentage of people of color as coaches, team vice presidents, team senior administrators, and team professional administrators while there was a decrease in the percentage of people of color in the League Office. All changes were small.

There was an increase in the percentage of women as team vice-presidents and team senior administrators while there was a slight decrease for women in the League Office and as team professional administrators. Lapchick added that, "Overall, the Commissioner and his team in the League office have had a very positive impact on the diversity record for Major League Baseball. MLB continues to have an outstanding record for diversity initiatives, which include the seventh annual Civil Rights Game, Jackie Robinson Day, Roberto Clemente Day and the 2013 MLB Diversity Business Summit, to be held in Houston, TX."

Using data from the 2012 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the MLB players, managers and coaches. In addition, this MLB Report Card includes a racial and gender breakdown of the owners, management in the MLB Central Office as well as the team level, top team management, team senior administration, team professional administration, physicians, and head trainers. An overview of player positions is also included. Listings of professional owners, general managers, and managers were updated as of April 1, 2013. The MLB player demographics for the 2013 Opening Day rosters are also included.

Tables for the report are included in Appendix I. The MLB's extensive diversity initiatives are listed in Appendix II.

It is imperative that sport teams play the best athletes they have available to win games. The Institute strives to emphasize the business value of diversity to sports organizations when they choose their team on the field and in the office. Diversity initiatives, like diversity and inclusion management training, can help change attitudes and increase the applicant pool for open positions. It is obviously the choice of the

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE

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organization regarding which applicant is the best fit for their ball club, but the Institute wants to illustrate how important it is to have a diverse organization involving individuals who happen to be of a different race or gender because it can provide a different perspective, and possibly a competitive advantage for a win in the board room as well as on the field.

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

REPORT HIGHLIGHTS

Players

25-Man Major League rosters

- 2013 Opening Day, 25-Man Major League rosters who identified themselves as African-American or black was approximately 8.3 percent, which is in a consistent range with the past few years. The first round of the 2012 First-Year Player Draft featured the selections of seven African-American players, the most by total and percentage (7-of-31, 22.6 percent) since 1992.
- The percentage of Latino players increased from 27.5 percent in 2012 to 28.2 percent on 2013 opening day rosters.
- The percentage of Asians increased from 1.9 percent in 2012 to 2.1 percent in 2013.
- The debate on why African-Americans seem to be abandoning baseball continues to be a concern for MLB, which has significant Urban Youth initiatives to address this such as:
 - Reviving Baseball in Inner Cities (RBI)
 - MLB's Urban Youth Academy
 - Commissioner's On-Field Diversity Task Force
 - Commissioner Selig established the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.

International Players*

- The percentage of international players in MLB on 2013 Opening Day 25-man rosters and inactive lists who were born outside the 50 United States spans approximately 15 countries and territories.

This year's 241 foreign-born players represents a percentage of 28.2, which marks the fourth highest of all-time.

- The 28.2 percent trails only 2005, when 29.2 percent (242/829) of Opening Day players were born outside the U.S.; 2007, when 29.0 percent (246 players) were foreign-born; and last season, when 28.4 percent were born outside the U.S.

***Note:** The 241 players born outside the U.S. come from the pool of 856 players (750 active 25-man roster players and 106 disabled or restricted Major League players) on March 31st rosters and represent 15 countries and territories outside the U.S.

MLB Central Office

- According to Major League Baseball, of the 435 front-office employees, 9.7 percent are African-American, 14.7 percent are Latino, 3.4 percent are Asian, and three percent are classified as American Indian and Two or More Races. Women make up 35.6 percent of the total workforce, while people of color make up 30.8 percent.
- At the senior executive level, 20 percent of the 60 employees were people of color, while women occupied 2.7 percent of the positions. At the director and managerial level, 26.7 percent of the 120 employees were people of color, while women occupied 30 percent of the posts.
- Women make up 35.6 percent of the total workforce a decrease of two percent, while people of color make up 30.8 percent a decrease of 0.9 percent.

Ownership

- For the second straight year, there are three different teams owned by persons of color. Arturo Moreno maintains his position as the majority owner of the Los Angeles Angels of Anaheim. The Washington Nationals include minority owner Paxton Baker, and the Los Angeles Dodgers are now owned by an ownership group that includes Earvin "Magic" Johnson as a minority owner.
- Owners of MLB franchises who are female include individuals with the New York Yankees, Washington Nationals and the Chicago Cubs. Jessica, Joan, and Jennifer Steinbrenner all serve as Vice Chairperson's with the New York Yankees. The Washington Nationals have four female Principal Owners who include Annette Lerner, Judy Lerner, Debra Lerner Cohen and Marla Tanenbaum and the Chicago Cubs have Laura Ricketts as a co-owner.

General Manager

- In 2013 there were three people of color serving as general managers in MLB including two Latinos and one African-American. There were three at the start of the 2012 season as well. The largest number of GMs of color was five in 2009 and 2010.

Managers

- The 2013 Major League Baseball season began with four managers of color. The number of managers of color has decreased since the 2009 season, which started with 10 people of color. There were five in 2012.

Coaches

- For the 2012 season, people of color held 39.1 percent of the coaching positions for all MLB teams. This number is 7.9 percentage points higher than the 2011 numbers, bringing the total people of color to an all-time high since it was first recorded in 1993.
- MLB has one woman in the Coaching category. Allison N. Salter, Strength and Conditioning Coach (New York Mets).

Team Vice Presidents

- In both the 2011 and 2012 MLB seasons, 24 MLB franchises had at least one woman serving in a vice president role. The San Francisco Giants led the league with seven females in vice president positions. The Houston Astros and Boston Red Sox had five female vice presidents, the Texas Rangers, New York Yankees and the Washington Nationals had four females, three different teams had three females, and the remaining of the franchises either had one or two females in vice president roles.
- The 2012 MLB season saw an increase in people of color serving in vice president roles. African-Americans comprised six percent (5.7 percent in 2011) of the vice president positions, while Latinos were 5.7 percent (4.8 percent in 2011), Asians decreased to 1.2 percent (1.8 percent in 2011) and Native America represented 0.9 percent (the Native American category was first established in 2012).

Team Senior Administration

- For the 2012 season, team senior administrators of color held 19.9 percent of the positions.
- Women held 26.9 percent of team senior administration positions in 2012.

Team Professional Administration

- In 2012, 21.9 percent of professional positions were held by people of color. African-American held 6.9 percent, 10 percent were Latino, four percent were Asian and people categorized as American Indian, Native Hawaiian and Two or More Races were one percent collectively.
- Women held 26.3 percent of Team Professional Administration in 2012.

Head Trainers

- For the first time since the RGRC was published we are reporting the first woman Head Trainer. Susan Falsone is the Head Trainer for the Los Angeles Dodgers

Diversity Initiatives

- **MLB Diversity Business Summit** MLB along with MLB's Major and Minor League Clubs and strategic partners, launched the inaugural MLB Diversity Business Summit at the Hyatt McCormick last summer (July 24, 2012). This strategically groundbreaking event provided a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as foster relationships. The MLB Diversity Business Summit not only captures MLB's advocacy in regards to supplier and workforce diversity, but also presents discussions that are educational, entertaining and celebratory. This year's summit will be in Houston, TX June 18-19, 2013. For more information please visit www.mlb.com/diversitysummit.
- **Diversity Economic Impact Engagement Initiative (DEIE)** is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs, MLB Advanced Media, MLB Network and eventually the Minor Leagues.
- **Major League Baseball's Diverse Business Partner's Program** is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$800 million being spent with thousands of minority and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's Top 50 Organizations for Multicultural Business Opportunities" for several years running.
- **The "Civil Rights Game"** The 2013 Civil Rights Game will go back to Chicago with an extended slate of exciting events culminating with the exciting on-field matchup between the Chicago White Sox and Texas Rangers on Saturday, August 24, 2013.

The **Civil Rights Game** is an annual Major League Baseball game (starting in 2007) that honors the history of civil rights in the United States and marked the unofficial end to the league's Spring Training. Starting in 2009, the game became a regular season game.

The first two games were held at AutoZone Park in Memphis, Tennessee. The intent of the game was to "embrace baseball's history of African-American players," as well as to generate interest for future black players.

In conjunction with the Civil Rights Game, Major League Baseball honors three pioneers of civil rights with the Beacon Awards (Beacon of Life Award, Beacon of Change Award and Beacon of Hope Award).

Commissioner's On-Field Diversity Task Force

On April 10, 2013 Baseball Commissioner Allan H. (Bud) Selig launched the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.

"As a social institution, Major League Baseball has an enormous social responsibility to provide equal opportunities for all people, both on and off the field," said Baseball Commissioner Bud Selig. "I am proud of the work we have done thus far with the RBI program and the MLB Urban Youth Academies, but there is more that we must accomplish. We have seen a number of successful efforts with existing MLB task forces, and I believe we have selected the right people to effectively address the many factors associated with diversity in baseball."

Members of the Commissioner's On-Field Diversity Task Force include:

- **Stuart Sternberg** - Principal Owner, Tampa Bay Rays; MLB Diversity Oversight Committee Chairman
- **Dave Dombrowski** - President, Chief Executive Officer & General Manager, Detroit Tigers; On-Field Diversity Task Force Chairman
- **Tom Brasuell** - MLB Vice President of Community Affairs (representing Reviving Baseball in Inner Cities)
- **Roger Cador** - Baseball Head Coach, Southern University (Historically Black College & University)
- **Tony Clark** - Director of Player Services, Major League Baseball Players Association
- **Larry Dolan** - Cleveland Indians; MLB Diversity Oversight Committee Advisor
- **Dennis Gilbert** - Special Assistant to Chicago White Sox Chairman Jerry Reinsdorf
- **Derrick Hall** - President & Chief Executive Officer, Arizona Diamondbacks
- **Wendy Lewis** - MLB Senior Vice President of Diversity & Strategic Alliances
- **Jerry Manuel** - MLB Network Analyst; Major League Manager (1998-2003; 2008-2010); 2000 A.L. Manager of the Year
- **Frank Marcos** - Senior Director, MLB Scouting Bureau
- **Jonathan Mariner** - MLB Executive Vice President and Chief Financial Officer
- **Darrell Miller** - MLB Vice President of Youth & Facility Development (representing MLB Urban Youth Academy)
- **Bernard Muir** - Athletic Director, Stanford University
- **Kenneth L. Shropshire** - Professor at Wharton School of the University of Pennsylvania
- **Kim Ng** - MLB Senior Vice President of Baseball Operations
- **Pat O'Conner** - President & Chief Executive Officer, Minor League Baseball
- **Frank Robinson** - Hall of Famer; MLB Executive Vice President of Baseball Development
- **Ken Williams** - Executive Vice President, Chicago White Sox

Task Force Mission: To measurably increase the domestic ethnic diversity of MLB players and on-field personnel to improve our franchise and social value, and continue to enrich the enormous legacy of our game.

OVERALL GRADES

Overall, Major League Baseball received an **A** for race while improving gender hiring practices but still maintaining its **C+** from 2013 and raising its combined grade to a **B/B+**. There were percentage increases in all three grades.

In the 2012 Report Card, MLB received an **A** for race and a **C+** for gender for a combined grade of **B**. In 2011, MLB received an **A** for race and a **B-** for gender for a combined grade of **B+**.

MLB achieved a score of 91 for racial hiring practices up from 90.6 in 2012. MLB improved its gender hiring practices with 77.6 points from 75.2 in 2012. Finally, MLB achieved a combined grade of a **B/ B+** with 84.3 points, up from the 2012 RGRC when it accumulated 82.9 points and received a combined grade of **B**.

MLB received an **A** or **A+** for race in the following categories: MLB Central Offices, coaches, players and diversity initiatives. Also, it received a **B** or **B+** for race in the following categories: managers, team vice presidents, team professional administration and team senior administration. MLB received a **C/C+** for general managers.

MLB's grades for gender are as follows: a **B+/A-** for MLB Central Offices, **C** for team senior administration, a **C** for team professional administration and an **F** for vice presidents.

GRADES BY CATEGORY

Players

25-Man Major League rosters

- On the 2013 Opening Day, 25-Man Major League rosters, those who identified themselves as African-American or black was approximately 8.3 percent, which is in a consistent range with the past few years. The first round of the 2012 First-Year Player Draft featured the selections of seven African-American players, the most by total and percentage (7-of-31, 22.6 percent) since 1992.
- The percentage of African-American players decreased from 8.9 percent in 2012 to 8.3 percent on 2013 opening day rosters.
- The percentage of Latino players increased from 27.5 percent in 2012 to 28.2 percent on 2013 opening day rosters.

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C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
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- The percentage of Asians increased from 1.9 percent in 2012 to 2.1 percent in 2013.
- The debate on why African-Americans seem to be abandoning playing baseball continues to be a concern for the general public and MLB, which has significant Urban Youth initiatives to address this such as:
 - Reviving Baseball in Inner Cities (RBI)
 - Major League Baseball's Urban Youth Academy
 - Commissioner's On-Field Diversity Task Force
 - Commissioner Selig established the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.
- Since 1997, the percentage of white players in Major League Baseball has been remarkably consistent, remaining between 58 and 62 percent, with the exception of 63 percent in 2004.

International Players*

- The percentage of international players in MLB on 2013 Opening Day 25-man rosters and inactive lists who were born outside the 50 United States spans approximately 15 countries and territories. This year's 241 foreign-born players represents a percentage of 28.2, which marks the fourth highest of all-time.
- The 28.2 percent trails only 2005, when 29.2 percent (242/829) of Opening Day players were born outside the U.S.; 2007, when 29.0 percent (246 players) were foreign-born; and last season, when 28.4 percent were born outside the U.S.

***Note:** The 241 players born outside the U.S. come from the pool of 856 players (750 active 25-man roster players and 106 disabled or restricted Major League players) on March 31st rosters and represent 15 countries and territories outside the U.S.

MLB Grade for Players: A+ (38.7 percent)

See Table 1.

Major League Central Office

According to Major League Baseball, of the 435 front-office employees, 9.7 percent are African-American, 14.7 percent are Latino, 3.4 percent are Asian, 2.9 percent are classified as American Indian and Two or More Races. Women make up 35.6 percent of the total workforce, while people of color make up 30.8 percent. The corresponding on-field employee population is comprised of umpires and scouts (92 total, 13 percent people of color). This information is based on the 2012 MLB workforce data.

At the senior executive level, 20 percent of the 60 employees were people of color, while women occupied 21.7 percent of the positions. At the director and managerial level, 26.7 percent of the 120 employees were people of color, while women occupied 30 percent of the posts.

The following people of color are executive vice presidents in the MLB Central Office:

- Jonathan Mariner, executive vice president and chief financial officer
- Frank Robinson, executive vice president of Player Development

The following people of color are senior vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Peter Woodfork, senior vice president, Baseball Operations
- Kim Ng, senior vice president, Baseball Operations
- Wendy Lewis, senior vice president, Diversity and Strategic Alliances
- Ray Scott, senior vice president, Human Resources

The following women are senior vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Kathy Feeney, senior vice president, Scheduling and Club Relations
- Phyllis Merhige, senior vice president, Club Relations
- Marla Miller, senior vice president, Special Events
- Jacqueline Parkes, senior vice president, chief marketing officer - Marketing and Advertising
- Wendy Lewis, senior vice president, Diversity and Strategic Alliances
- Mary Beck, senior vice president of the Baseball Channel
- Kim Ng, senior vice president, Baseball Operations
- Kathleen Lyons, senior vice president, Finance
- Susan Stone, senior vice president, Operations
- Jennifer Shaw, senior vice president, Strategic Planning and International Marketing

The following people of color are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Tom Brasuell, vice president, Community Affairs
- Derrick Godfrey, vice president, Business Development
- Earnell Lucas, vice president, Security & Stadium Operations
- Darrell Miller, vice president, Urban Youth Academies
- Lou Melendez, vice president, Baseball Operations, International
- Christopher Park, vice president, Labor Economics & Labor Relations
- Kushal Patel, vice president, Network Infrastructure
- John Quinones, vice president, Recruitment
- Carlton Thompson, vice president, Executive Editor
- Roger Williams, vice president, Multimedia Operations

The following women are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Heather Benz, vice president, Ticketing

- Courtney Connors, vice president, Client Services
- Domna Candido, vice president, Legal
- Kimberly Hausmann, vice president, Controller
- Donna Hoder, vice president, Office Operations
- Leslie Knickerbocker, vice president, Human Resources and Special Projects
- Bernadette McDonald, vice president, Broadcasting Domestic
- Ellen Miller-Wachtel, vice president, Legal
- Anne Occi, vice president, Design Services
- Lara Pitaro Wisch, vice president, Deputy General Counsel

MLB Grade for League Central Offices:

Race: A+ (30.8 percent)
Gender: B+/A- (35.6 percent)

See Table 2.

Ownership

Arturo Moreno, who owns the Los Angeles Angels, is the only Latino majority owner in professional sport. The Los Angeles Dodgers are now owned by an ownership group that includes Earvin “Magic” Johnson as a minority owner. Magic Johnson joins Paxton Baker, minority owner of the Washington Nationals, as African-American owners of an MLB franchise. This is the second straight year that MLB has had three people of color who have ownership of a Major League Baseball team. This is a first for the MLB.

Owners of MLB franchises who are female include individuals with the New York Yankees, Washington Nationals and the Chicago Cubs. Jessica, Joan, and Jennifer Steinbrenner all serve as Vice Chairpersons with the New York Yankees. The Washington Nationals have four female Principal Owners who include Annette Lerner, Judy Lerner, Debra Lerner Cohen and Marla Tanenbaum. Laura Ricketts is a co-owner of the Chicago Cubs.

See Table 3.

Managers

The 2013 Major League Baseball season began with four managers of color. The number of managers of color has decreased since the 2009 season, which started with 10 people of color.

The four managers of color (13.3 percent) at the start of the 2013 season were:

- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Bo Porter, Houston Astros (African-American)
- Ron Washington, Texas Rangers (African-American)

During the 2012 MLB season, 16.7 percent of MLB managers were people of color. The five managers were:

- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Ozzie Guillen, Chicago White Sox (Latino)
- Ron Washington, Texas Rangers (African-American)
- Fredi Gonzalez, Atlanta Braves (Latino)

There were nine managers of color in the 2010 season and 10 in 2009 which equaled the all-time record set in 2002.

The grade is based on the 2012 season.

MLB Grade for Managers: B (13.3 percent)

See Tables 4 and 5.

Coaches

For the 2012 season, people of color held 39.1 percent of the coaching positions for all MLB teams. This number is 7.9 percentage points higher than the 2011 percentages, bringing the total people of color to an all-time high since it was first recorded in 1993.

African-Americans held approximately 13.2 percent, a decrease from 13.7 percent in 2011. Latinos held 24.7 percent, an increase of eight percentage points from 16.7 percent in 2011, Asians held 0.4 percent, American Indians held 0.1 percent, Native Hawaiians held 0.2 percent and Two or More Races held 0.6 percent.

Allison N. Salter, the Strength and Conditioning Coach of the New York Mets, is the only woman in the MLB coaching category.

MLB Grade for Coaches: A+ (39.1 percent)

See Table 6.

Top Management

This category includes team CEOs/presidents, general managers and vice presidents.

Chief Executive Officers/Presidents

There are no women or people of color in MLB who serve as CEO or team president.

Pam Gardner currently serves as a special advisor to the chairman. She previously served as the only woman in the role as the President of Business Operations for the Houston Astros from 2001-2011. The Astros hired Ms. Gardner in 1989 as the director of communications.

Ulice Payne Jr. (Milwaukee Brewers, 2003 season) was the only CEO or team president of an MLB team who was a person of color.

See Table 7

General Manager

In 2013 there were three people of color serving as general managers in MLB including two Latinos and one African-American, the same as the start of the 2012 season. MLB had the largest number of GMs of color in 2009 and 2010 when there were five. People of color represent 10 percent of all GMs in 2013.

At the start of the 2013 MLB season, the general managers of color were:

- Michael Hill, Vice President and General Manager, Miami Marlins (African-American)
- Ruben Amaro Jr., Senior Vice President and General Manager, Philadelphia Phillies (Latino)
- Jeffrey Luhnow, General Manager, Houston Astros (Latino)

The 2012 MLB general managers of color were:

- Michael Hill, Miami Marlins (African-American)
- Ruben Amaro Jr., Philadelphia Phillies (Latino)
- Ken Williams, Chicago White Sox (African-American)

MLB Grade for General Manager: C/C+ (10 percent)

See Table 8.

Team Vice Presidents

In the 2012 season, the percentage of people of color holding team vice president positions increased by 1.4 percentage points to 13.8 percent from 12.4 percent in 2011. The percentage of women in these same positions increased to 17.7 percent in 2012 from 17.2 percent in 2011. The 46 people of color holding vice president positions in 2012 were comprised of 20 African-Americans, 19 Latinos, four Asians, and three Native Hawaiians.

While there are a total of 59 women holding vice president positions, it is important to note that all of these categories are not independent of each other.

The 20 African-American team executive vice-presidents, senior vice presidents and vice presidents in MLB were:

- Nona Lee, senior vice president, Ticketing & Sales (Arizona Diamondbacks)
- Marion Rhodes, senior vice president, Chief Human Resources & Diversity Officer (Arizona Diamondbacks)
- Henry Aaron, senior vice president (Atlanta Braves)
- Elaine Weddington Steward, vice president, Club Counsel (Boston Red Sox)
- Julian Green, vice president, Communications/Community Affairs (Chicago Cubs)
- Elaine Hendrix, vice president Community and Public Affairs (Detroit Tigers)
- Robert Brown, vice president Chief Financial Officer Accounting (New York Yankees)

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- Ellen Hill Zeringue, vice president, Marketing (Detroit Tigers)
- Marian Harper, vice president (Houston Astros)
- David Winfield, executive vice president (San Diego Padres)
- Larry Stokes, vice president (Houston Astros)
- Derek Jackson, vice president (Miami Marlins)
- Michael Hill, vice president (Miami Marlins)
- Aleta Mercer, vice president, Entertainment and Marketing (Milwaukee Brewers)
- Sonny Hight, senior vice president (New York Yankees)
- Brian Smith, senior vice president Corporate and Community Relations (New York Yankees)
- Michael Hall, vice president, Community Relations & Executive Director, Cardinals Care (St. Louis Cardinals)
- Damon Jones, vice president & general counsel (Washington Nationals)
- Leilani Gayles, senior vice president Chief People Officer (San Francisco Giants)
- Sonya Jenkins, vice president, Human Resources (Washington Nationals)

The 19 Latino team senior vice-presidents and vice presidents in MLB were:

- Russell Amaral, vice president, Facilities and Event Services (Arizona Diamondbacks)
- Junior Noboa, vice president, Latin Operations (Arizona Diamondbacks)
- Oneri Fleita, vice president, Player Personnel (Chicago Cubs)
- Elizabeth Stecklein, vice president, Human Resources (Colorado Rockies)
- Al Avila, vice president and assistant general manager (Detroit Tigers)
- Rosi Hernandez, vice president, Corporate Sponsorship (Houston Astros)
- Robert Alvarado, vice president, Marketing and Ticket Sales (Los Angeles Angels of Anaheim)
- Sam Fernandez, senior vice president (Los Angeles Dodgers)
- Francine Hughes, vice president, Stadium Operations (Los Angeles Dodgers)
- Paul E. Asencio, senior vice president, Corporate Sales & Partnership (New York Mets)
- Diann Blanco, vice president, Administration (New York Yankees)
- Felix Lopez Jr., executive vice president (New York Yankees)
- Ruben Amaro Jr., senior vice president and General Manager (Philadelphia Phillies)
- Jarrod Dillon, vice president, Ticket Sales and Services (San Diego Padres)
- Omar Minaya, senior vice president, Baseball Operations (San Diego Padres)
- Kevin Matinez, vice president, Marketing (Seattle Mariners)
- Jorge Costa, senior vice president, Ballpark Operations (San Francisco Giants)
- Dave Curry, vice president (Seattle Mariners)
- Mark Fernandez, senior vice president (Tampa Bay Rays)

The four Asian team senior vice presidents and vice presidents in MLB were:

- Alan Chang, vice president, deputy general counsel (New York Yankees)
- Paul Wong, vice president, Finance (Oakland Athletics)
- John Yee, senior vice president and chief financial officer (San Francisco Giants)
- Jonathan Gilula, executive vice president, Business Affairs (Boston Red Sox)

The three Native Hawaiian team senior vice presidents and vice presidents in MLB were:

- Robert McLeod, senior vice president, Scouting and Player Development (Chicago Cubs)
- Bill Geivett, senior vice president, Scouting and Player Development (Colorado Rockies)

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- Susan Jaison, senior vice president, Finance (Miami Marlins)

The percentage of women who were team vice presidents increased to 17.7 percent from 17.2 percent. There were a total of 59 women holding team senior vice president and vice president positions in MLB:

- Aleta Mercer, vice president, Entertainment and Broadcasting (Milwaukee Brewers)
- Amy Waryas, vice president, Human Resources (Boston Red Sox)
- Annemarie Hastings, vice president, Client Relations (San Francisco Giants)
- Becky Kimbro, vice president, Marketing (Texas Rangers)
- Bonnie Clark, vice president, Communications (Philadelphia Phillies)
- Catherine Silver, vice president, Ballpark Enterprises & Guest Services (Washington Nationals)
- Debbie Castaldo, vice president, Corporate and Community Impact (Arizona Diamondbacks)
- Deborah Tymon, senior vice president, Marketing (New York Yankees)
- Diann Blanco, vice president, Administration (New York Yankees)
- Elaine Steward, vice president, general counsel (Boston Red Sox)
- Elaine Hendrix, vice president, Community and Public Affairs (Detroit Tigers)
- Elise Holman, vice president, Administration (Washington Nationals)
- Elizabeth Murphy, vice president and deputy general counsel (San Francisco Giants)
- Elizabeth Stecklein, vice president, Human Resources (Colorado Rockies)
- Elizabeth Pantages, vice president, Finance (San Francisco Giants)
- Ellen Hill Zeringue, vice president, Marketing (Detroit Tigers)
- Frances Traisman, vice president, Sales (Seattle Mariners)
- Francine Hughes, vice president, Stadium Operations (Los Angeles Dodgers)
- Jackie Traywick, senior vice president, Finance and Administration (Houston Astros)
- Janet Marie Smith, vice president, Planning and Development (Baltimore Orioles)
- Jean Afterman, vice president, assistant general manager (New York Yankees)
- Jennifer Flynn, senior vice president, assistant general counsel (Boston Red Sox)
- Joyce Thomas, vice president, Human Resources (San Francisco Giants)
- Kala Sorenson, vice president, Conference Center and Special Events (Houston Astros)
- Karen Forgas, senior vice president, Business Operations (Cincinnati Reds)
- Karin Morris, vice president, Community Outreach and Exec Director Foundation (Texas Rangers)
- Kathleen Clark, vice president (Houston Astros)
- Kathy Killian, vice president, Human Resources and Customer Service (Philadelphia Phillies)
- Kellie Fischer, vice president and Chief Financial Officer (Texas Rangers)
- Lara Potter, vice president and managing director, Communications and Brand Development (Washington Nationals)
- Laura Day, executive vice president, Business Development (Minnesota Twins)
- Leigh Castergine, vice president, Ticket Sales and Services (New York Mets)
- Leilani Gayles, senior vice president, Chief People Officer (San Francisco Giants)
- Marcy Glasser, vice president, Corporate Sales (Colorado Rockies)
- Margaret Vaillancourt, senior vice president (Boston Red Sox)
- Marian Harper, vice president, Foundation Development (Houston Astros)
- Marian Rhodes, senior vice president, chief human resources and diversity officer (Arizona Diamondbacks)
- Marianne Short, vice president, Human Resources (Seattle Mariners)

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- Marlo Vandemore, vice president, Finance Accounting (Los Angeles Dodgers)
- Marti Wronski, vice president, general counsel (Milwaukee Brewers)
- Melanie Lenz, vice president, Development (Tampa Rays)
- Molly Jolly, vice president, Finance and Administration (Los Angeles Angels)
- Nancy Donati, vice president, Creative Services (San Francisco Giants)
- Nona Lee, senior vice president, general counsel (Arizona Diamondbacks)
- Paige Farragut, vice president, Ticket Sales and Service (Texas Rangers)
- Patty Paytas, vice president, Community and Public Affairs (Pittsburgh Pirates)
- Raenell Dorn, vice president, Human Resources (Minnesota Twins)
- Rosi Hernandez, vice president, Corporate Partnership (Houston Astros)
- Sally Andrist, vice president, Human Resources and Office Management (Milwaukee Brewers)
- Sara Lehrke, vice president, Human Resources, and chief diversity officer (Cleveland Indians)
- Sarah Farnsworth, senior vice president, Public Affairs (San Diego Padres)
- Sarah McKenna, vice president, Fan Services and Entertainment (Boston Red Sox)
- Sonya Jenkins, vice president, Human Resources (Washington Nationals)
- Staci Slaughter, senior vice president, Communications (San Francisco Giants)
- Sue Ann McClaren, vice president, Ticket Sales, Operations and Services (Colorado Rockies)
- Susan Jaison, senior vice president, Finance (Miami Marlins)
- Susanna Botos, vice president, Community Relations (San Diego Padres)
- Theresa Jenkins, vice president, Risk Management (New York Yankees)
- Vicki Bryant, vice president, Event Services and Merchandising (St. Louis Cardinals)

In both the 2011 and 2012 MLB season, 24 MLB franchises had at least one woman serving in a vice president role. The San Francisco Giants led the league with seven females in vice president positions. The Houston Astros and Boston Red Sox had five female vice presidents, the Texas Rangers, New York Yankees and the Washington Nationals had four females, three different teams had three females, and the remaining of the franchises either had one or two females in vice president roles.

MLB Grade for Team Vice Presidents

Race: B (13.8 percent)
Gender: F (17.7 percent)

See Table 9.

Team Senior Administration*

This category includes the following titles, but is not restricted to: directors, assistant general managers, senior managers, general counsel, legal counsel, senior advisors, assistant vice presidents, public relations directors and directors of community relations.

For the 2012 season, senior team administrators of color held 19.9 percent. African-Americans consisted of 6.9 percent, Latinos were 9.2 percent, 2.9 percent were Asians. Native Hawaiian/Pacific Islander, American Indian and Two or More races represented 0.8 percent in 2012.

Women held 26.9 percent of team senior administration positions in 2012.

***Note:** Data includes Teams only. It does not include MLB Advanced Media, MLB Central Office and MLB Network.

The data for the Team Senior Professional category includes MLB's Group 2 Directors and Managers. This group includes the second level of managers including such titles as Director of Advertising, Director of Player Development, Manager of Community Relations, etc.

MLB Grade for Team Senior Administration

Race:	B+/A-	(19.9 percent)
Gender:	C	(26.9 percent)

See Table 10.

Team Professional Administration*

Positions categorized as team professional administration include, but are not restricted to: Assistant managers, coordinators, supervisors, and administrators in business operations such as marketing, promotions, publications and various other departments. Also included were specialists, technicians, analysts, engineers and programmers. The category excludes the traditional support staff positions such as secretaries, receptionists, administrative assistants, and staff assistants.

In 2012, 21.9 percent of team professional positions were held by people of color. African-American held 6.9 percent, 10 percent were Latino, four percent were Asian and people categorized as American Indian, Native Hawaiian and Two or More Races were one percent collectively.

Women held 26.3 percent of Team Professional Administration in 2012. Data includes Teams only. It does not include MLB Advanced Media, MLB Central Office and MLB Network. The data for the Team Professional Administration category includes MLB's Group 3 (Professionals, Technicians & Supervisors - Includes such titles as Photographers, Accountants, Sales Representatives, Programmers, etc. These employees may or may not supervise others).

MLB Grade for Team Professional Administration:

Race:	B+/A-	(21.9 percent)
Gender:	C	(26.3 percent)

See Table 11.

*This year's report discontinues TIDES policy of combining data with that of MLB's, then averaging the two data sets.

Diversity Initiatives

Appendix II shows the impressive diversity initiatives that the MLB takes part in. These initiatives serve a wide variety of people and include events such as supplier diversity, scholarship funds, awareness events, and many more.

MLB Grade for Diversity Initiatives: A+

See Appendix II.

Physicians

In 2012, the physicians of color remained consistent at to 16.7 percent. African-American physicians decreased by 1.6 percentage points to 4.3 percent while those categorized as “other” increased by 5.5 percentage points to 6.5 percent. There was also a decrease of Asians from 8.8 percent to 4.3 percent of the MLB total. In 2012 the number of Latino physicians increased to two from one.

Women held 1.4 percent of the physician positions, up from one percent in 2011.

See Table 12.

Head Trainers

In 2012, the percentage of people of color was 9.7 percent. The percentage of Latinos was 3.2 percent, Asians held 3.2 percent and Two or More Races also held 3.2 percent. Women held 3.2 percent of Head Trainer positions.

For the first time since the RGRC was first published we are reporting the first woman Head Trainer. Susan Falsone is the Head Trainer for the Los Angeles Dodgers.

See Table 13.

Radio/TV Broadcasters

The MLB RGRC examines professional staff members from the Major League Baseball teams. Since the majority of the broadcasters are not employees of the teams, TIDES no longer includes the category of Radio/TV Broadcasters in the Report Card.

Stacking

The Racial and Gender Report Card examines the issue of stacking for the positions of pitcher, catcher and infielder filled by African-Americans. These are baseball’s primary “thinking positions.” Only four percent of pitchers (up one percentage point) and eight percent of infielders (which remained constant) were African-American.

Of the 89 African-American players in MLB, 22 percent were outfielders who are said to rely on speed and reactive ability. That was down from 27 percent. Historically, there have been almost no African-American catchers. In 2012 one percent of the catchers was African-American after none being reported in 2010 and 2011.

See Table 14.

HOW GRADES WERE CALCULATED

As in previous reports, the 2013 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 that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, 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, and **C** if it had only nine percent. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for anything below that. The 40 percent is also taken from the federal affirmative action standards. The Institute once again acknowledges that even those sports where grades are low generally have better records on race and gender than society as a whole.

METHODOLOGY

All data was collected by a research team at The Institute for Diversity and Ethics in Sport in the University of Central Florida's DeVos Sport Business Management Graduate Program.

Baseline data was gathered from media guides for Major League Baseball teams. The data was placed in spreadsheets; each team had its own spreadsheet, with each position broken down by race and gender. The team data was then combined into one master spreadsheet.

In addition to team data, the MLB Central Office provided data on its personnel. The findings were put 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 Central 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. MLB responded with updates and corrections that were then incorporated into the final report.

The report covers the 2012 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of April 1, 2013. Grades were calculated according to the reporting periods noted herein.

ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 21th issue of the ***Racial and Gender Report Card (RGRC)***, which 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 Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the eighth time the Report Card is being issued sport-by-sport. 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, NHL, 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, Cory Bernstine, Giomar Nunes, Nicole Okolo, Deidre Snively and Curtis Walker contributed to the MLB report. Their research efforts were invaluable.

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 coaching and sport management 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," 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, Lapchick serves as President and CEO of the National Consortium for Academics and Sports (NCAS), a group of more than 260 colleges and universities that help student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men's violence against women.

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 sport and social issues. It offers a two 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

Players					
	%	#		%	#
2013			2004		
White	61.2%	456	White	63.0%	789
African-American	8.3%	62	African-American	9.0%	111
Latino	28.2%	210	Latino	26.0%	326
Asian	2.1%	16	Asian	2.0%	26
Other	0.1%	1	Other	0.0%	1
Total		745	International	27.0%	338
2012			Total		1253
White	61.5%	734	2002		
African-American	8.9%	106	White	60.0%	x
Latino	27.5%	328	African-American	10.0%	x
Asian	1.9%	23	Latino	28.0%	x
Other	0.2%	2	Asian	2.0%	x
International	28.6%	341	Other	0.0%	x
Total		1193	International	25.0%	x
2011			Total		
White	61.5%	738	2001		
African-American	8.5%	102	White	59.0%	x
Latino	27.0%	324	African-American	13.0%	x
Asian	2.1%	25	Latino	26.0%	x
Other	0.7%	8	Other	1.0%	x
International	27.7%	332	2001		
Total		1197	White	59.0%	x
2010			African-American	13.0%	x
White	59.8%	712	Latino	26.0%	x
African-American	9.1%	119	Other	1.0%	x
Latino	28.3%	339	2000		
Asian	2.4%	23	White	60.0%	x
Other	0.4%	2	African-American	13%	x
International	27.7%	360	Latino	26.0%	x
Total		1195	Other	1.0%	x
2009			1999		
White	61.6%	758	White	60.0%	x
African-American	9.0%	111	African-American	13%	x
Latino	27.0%	332	Latino	26.0%	x
Asian	2.3%	28	Other	<1%	x
Other	0.0%	0	1998		
International	28.2%	347	White	59.0%	x
Total		1229	African-American	15.0%	x
2008			Latino	25.0%	x
White	60.4%	719	Other	1.0%	x
African-American	10.2%	121	1997		
Latino	27.0%	322	White	58.0%	x
Asian	2.4%	29	African-American	17.0%	x
Other	0.0%	0	Latino	24.0%	x
International	28.7%	342	Other	1.0%	x
Total		1191	1996		
2007			White	62.0%	x
White	59.8%	714	African-American	17.0%	x
African-American	8.2%	98	Latino	20.0%	x
Latino	29.1%	348	Other	1.0%	x
Asian	2.8%	34	1995		
Other	0.0%	0	White	62.0%	x
International	31.0%	370	African-American	19.0%	x
Total		1194	Latino	19.0%	x
2006			Other	0.0%	x
White	59.5%	707	1994		
African-American	8.4%	98	White	64.0%	x
Latino	29.4%	348	African-American	18.0%	x
Asian	2.4%	34	Latino	18.0%	x
Other	0.3%	0	1993		
International	31.0%	370	White	67.0%	x
Total		1187	African-American	16.0%	x
2005			Latino	16.0%	x
White	60.0%	709	Other	<1%	x
African-American	9.0%	101	1992		
Latino	29.0%	339	White	68.0%	x
Asian	3.0%	30	African-American	17.0%	x
Other	0.0%	4	Latino	14.0%	x
International	30.0%	358	1991		
Total		1183	White	68.0%	x
			African-American	18.0%	x
			Latino	14.0%	x
			1990		
			White	70.0%	x
			African-American	17.0%	x
			Latino	13.0%	x

Table 1

MLB Central Office Staff					
	%	#		%	#
2012			2005		
White	69.2%	301	White	72.7%	336
African-American	9.7%	42	African-American	10.4%	48
Asian	3.4%	15	Asian	3.0%	14
Latino	14.7%	64	Latino	13.2%	61
Other	3.0%	13	Native American	0.4%	2
Women	35.6%	155	Women	34.0%	157
People of Color Total	30.8%	134	People of Color Total	27.1%	125
Total		435	Total		462
2011			2004		
White	68.3%	x	White	70.8%	252
African-American	9.4%	x	African-American	11.2%	40
Asian	3.5%	x	Asian	3.9%	14
Latino	15.7%	x	Latino	13.5%	48
Native American	3.1%	x	Native American	0.6%	2
Women	37.6%	x	Women	40.4%	144
People of Color Total	31.7%	x	People of Color Total	29.2%	104
Total		426	Total		356
2010			2003		
White	67.0%	x	White	Data Not Recorded	
African-American	10.0%	x	African-American	13.0%	48
Asian	4.0%	x	Latino	4.1%	15
Latino	17.0%	x	Asian	14.7%	54
Native American	3.0%	x	Native American	0.3%	1
Women	38.0%	x	Women	45.9%	169
People of Color Total	33.0%	x	People of Color Total	32.1%	118
Total		417	Total		118
2009			2000		
White	66.0%	x	White	74%	x
African-American	10.0%	x	African-American	14%	x
Asian	4.0%	x	Asian	2%	x
Latino	17.0%	x	Latino	14%	x
Native American	<1%	x	Native American	1%	x
Women	39.0%	x	Women	47%	x
People of Color Total	32.0%	x	People of Color Total	26%	x
Total		416	Total		314
2008			1997		
White	66.0%	x	White	78%	x
African-American	12.0%	x	African-American	13%	x
Asian	3.0%	x	Asian	1%	x
Latino	16.0%	x	Latino	8%	x
Native American	<1%	x	Women	53%	x
Women	40.0%	x	People of Color Total	22%	x
People of Color Total	34.0%	x	Total		215
Total		385	1995		
2007			White	72%	x
White	72.2%	342	African-American	18%	x
African-American	11.2%	53	Asian	1%	x
Asian	3.2%	15	Latino	9%	x
Latino	13.1%	62	Women	54%	x
Native American	0.4%	2	People of Color Total	28%	x
Women	42.0%	199	Total		141
People of Color Total	26.8%	127	1994		
Total		474	White	78%	x
2006			African-American	16%	x
White	72.6%	340	Asian	0%	x
African-American	10.7%	50	Latino	6%	x
Asian	3.0%	14	Women	56%	x
Latino	13.2%	62	People of Color Total	22%	x
Native American	0.4%	2	Total		188
Women	42.9%	201	1990		
People of Color Total	27.1%	127	White	79%	x
Total		468	African-American	14%	x
			Asian	0%	x
			Latino	7%	x
			Women	55%	x
			Total		x
			People of Color Total	21%	116

Table 2

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Majority Owners					
	%	#		%	#
2013			2008		
White	98.0%	48	White	96.7%	29
African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.3%	1
Women	16.3%	8	Women	0.0%	0
Total		49	Total		30
2012			2007		
White	98.1%	53	White	96.8%	30
African-American	0.0%	0	African-American	0.0%	0
Latino	1.9%	1	Latino	3.2%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	1.9%	1	People of Color Total	3.2%	1
Women	13.0%	7	Women	0.0%	0
Total		54	Total		31
2011			2006		
White	97.5%	39	White	96.4%	27
African-American	0.0%	0	African-American	0.0%	0
Latino	2.5%	1	Latino	3.6%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.5%	1	People of Color Total	3.6%	1
Women	7.5%	3	Women	0.0%	0
Total		40	Total		28
2010			2005		
White	98.0%	49	White	96.9%	31
African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	3.1%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.1%	1
Women	6.0%	3	Women	0.0%	0
Total		50	Total		32
2009					
White	96.7%	29			
African-American	0.0%	0			
Latino	3.3%	1			
Asian	0.0%	0			
Other	0.0%	0			
People of Color Total	3.3%	1			
Women	0.0%	0			
Total		30			

Table 3

Managers					
	%	#		%	#
2013			2001		
White	86.7%	26	White	78.1%	25
African-American	10.0%	3	African-American	18.8%	6
Asian	0.0%	0	Asian	0.0%	0
Latino	3.3%	1	Latino	3.1%	1
Total People of Color	13.3%	4	Total People of Color	21.9%	7
Women	0.0%	0	Women	0.0%	0
Total		30	Total		32
2012			2000		
White	83.3%	25	White	83.3%	25
African-American	6.7%	2	African-American	13.3%	4
Asian	0.0%	0	Asian	0.0%	0
Latino	10.0%	3	Latino	3.3%	1
Total People of Color	16.7%	5	Total People of Color	16.7%	5
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2011			1999		
White	80.0%	24	White	90.0%	27
African-American	6.7%	2	African-American	6.7%	2
Asian	0.0%	0	Asian	0.0%	0
Latino	13.3%	4	Latino	3.3%	1
Total People of Color	20.0%	6	Total People of Color	10.0%	3
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2010			1998		
White	69.0%	20	White	86.7%	26
African-American	13.8%	4	African-American	10.0%	3
Asian	3.4%	1	Asian	0.0%	0
Latino	13.8%	4	Latino	3.3%	1
Total People of Color	31.0%	9	Total People of Color	13.3%	4
Women	0.0%	0	Women	0.0%	0
Total		29	Total		30
2009			1997		
White	66.7%	20	White	85.7%	24
African-American	16.7%	5	African-American	10.7%	3
Asian	3.3%	1	Asian	0.0%	0
Latino	13.3%	4	Latino	3.6%	1
Total People of Color	33.3%	10	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2008			1996		
White	73.3%	22	White	85.7%	24
African-American	13.3%	4	African-American	10.7%	3
Asian	0.0%	0	Asian	0.0%	0
Latino	13.3%	4	Latino	3.6%	1
Total People of Color	26.7%	8	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2007			1995		
White	80.0%	24	White	85.7%	24
African-American	6.7%	2	African-American	10.7%	3
Asian	0.0%	0	Asian	0.0%	0
Latino	13.3%	4	Latino	3.6%	1
Total People of Color	20.0%	6	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2006			1994		
White	83.3%	25	White	82.1%	23
African-American	10.0%	3	African-American	14.3%	4
Asian	0.0%	0	Asian	0.0%	0
Latino	6.7%	2	Latino	3.6%	1
Total People of Color	16.7%	5	Total People of Color	17.9%	5
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2005			1993		
White	76.7%	23	White	78.6%	22
African-American	13.3%	4	African-American	14.3%	4
Asian	0.0%	0	Asian	0.0%	0
Latino	10.0%	3	Latino	7.1%	2
Total People of Color	23.3%	7	Total People of Color	21.4%	6
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2004			1992		
White	76.7%	23	White	88.5%	23
African-American	10.0%	3	African-American	7.7%	2
Asian	0.0%	0	Asian	0.0%	0
Latino	13.3%	4	Latino	3.8%	1
Total People of Color	23.3%	7	Total People of Color	11.5%	3
Women	0.0%	0	Women	0.0%	0
Total		30	Total		26
2002			1991		
White	67.7%	21	White	88.5%	23
African-American	25.8%	8	African-American	7.7%	2
Asian	0.0%	0	Asian	0.0%	0
Latino	6.5%	2	Latino	3.8%	1
Total People of Color	32.3%	10	Total People of Color	11.5%	3
Women	0.0%	0	Women	0.0%	0
Total		31	Total		26

Table 4

Historical Listing of Managers of Colors Major League Baseball			
(28 managers)			
	Team	Year(s)	Record
Manny Acta	Washington	2007-2009	158-252
	Cleveland	2010-2012	154-199
Felipe Alou	Montreal	1992-01	691-717
	San Francisco		342-304
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati	2008-present	427-398
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Cecil Cooper	Houston	2007-2009	171-170
Larry Doby	Chicago White	1978	37-50
Cito Gaston	Toronto	1989-97	683-616
	Toronto	2008-2010	211-201
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Fredi Gonzalez	Florida	2007-2010	276-279
	Atlanta	2010-present	183-141
Mike Gonzalez	St. Louis	1938, 1940	9-13
Ozzie Guillen	Chicago White Sox	2004-2011	678-617
	Miami	2012	69-93
Davay Lopes	Milwaukee	2000-02	141-189
Jerry Manuel	Chicago White	1997-2003	500-471
	New York Mets	2008-2010	204-213
Lloyd McClendon	Pittsburgh	2001-2005	336-446
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
Tony Pena	Kansas City	2002-2005	259-389
Tony Perez	Cincinnati	1993	20-24
	Florida	2001	54-60
Lou Piniella	New York Yankees	1986-88	224-193
	Cincinnati	1990-92	255-231
	Seattle	1993-02	840-711
	Tampa Bay	2003-05	200-285
	Chicago Cubs	2007-2010	316-293
Luis Pujols	Detroit	2002	55-100
Willie Randolph	New York Mets	2005-2008	302-253
Frank Robinson	Cleveland	1975-77	186-189
	San Francisco	1981-84	264-277
	Baltimore	1988-91	230-285
	Montreal	2002-2004	233-253
	Washington	2005-2006	152-172
Bo Porter	Houston Astros	2012-present	5-12
Edwin Rodriguez	Florida	2010-2011	46-46
Cookie Rojas	California	1988	76-79
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Don Wakamatsu	Seattle	2009-2010	127-147
Ron Washington	Texas	2007-present	520-452
Maury Wills	Seattle	1980	26-56

Table 5

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C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
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MAKING WAVES OF CHANGE

Coaches					
	%	#		%	#
2012			2002		
White	60.9%	143	White	71.8%	150
African-American	13.2%	31	African-American	16.3%	34
Latino	24.7%	58	Latino	11.0%	23
Asian	0.4%	1	Asian	1.0%	2
Other	0.9%	2	Other	0.0%	0
Total People of Color	39.1%	92	Total People of Color	28.2%	59
Women	0.4%	1	Women	0.0%	0
Total		235	Total		209
2011			2000		
White	68.8%	161	White	70.2%	139
African-American	13.7%	32	African-American	19.2%	38
Latino	16.7%	39	Latino	10.6%	21
Asian	0.9%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	31.2%	73	Total People of Color	29.8%	59
Women	0.0%	0	Women	0.0%	0
Total		234	Total		198
2010			1999		
White	71.1%	172	White	70.9%	129
African-American	12.0%	29	African-American	18.1%	33
Latino	16.5%	40	Latino	10.4%	19
Asian	0.4%	1	Asian	0.5%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	28.9%	70	Total People of Color	29.1%	53
Women	0.0%	0	Women	0.0%	0
Total		242	Total		182
2009			1998		
White	68.4%	158	White	74.8%	151
African-American	13.9%	32	African-American	16.8%	34
Latino	17.3%	40	Latino	7.9%	16
Asian	0.4%	1	Asian	0.5%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	31.6%	73	Total People of Color	25.2%	51
Women	0.0%	0	Women	0.0%	0
Total		231	Total		202
2008			1997		
White	67.0%	152	White	74.5%	120
African-American	11.9%	27	African-American	14.3%	23
Latino	20.7%	47	Latino	11.2%	18
Asian	0.4%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	33.0%	75	Total People of Color	25.5%	41
Women	0.0%	0	Women	0.0%	0
Total		227	Total		161
2007			1996		
White	68.2%	150	White	73.9%	119
African-American	13.3%	30	African-American	18.0%	29
Latino	17.3%	39	Latino	7.5%	12
Asian	0.4%	1	Asian	0.6%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	31.1%	70	Total People of Color	26.1%	42
Women	0.0%	0	Women	0.0%	0
Total		220	Total		161
2006			1995		
White	69.8%	150	White	72.2%	114
African-American	15.8%	34	African-American	18.4%	29
Latino	13.5%	29	Latino	8.9%	14
Asian	0.9%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.6%	1
Total People of Color	30.2%	65	Total People of Color	27.8%	44
Women	0.0%	0	Women	0.0%	0
Total		215	Total		158
2005			1994		
White	70.6%	154	White	77.8%	126
African-American	15.1%	33	African-American	13.6%	22
Latino	13.8%	30	Latino	8.0%	13
Asian	0.5%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.6%	1
Total People of Color	29.4%	64	Total People of Color	22.2%	36
Women	0.0%	0	Women	0.0%	0
Total		218	Total		162
2004			1993		
White	73.0%	165	White	79.6%	133
African-American	12.4%	28	African-American	13.2%	22
Latino	13.7%	31	Latino	6.0%	10
Asian	0.9%	2	Asian	0.0%	0
Other	0.0%	0	Other	1.2%	2
Total People of Color	27.0%	61	Total People of Color	20.4%	34
Women	0.0%	0	Women	0.0%	0
Total		226	Total		167

Table 6

CEO/President					
	%	#		%	#
2013			2005		
White	100.0%	39	White	100.0%	33
African-American	0	0	African-American	0.0%	0
Latino	0	0	Latino	0.0%	0
Asian	0	0	Asian	0.0%	0
Other	0	0	Other	0.0%	0
Total People of Color	0	0	Total People of Color	0.0%	0
Women	0	0	Women	6.1%	2
Total			Total		33
2012			2004		
White	100.0%	26	White	96.9%	31
African-American	0.0%	0	African-American	3.1%	1
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	0.0%	0	Total People of Color	3.1%	1
Women	0.0%	0	Women	3.1%	1
Total		26	Total		32
2011			2002		
White	100.0%	27	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.7%	1	Women	3.0%	x
Total		27	Total		x
2010			2001		
White	100.0%	31	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.2%	1	Women	3.0%	x
Total		31	Total		x
2009			2000		
White	100.0%	29	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.4%	1	Women	3.0%	x
Total		29	Total		x
2008			1999		
White	100.0%	29	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	6.9%	2	Women	3.0%	x
Total		29	Total		x
2007					
White	100.0%	26			
African-American	0.0%	0			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	0.0%	0			
Women	7.7%	2			
Total		26			
2006					
White	100.0%	32			
African-American	0.0%	0			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	0.0%	0			
Women	6.3%	2			
Total		32			

Table 7

General Manager/Director of Player Personnel					
	%	#		%	#
2013			2002		
White	90.0%	27	White	93.3%	28
African-American	3.3%	1	African-American	3.3%	1
Latino	6.7%	2	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	10.0%	3	Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2012			2001		
White	90.3%	28	White	96.7%	29
African-American	6.5%	2	African-American	3.3%	1
Latino	3.2%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	9.7%	3	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0
Total		31	Total		30
2011			2000		
White	85.7%	24	White	100.0%	30
African-American	10.7%	3	African-American	0.0%	0
Latino	3.6%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	14.3%	4	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		28	Total		30
2010			1999		
White	80.8%	21	White	100.0%	30
African-American	11.5%	3	African-American	0.0%	0
Latino	7.7%	2	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	19.2%	5	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		26	Total		30
2009			1998		
White	83.3%	25	White	100.0%	30
African-American	10.0%	3	African-American	0.0%	0
Latino	6.7%	2	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	16.7%	5	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2008			1997		
White	86.7%	26	White	96.7%	29
African-American	10.0%	3	African-American	3.3%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2007			1996		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2006			1995		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2005			1994		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2004					
White	93.3%	28			
African-American	3.3%	1			
Latino	3.3%	1			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	6.7%	2			
Women	0.0%	0			
Total		30			

Table 8

RICHARD E. LAPCHICK, DIRECTOR
 C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
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MAKING WAVES OF CHANCE

Vice President					
	%	#		%	#
2012			2004		
White	86.2%	287	White	87.9%	218
African-American	6.0%	20	African-American	4.0%	10
Latino	5.7%	19	Latino	4.8%	12
Asian	1.2%	4	Asian	3.2%	8
Native Hawaiian	0.9%	3	Total People of Color	12.1%	30
Total People of Color	13.8%	46	Other	0.0%	0
Women	17.7%	59	Women	12.5%	31
Total		333	Total		248
2011			2002		
White	87.6%	290	White	88.4%	199
African-American	5.7%	19	African-American	4.9%	11
Latino	4.8%	16	Latino	4.4%	10
Asian	1.8%	6	Asian	2.2%	5
Total People of Color	12.4%	41	Total People of Color	11.6%	26
Other	0.0%	0	Other	0.0%	0
Women	17.2%	57	Women	14.2%	32
Total		331	Total		225
2010			2000		
White	90.1%	247	White	90.4%	170
African-American	4.0%	11	African-American	5.3%	10
Latino	4.0%	11	Latino	3.2%	6
Asian	1.8%	5	Asian	1.1%	2
Total People of Color	9.9%	27	Total People of Color	9.6%	18
Other	0.0%	0	Other	0.0%	0
Women	18.2%	50	Women	6.4%	12
Total		274	Total		188
2009			1999		
White	83.3%	250	White	91.7%	176
African-American	7.7%	23	African-American	4.7%	9
Latino	6.7%	20	Latino	2.1%	4
Asian	2.3%	7	Asian	1.6%	3
Total People of Color	16.7%	50	Total People of Color	8.3%	16
Other	0.0%	0	Other	0.0%	0
Women	18.7%	56	Women	8.3%	16
Total		300	Total		192
2008			1998		
White	90.4%	246	White	91.8%	123
African-American	3.7%	10	African-American	5.2%	7
Latino	4.0%	11	Latino	1.5%	2
Asian	1.8%	5	Asian	1.5%	2
Total People of Color	9.6%	26	Total People of Color	8.2%	11
Other	0.0%	0	Other	0.0%	0
Women	16.5%	45	Women	4.5%	6
Total		272	Total		134
2007					
White	90.0%	225			
African-American	3.6%	9			
Latino	4.4%	11			
Asian	2.0%	5			
Total People of Color	10.0%	25			
Other	0.0%	0			
Women	15.6%	39			
Total		250			
2006					
White	87.5%	223			
African-American	4.3%	11			
Latino	5.1%	13			
Asian	3.1%	8			
Total People of Color	12.5%	32			
Other	0.0%	0			
Women	14.5%	37			
Total		255			

Table 9

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
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MAKING WAVES OF CHANGE

Senior Administrators					
	%	#		%	#
2012			2006		
White	80.1%	1231	White	84.4%	248
African-American	6.9%	106	African-American	6.8%	20
Latino	9.2%	142	Latino	7.5%	22
Asian	2.9%	45	Asian	1.0%	3
Other	0.8%	13	Other	0.3%	1
Total People of Color	19.9%	306	Total People of Color	15.6%	46
Women	26.9%	414	Women	20.1%	59
Total		1537	Total		294
2011			2005		
White	82.8%	328	White	84.2%	246
African-American	5.8%	23	African-American	7.5%	22
Latino	9.3%	37	Latino	6.2%	18
Asian	1.5%	6	Asian	2.1%	6
Other	0.5%	2	Other	0.0%	0
Total People of Color	17.2%	68	Total People of Color	15.8%	46
Women	17.9%	71	Women	17.8%	52
Total		396	Total		292
2010			2004		
White	85.1%	395	White	83.5%	217
African-American	4.7%	22	African-American	9.6%	25
Latino	7.8%	36	Latino	4.6%	12
Asian	1.9%	9	Asian	2.3%	6
Other	0.4%	2	Total People of Color	16.5%	43
Total People of Color	14.9%	69	Other	0.0%	0
Women	18.1%	84	Women	13.8%	36
Total		464	Total		260
2009			2001		
White	84.3%	370	White	86.0%	x
African-American	5.0%	22	African-American	10.0%	x
Latino	8.2%	36	Latino	4.0%	x
Asian	2.1%	9	Asian	<1%	x
Other	0.5%	2	Women	<15%	x
Total People of Color	15.7%	69			
Women	18.9%	83	2000		
Total		439	White	84.0%	x
2008			African-American	8.0%	x
White	83.0%	323	Latino	6.0%	x
African-American	6.7%	26	Asian	3.0%	x
Latino	8.0%	31	Women	24.0%	x
Asian	2.1%	8			
Other	0.3%	1			
Total People of Color	17.0%	66			
Women	18.0%	70			
Total		389			
2007					
White	81.7%	290			
African-American	7.9%	28			
Latino	9.0%	32			
Asian	1.1%	4			
Other	0.3%	1			
Total People of Color	18.3%	65			
Women	18.9%	67			
Total		355			
x = Data not recorded, totals may not equal 100% due to rounding					

Table 10

Team Professional Administration							
		%	#			%	#
2012				2006			
White	78.1%	1061		White	85.0%	273	
African-American	6.9%	94		African-American	5.0%	16	
Latino	10.0%	136		Latino	7.8%	25	
Asian	4.0%	54		Asian	1.9%	6	
Other	1.0%	14		Other	0.3%	1	
Total People of Color	21.9%	298		Total People of Color	15.0%	48	
Women	26.3%	357		Women	24.3%	78	
Total		1359		Total		321	
2011				2005			
White	84.3%	510		White	90.0%	243	
African-American	7.3%	44		African-American	3.7%	10	
Latino	6.0%	36		Latino	5.2%	14	
Asian	0.7%	4		Asian	1.1%	3	
Other	1.8%	11		Other	0.0%	0	
Total People of Color	15.7%	95		Total People of Color	10.0%	27	
Women	30.1%	182		Women	29.6%	80	
Total		605		Total		270	
2010				2004			
White	87.0%	529		White	85.4%	537	
African-American	5.8%	35		African-American	6.7%	42	
Latino	5.9%	36		Latino	6.5%	41	
Asian	1.0%	6		Asian	1.4%	9	
Other	0.3%	2		Total People of Color	14.6%	92	
Total People of Color	13.0%	79		Other	0.0%	0	
Women	32.4%	197		Women	27.7%	174	
Total		608		Total		629	
2009				2002			
White	85.7%	522		White	87.0%	x	
African-American	7.6%	46		African-American	7.0%	x	
Latino	5.4%	33		Latino	4.0%	x	
Asian	1.0%	6		Asian	1.0%	x	
Other	0.3%	2		Total People of Color	12.0%	x	
Total People of Color	14.3%	87		Other	1.0%	x	
Women	30.7%	187		Women	22.0%	x	
Total		609		Total		x	
2008				2000			
White	85.7%	407		Minorities	23.0%	x	
African-American	7.8%	37		Women	32.0%	x	
Latino	4.6%	22					
Asian	1.3%	6					
Other	0.6%	3					
Total People of Color	14.3%	68					
Women	28.6%	136					
Total		475					
2007							
White	88.6%	357					
African-American	5.5%	22					
Latino	4.2%	17					
Asian	1.5%	6					
Other	0.2%	1					
Total People of Color	11.4%	46					
Women	38.5%	155					
Total		403					
x = Data not recorded, totals may not equal 100%							Table 11

x = Data not recorded, totals may not equal 100%

Table 11

Physicians					
	%	#		%	#
2012			2006		
White	83.3%	115	White	94.7%	71
African-American	4.3%	6	African-American	2.7%	2
Latino	1.4%	2	Latino	0.0%	0
Asian	4.3%	6	Asian	2.7%	2
Other	6.5%	9	Other	0.0%	0
Total People of Color	16.7%	23	Total People of Color	5.3%	4
Women	1.4%	2	Women	1.3%	1
Total		138	Total		75
2011			2005		
White	83.3%	85	White	92.8%	77
African-American	5.9%	6	African-American	3.6%	3
Latino	1.0%	1	Latino	0.0%	0
Asian	8.8%	9	Asian	2.4%	2
Other	1.0%	1	Other	1.2%	1
Total People of Color	16.7%	17	Total People of Color	7.2%	6
Women	1.0%	1	Women	2.4%	2
Total		102	Total		83
2010			2004		
White	87.0%	80	White	98.2%	55
African-American	4.3%	4	African-American	1.8%	1
Latino	0.0%	0	Latino	0.0%	0
Asian	6.5%	6	Asian	0.0%	0
Other	2.2%	2	Other	0.0%	0
Total People of Color	13.0%	12	Total People of Color	1.8%	1
Women	5.4%	5	Women	0.0%	0
Total		92	Total		56
2009			2002		
White	85.9%	85	White	95.7%	66
African-American	6.1%	6	African-American	1.4%	1
Latino	0.0%	0	Latino	0.0%	0
Asian	6.1%	6	Asian	2.9%	2
Other	2.0%	2	Other	0.0%	0
Total People of Color	14.1%	14	Total People of Color	4.3%	3
Women	4.0%	4	Women	5.8%	4
Total		99	Total		69
2008					
White	86.8%	79			
African-American	5.5%	5			
Latino	0.0%	0			
Asian	6.6%	6			
Other	1.1%	1			
Total People of Color	13.2%	12			
Women	4.4%	4			
Total		91			
2007					
White	89.4%	76			
African-American	3.5%	3			
Latino	1.2%	1			
Asian	4.7%	4			
Other	1.2%	1			
Total People of Color	10.6%	9			
Women	3.5%	3			
Total		85			
x = Data not recorded, totals may not equal 100%					

Table 12

Head Trainers							
		%	#		%	#	
2012				2006			
	White	90.3%	28		White	86.9%	53
	African-American	0.0%	0		African-American	3.3%	2
	Latino	3.2%	1		Latino	8.2%	5
	Asian	3.2%	1		Asian	1.6%	1
	Other	3.2%	1		Other	0.0%	0
	Total People of Color	9.7%	3		Total People of Color	13.1%	8
	Women	3.2%	1		Women	0.0%	0
	Total		31		Total		61
2011				2005			
	White	80.3%	49		White	86.0%	49
	African-American	3.3%	2		African-American	3.5%	2
	Latino	11.5%	7		Latino	8.8%	5
	Asian	4.9%	3		Asian	1.8%	1
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	19.7%	12		Total People of Color	14.0%	8
	Women	0.0%	0		Women	0.0%	0
	Total		61		Total		57
2010				2004			
	White	84.2%	48		White	100.0%	30
	African-American	7.0%	4		African-American	0.0%	0
	Latino	7.0%	4		Latino	0.0%	0
	Asian	1.8%	1		Asian	0.0%	0
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	15.8%	9		Total People of Color	0.0%	0
	Women	0.0%	0		Women	0.0%	0
	Total		57		Total		30
2009							
	White	84.5%	49				
	African-American	6.9%	4				
	Latino	6.9%	4				
	Asian	1.7%	1				
	Other	0.0%	0				
	Total People of Color	15.5%	9				
	Women	0.0%	0				
	Total		58				
2008							
	White	84.5%	49				
	African-American	5.2%	3				
	Latino	6.9%	4				
	Asian	3.4%	2				
	Other	0.0%	0				
	Total People of Color	15.5%	9				
	Women	0.0%	0				
	Total		58				
2007							
	White	85.2%	52				
	African-American	4.9%	3				
	Latino	8.2%	5				
	Asian	1.6%	1				
	Other	0.0%	0				
	Total People of Color	14.8%	9				
	Women	0.0%	0				
	Total		61				
2013 Data only counted Head Trainers and not all trainers							
x = Data not recorded, totals may not equal 100%							
Table 13							

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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MLB By Position								
		P	C	IF	OF			
2012	White	68%	65%	59%	52%			
	African-American	4%	1%	8%	22%			
	Latino	26%	33%	32%	23%			
	Asian	2%	1%	0%	4%			
2011	White	66%	58%	55%	51%			
	African-American	3%	0%	8%	27%			
	Latino	30%	40%	35%	19%			
	Asian	2%	2%	2%	3%			
2010	White	64%	63%	54%	51%			
	African-American	5%	0%	11%	29%			
	Latino	29%	36%	33%	18%			
	Asian	2%	1%	2%	2%			
2009	White	68%	64%	53%	53%			
	African-American	4%	1%	9%	28%			
	Latino	26%	33%	35%	16%			
	Asian	2%	2%	3%	3%			
2008	White	66%	62%	53%	50%			
	African-American	5%	0%	9%	32%			
	Latino	26%	35%	35%	16%			
	Asian	2%	2%	2%	3%			
2007	White	66%	58%	51%	52%			
	African-American	3%	0%	7%	28%			
	Latino	28%	41%	41%	17%			
	Asian	3%	1%	2%	3%			
2006	White	67%	61%	50%	51%			
	African-American	3%	0%	9%	28%			
	Latino	28%	37%	39%	18%			
	Asian	3%	2%	2%	3%			
2005	White	69%	62%	48%	48%			
	African-American	3%	1%	11%	26%			
	Latino	26%	36%	39%	22%			
	Asian	3%	1%	2%	3%			
2004		P	C	1B	2B	3B	SS	OF
	White	72%	65%	64%	53%	75%	28%	46%
	African-American	3%	2%	15%	15%	5%	7%	26%
	Latino	22%	33%	20%	32%	19%	64%	25%
2002	Asian	3%	0%	2%	0%	0%	1%	3%
	White	72%	61%	61%	65%	71%	29%	41%
	African-American	3%	1%	14%	21%	0%	11%	31%
	Latino	22%	37%	23%	14%	29%	60%	25%
	Asian	3%	1%	1%	0%	0%	0%	2%
Note: Some totals do not equal 100% due to rounding.								
*2005 combines categories due to a change in terminology by MLB.								
Table 14								

Table 14

APPENDIX II

MAJOR LEAGUE BASEBALL DIVERSITY INITIATIVES

Major League Baseball's strategic focus of formal commitments to the diversity of its game has not only included employment but also addresses supplier diversity, player development, community relations, education and philanthropic awards. MLB has been widely recognized nationally for its efforts, most notably with the 2005 CEO Diversity Leadership award presented to Commissioner Bud Selig by D.C.-based Diversity Best Practices. This entity recognizes national and global diversity leadership. In 2007, Commissioner Selig received the Global Diversity and Innovation award from the World Diversity Leadership Council. MLB is the first sport to be awarded by these organizations. Additional diversity award recognitions are listed at the end of the appendix section. These are a few program summaries highlighting MLB's commitment to diversity:

Employment/Workforce Diversity

Since 1995, MLB has aggressively addressed workplace diversity primarily through its Human Resources practices in both the Commissioner's Office and the Clubs. The industry is staffed throughout by professional HR practitioners who contribute to MLB's benchmark reports that profile all levels of employment within the baseball organizations. The resulting matrix serves as a management tool for strategic planning and performance management.

Diversity Economic Impact Engagement Initiative (DEIE) is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs and eventually the Minor Leagues.

Supplier Diversity

Major League Baseball's Diverse Business Partner's Program is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$800 million being spent with thousands of minority- and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's Top 50 Organizations for Multicultural Business Opportunities" for several years running.

Urban Youth Initiatives

There are several aspects to this component of MLB's mission to grow its game. They are:

- 1) To make meaningful contributions to the development of communities of color.
- 2) To provide safe and organized recreational activities for urban youth.
- 3) To prepare high school players of color for college and professional baseball and softball programs.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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One example of this commitment is **Major League Baseball's Urban Youth Academy** located on the campus of Compton Community College in Los Angeles, Calif. The Academy is an actual brick and mortar presence in the community. The Academy is home to four fields: two regulation baseball fields, one softball field and one youth field. In addition to offering year-round baseball and softball instruction, MLB will provide academic support and career development through after-school study programs. Baseball's return on investment for this multi-million dollar facility is the marketplace strategy that eventually thousands will participate as members of the Academy and ultimately become players, baseball operation and business operations employees, franchise leaders and fans. The Academy opened on February 28, 2006, and has supported more than 2,000 youth through camps, clinics, tournaments and scout leagues.

The Compton Urban Youth Academy continues to host the annual **Urban Invitational Tournament** that spotlights Historically Black Colleges and Universities (HBCU's) and their baseball programs in order to provide them with national exposure. During the 2009 World Baseball Classic tournament, the Compton Urban Youth Academy hosted Team USA and Team Japan workout sessions.

The Urban Youth Academy opened an additional facility in Houston, Texas. Located in north Houston, the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park features a show field, permanent seating for 500 fans with space for an additional 1,800 fans, dugouts and lights, one auxiliary field, two little league/softball fields and 1,500 square feet of office space and other facilities.

In addition to baseball and softball instruction, boys and girls attending the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be given the opportunity to participate in free seminars on umpiring, athletic field management, scouting and player development, sports and broadcast journalism, public relations and statistics, as well as athletic sports training. The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will create a diversified program for students that will not only concentrate on baseball and softball, but educational opportunities as well. The Academy's goal is to graduate 100 percent of the youth it serves.

The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be modeled after the first Urban Youth Academy in Compton. Opening its doors in 2006, the MLB Urban Youth Academy in Compton has proven that it can help to grow the game with more than 75 student-athletes drafted since its inception. In total, 49 student-athletes have signed professional contracts and more than 100 Academy student-athletes have gone on to participate in collegiate baseball and softball programs. In 2009, MLB signed an agreement to build another Urban Youth Academy in Hialeah, Fla.

Another example is one of MLB's longest on-going urban youth initiatives, **Reviving Baseball in Inner Cities (RBI)**. The RBI Program is a youth outreach program for youth ages 5-18 to promote interest in baseball, softball, and encourage academic achievement. 2012 is the 23rd year of the RBI program and with over 300 leagues and 200,000 participants in more than 200 cities worldwide. In 2010, RBI launched the Jr. RBI playing divisions for children ages 5-12. Jr. RBI has had an immediate impact on the demographic make-up of the Program with 96,000 participants in 2011. In 2010, there were 56,000 participants. For the 2011 season, the RBI Program the demographics of the RBI Program are:

RBI Program Ages 5-18: 45 percent African-American, 25 percent white, 25 percent Hispanic, two percent Asian, one percent Native American and two percent Other.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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JR RBI Program Ages 5-12: 48 percent African-American, 25 percent white, 22 percent Hispanic, two percent Asian, two percent Other and one percent Native American.

The 2012 RBI World Series will be the 20th annual and will be hosted by the Minnesota Twins in Minneapolis, Minn. Since RBI's inception in 1989, MLB teams have drafted over 200 RBI participants.

Education and Philanthropy

"Breaking Barriers: In Sports, In Life" is a multi-curricular character education program developed by Major League Baseball, The Major League Baseball Player's Trust for Children and Scholastic Inc. The program utilizes baseball-themed features, activities and lessons to teach children in grades 4-8 the values and traits they need to deal with the barriers and challenges in their lives. Using baseball as a metaphor for life, the curriculum is based on the nine values demonstrated by Jackie Robinson. The nine values are: Determination, Commitment, Persistence, Integrity, Justice, Courage, Teamwork, Citizenship and Excellence.

"RBI for RBI Scholarship Program"

The RBI for RBI Scholarship provides annual scholarships of up to \$5,000 to up to 12 RBI student-athletes annually who demonstrate academic achievement, leadership qualities, and financial need. Major League Baseball Charities, Inc. established the RBI (Runs Batted In) for RBI (Reviving Baseball in Inner-Cities) Scholarship Fund in 2007 to help provide financial assistance to youth who participate in the RBI program and wish to pursue secondary education. When awarded the scholarship is renewable for up to three years or until the degree or training certificate is earned, whichever comes first, subject to satisfactory academic performance throughout that time. 41 Scholarships have been awarded since 2007, with 2 going to African-American students and 11 to Hispanic students.

The Baseball Tomorrow Fund (BTF) is designed to promote the growth of youth baseball and softball throughout the world by awarding grants to support field renovation and construction projects, equipment and uniform purchases, coaches training material and other selected program expenses. Since its formation by Major League Baseball and the Major League Baseball Players Association in 1999, BTF has awarded approximately 600 grants totaling more than \$21 million to non-profit and tax-exempt organizations in the U.S., Canada, Latin America, the Caribbean, Europe and Asia. Approximately 300,000 youth players have benefited from programs and facilities supported by the fund. BTF also facilitates league-wide initiatives including the collection and distribution of new and gently used equipment to organizations in need as well as field maintenance education clinics. For more information, visit www.baseballtomorrowfund.com and follow BTF on Facebook, Twitter and MLBlogs.

The MLB "WannaPlay?" program. **"Wanna Play?"** encourages boys and girls to increase their physical fitness by focusing on agility, coordination and balance while infusing baseball and softball elements throughout the program. **"Wanna Play?"** features a variety of fun and engaging activities and games to help young people improve their fitness, increase awareness of good nutrition and hydration and learn basic baseball and softball skills.

MLB also annually celebrates **Jackie Robinson Day** and **Roberto Clemente Day** as additional commemorative events during the baseball season.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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Game & Market Development

The “Civil Rights Game” The 2013 Civil Rights Game will be hosted in Chicago with an extended slate of exciting events culminating with the exciting on-field matchup between the Chicago White Sox and the Texas Rangers on Saturday, August 24 2013. Join us as we celebrate diversity in the birthplace of the civil rights movement. The Seventh Annual Civil Rights Game promises to continue its reputation of inspiration and educational impact.

MLB Diversity Business Summit MLB and the Houston Astros, along with MLB's Major and Minor League Clubs and strategic partners, will launch the inaugural MLB Diversity Business Summit at the Hyatt Regency Houston (July 18, 2013). This strategically groundbreaking event will provide a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as foster relationships. The MLB Diversity Business Summit will not only capture MLB's advocacy in regards to supplier and workforce diversity, but will also present discussions that are educational, entertaining and celebratory. For more information please visit www.mlb.com/diversitysummit.

Diversity Leadership Awards

Commissioner Alan H. (Bud) Selig has received the following awards and recognitions:

- 2009 Multicultural Business Opportunity Award
- 2009 New York Urban League's Champions of Diversity Award
- 2009 Negro League Museum Legacy Award
- 2010 The Jackie Robinson Foundation Lifetime Achievement Award

The Commissioner's Community Initiative

Commissioner Selig created The Commissioner's Community Initiative to provide tickets throughout the baseball season to those who might not otherwise have the opportunity to experience the thrill of attending a Major League Baseball game. MLB Clubs have distributed nearly 10 million tickets since the program's inception in 2004, including over 1.6 million throughout the 2011 regular season.

Jackie Robinson Day

To commemorate Jackie Robinson Day on April 15, the Reviving Baseball In Inner Cities (RBI) program hosted a youth baseball and softball clinic for 250 boys and girls in Newark, New Jersey. The clinic featured Jackie's daughter, Sharon, representatives from the New York Yankees including Manager Joe Girardi and Senior Vice President and General Manager Brian Cashman; Texas Rangers Manager Ron Washington; MLB Network Analyst Harold Reynolds; and MLB Executive Vice President, Business Tim Brosnan.

Jackie Robinson iam42.com

On April 15, Major League Baseball commemorated Jackie Robinson Day throughout the League, both on and off the field. All players and on-field personnel paid tribute to the legendary Barrier Breaker by wearing #42. Clubs observed Jackie Robinson Day with special pregame ceremonies in their ballparks and featured Jackie Robinson Day jeweled bases and lineup cards, and a special video that highlighted Jackie's story and nine values. The 2011 season welcomed a new initiative, IAM42.com, a website featuring digital tributes to the baseball great. Commissioner Selig and MLB celebrated Robinson's longstanding legacy by retiring Robinson's number throughout the League in 1997, and since 2004, MLB has dedicated April 15 as Jackie Robinson Day in his memory. Robinson played his first Major League game at Ebbets Field on April 15, 1947 as a first baseman for the Brooklyn Dodgers.

Breaking Barriers: In Sports, In Life

Breaking Barriers: In Sports, In Life is a national character education program developed by Major League Baseball, Scholastic Inc., and Sharon Robinson, Jackie Robinson's daughter. The program, in its 15th year, features an essay contest that invites students to submit an essay about barriers or obstacles they have faced or are facing in their lives, and how they used the nine values - commitment, citizenship, courage, determination, excellence, justice, persistence, team work and integrity - demonstrated by Jackie Robinson to deal with those obstacles.

Major League Baseball and Scholastic announced Meggie Zahneis from West Chester Township, Ohio as the Grand Prize winner of the 2011 Breaking Barriers Essay Contest. Meggie's essay was selected from over 9,000 entries. Grand and first prize winners received a variety of prizes, including a laptop computer. Meggie was named MLB's first Breaking Barriers envoy and MLB.com Youth Reporter. In her role, Meggie will work with MLB.com to cover both the Reds as well as items of broader interest in the industry including Jewel Events such as the All-Star Game and World Series.

In 2011, Major League Baseball and Scholastic announced the expansion of the Breaking Barriers Program to include 9th graders. Breaking Barriers has reached more than 19 million youth and 2.7 educators in the United States, Canada, and Puerto Rico. For more information, visit MLB.com/breakingbarriers.

Jackie Robinson Foundation

At the Jackie Robinson Foundation (JRF) Scholar Luncheon hosted by MLB, students had the opportunity to mingle with MLB executives during an informal luncheon as part of the Foundation's annual networking weekend, which culminated with the Foundation's Annual Awards Dinner.

The Jackie Robinson Foundation, named in honor of the legendary sporting and civil rights icon, provided scholarships in 2011 for more than 200 students enrolled in 90 colleges and universities around the nation. MLB and the 30 Clubs sponsored more than 75 Jackie Robinson Scholars.

The Foundation strives to cultivate future leaders who will be ambassadors of Jackie Robinson's guiding life tenet, "A life is not important except in its impact on other lives." Major League Baseball and its Clubs are longstanding supporters of the Jackie Robinson Foundation. For more information, visit jackierobinson.org.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE

Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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Roberto Clemente Day

Major League Baseball and its Clubs annually celebrate Roberto Clemente Day to honor the memory of Roberto Clemente and to recognize each Club's nominee of the Roberto Clemente Award presented by Chevrolet. Each Club conducted an on-field award presentation for its local Clemente Award nominee.

Welcome Back Veterans

As part of Major League Baseball's fourth consecutive year of national fundraising and awareness initiatives for Welcome Back Veterans, all players and coaches wore Stars & Stripes caps on Memorial Day (May 30) and Independence Day (July 4) weekends. Net proceeds received from the sale of the caps benefited Welcome Back Veterans, an MLB Charities initiative in partnership with the McCormick Foundation and the Entertainment Industry Foundation that addresses the needs of returning American veterans and their families.

P.L.A.Y. (Promoting a Lifetime of Activity for Youth)

P.L.A.Y. uses the celebrity appeal of Major League Baseball, its teams and players to promote a healthy and active lifestyle for youth and educate them about the dangers of performance enhancing drugs.

The program began in 2004 in collaboration with the Professional Baseball Athletic Trainers Society (PBATS) to address childhood obesity. PBATS teams with the Taylor Hooton Foundation to reinforce its messages. In 2011, P.L.A.Y. events took place in 24 MLB ballparks for children ages 8-17. For more information, visit pbats.com.

Play Sun Smart

For the 13th year, Major League Baseball and the American Academy of Dermatology (AAD) helped Clubs, players and fans "Play Sun Smart." Play Sun Smart™ is a league-wide initiative designed to raise awareness about the importance of sun safety and skin cancer prevention. In addition to promoting the sun safety message, the program provides skin cancer screenings for all 30 MLB Clubs – players, on-field personnel and off-field personnel. Oakland A's starting pitcher Dallas Braden was named the 2011 spokesperson for Play Sun Smart. Braden lost his mother to melanoma during his senior year of high school. For more information, visit MLBCommunity.org.

4•ALS

Major League Baseball continued its League-wide support of the 4•ALS initiative, in partnership with leading non-profit ALS organizations dedicated to raising funds and awareness to fight amyotrophic lateral sclerosis (ALS). Commonly referred to as "Lou Gehrig's disease" – for the Hall of Famer who died from ALS in 1941, at the age of 37 – this deadly disease destroys the nerve cells controlling muscles, and ultimately causes complete paralysis. Launched by Major League Baseball in 2009 to honor the cause, 4•ALS continues to grow with ongoing support from all 30 Clubs. For more information, visit MLBCommunity.org.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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Hank Aaron Chasing the Dream Foundation

Since 2007, Major League Baseball has partnered with the Hank Aaron Chasing the Dream Foundation and Boys & Girls Clubs of America to provide scholarships to help talented young people pursue their own dreams. The Chasing the Dream scholarships provide ongoing financial assistance to youth with proven talent and strong academic achievement to help them develop their talents and achieve their goals. The program annually distributes up to 44 grants of up to \$2,500 each in honor of Hank Aaron's legendary jersey number (44) to BGCA Club members across the country and on military bases around the world. These youth make personal sacrifices to rise above difficult circumstances to follow their passions. The program provides opportunities to perform in front of new audiences, practice with professionals, purchase equipment, inspire and be inspired. For more information, visit MLBcommunity.org.

Club Activities:**Arizona Diamondbacks - Evening On The Diamond**

The Arizona Diamondbacks conducted their fifth annual "Evening on the Diamond" fundraising event, raising \$1.2 million to benefit the Arizona Diamondbacks Foundation. In 2011, the Diamondbacks awarded more than \$650,000 to the community with a focus on three areas: homelessness, indigent healthcare, and children's programs. Grant recipients included The Foundation for Blind Children, Circle the City, which provides medical care to the homeless, Arizona School for the Arts, and Neighborhood Ministries, whose mission is to break the cycle of poverty.

Atlanta Braves - Baseball Academy

In 2006, the Braves opened a youth sports complex located at the Villages at Carver Family YMCA near Turner Field. The Academy includes four baseball fields and houses two pavilions, batting cages and a playground. Funded by The Atlanta Braves Foundation, Braves' players, MLB/MLBPA's Baseball Tomorrow Fund, and several local corporations, the Academy has had a tremendous impact on the community and efforts to increase an affinity for the game among youth, especially minorities. Each season the number of youth participating at the Academy has expanded, growing from 170 in 2007 to 420 in 2011. The Academy has also aided the growth of the Jr. Braves/RBI League, with more than 3,200 youth participating in the program.

Baltimore Orioles - Military Appreciation Program

In 2011, the Orioles launched their Military Appreciation Program, which included outreach programs for active, retired and reserve members of the military; wounded soldiers; military children and spouses; and members of the United States Naval Academy in nearby Annapolis, Maryland. A variety of different initiatives and special events in which military personnel were recognized throughout the year included military Sundays, on-field acknowledgment, discounted tickets for every game, military appreciation day and "welcome home" scoreboard messages.

RICHARD E. LAPCHICK, DIRECTOR

C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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Boston Red Sox - The Red Sox Foundation and MGH Home Base Program

The Red Sox Foundation and Massachusetts General Hospital's (MGH) Home Base Program is dedicated to improving the lives of veterans of the Iraq and Afghanistan wars with traumatic brain injury and/ or post-traumatic stress disorder. In an effort to destigmatize these medical conditions and encourage veterans and their families to seek evaluations and treatment, the Red Sox Foundation teamed up with doctors and researchers at Massachusetts General Hospital to create the Home Base Program. For the second year in 2011, the Red Sox hosted the Run to Home Base. To participate, runners were required to raise a minimum of \$1,000 to support the Home Base Program. The Run started and ended with a crossing of home plate at Fenway Park. In just two years, the Red Sox have raised over \$5 million for the Home Base Program.

Chicago Cubs Care - RIC Cubs Programs

The Cubs grant over \$1 million each year to Chicago area non-profit organizations through Cubs Care, a fund of the McCormick Foundation. The Rehabilitation Institute of Chicago's (RIC) Cubs, Junior Cubs and Caring for Kids programs, serving youth and adults with physical disabilities, were 2011 recipients. RIC wheelchair softball teams and sports programs serve participants with a range of physical disabilities such as spinal cord injury, spina bifida, cerebral palsy, amputation and visual impairment. In 2011, Cubs Care grants served over 500 RIC participants. A Cubs Care grant to RIC and the Park District funded their first stand-alone Junior Wheelchair Softball National Championship.

Chicago White Sox - Volunteer Corps

The White Sox were the winners of the 2011 Commissioner's Award for Philanthropic Excellence for the White Sox Volunteer Corps, created and launched in 2009. The White Sox Volunteer Corps is a mobilization of concerned White Sox fans willing to donate their time and service for the betterment of others by working hand-in-hand with the White Sox organization. The initiative was designed to activate the team's fan base to help give back to the Chicago community through service, and focuses on providing assistance to Chicago's underserved neighborhoods, helping charitable organizations and providing aid to those most in need.

Cincinnati Reds - Match Program

The Reds Community Fund's "Match" program connects urban baseball organizations with their suburban counterparts, utilizing baseball as a vehicle to break through social, cultural and racial stereotypes. Players and coaches blend during all baseball and social activities, allowing them to interact with familiar faces while making new connections. The season includes a trip to Great American Ball Park and a year-end banquet at the National Underground Railroad Freedom Center. More than 25 neighborhoods from throughout Greater Cincinnati and Northern Kentucky have taken part since 2006.

Cleveland Indians - Fill The House For Charity

Fill the House for Charity is a Cleveland Indians Community Outreach initiative that supports local charities serving the Northeast Ohio area. The program serves as a mechanism for the charities to raise

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C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE

Tel: 407-823-1516 or 407-823-4887 • Fax: 407-823-3771 • Web: www.tidesport.org

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important fundraising dollars but also provides awareness, messaging, and recognition for the participating charity. Over 37,500 tickets have been distributed through the program, providing many people the opportunity to see a Major League Baseball game for the first time. Since its inception in 2009, the program has generated over \$1.5 million for 39 non-profits in the Greater Cleveland area.

Colorado Rockies - Joining Forces with the Rockies

The Colorado Rockies joined forces with The White House by hosting a baseball clinic at Coors Field for military servicemen and servicewomen and their families. The event provided an opportunity to express appreciation and honor the military for their service and for the tremendous sacrifices that service demands. Family members from local military bases in Colorado took part in the clinic and enjoyed dinner at Coors Field. The participants received a visit from First Lady Michelle Obama, Dr. Jill Biden, and singer Jessica Simpson.

Detroit Tigers - The Detroit Tigers Salute Everyday Heroes

Honoring and celebrating American heroes is at the heart of the Tigers philanthropic mission. The Detroit Tigers Salute Everyday Heroes program honors members of the Armed Forces, veterans and law enforcement organizations. On-field acknowledgement is carried out through the Armed Forces Game Ball Delivery, Verlander's Victory for Veterans, and Operation Opening Day initiatives.

Florida Marlins - Marlins Ayudan

Marlins Ayudan (Marlins help) is the Marlins' front office volunteer program. The purpose of Marlins Ayudan is to provide a sustainable corps of volunteers willing and ready to effectuate positive change in the community. During the 2011 season, the Marlins' 150+ front office employees were divided into 12 teams, each led by a colleague-executive. In just two seasons, Marlins Ayudan, also known as The Blue Shirts, have worked thousands of hours making an impact in the areas of education, the arts, baseball, environmental improvements, health causes, international relief and military appreciation. An estimated 30,000 people were directly impacted by the Marlins' two Days of Service and 2011 team events.

Houston Astros - Astros Play Green® program

The goal of the Astros Play Green® program is to create a positive environmental platform at Minute Maid Park and throughout Texas through a commitment to earth-friendly efforts enhancing the quality of life for fans. One of the first "green" sports programs of this magnitude, Play Green® involves Astros employees, players, fans, sponsors, community and civic partners. Two players volunteer as Play Green® Ambassadors and commit to three appearances each during the season.

Kansas City Royals - Diamond of Dreams: Taking the Field for Operation Breakthrough

Diamond of Dreams: Taking the Field for Operation Breakthrough is an annual fundraiser at Kauffman Stadium that has raised more than \$650,000 since 2008. Operation Breakthrough is an inner-city childcare facility in Kansas City that serves over 550 at-risk children each day. Operation Breakthrough has become a "one-stop shop" of services, allowing low-income parents to enter and remain in the workforce while providing a healthy upbringing for their children.

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C. KEITH HARRISON, ASSOCIATE DIRECTOR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE
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Los Angeles Angels - Angels Scholars

The Angels teamed up with the Orange County Office of Education and the AVID Program to create Angels Scholars. The program annually awards college scholarships to five public middle school students in Orange County. The students, wearing personalized jerseys provided by the Angels, and their families were invited to an Angels game and honored on the field during a pregame ceremony. Upon acceptance into a four-year college, each of the students is awarded scholarships to help with supplies, text books and housing. Since its inception in 2006, the program has supported 35 Angels Scholars.

Los Angeles Dodgers - Team Think Blue Program

The 2010-11 Team Think Blue program was designed to help students improve their literacy and writing aptitude, and to emphasize the importance of maintaining a healthy lifestyle. The program includes an art contest for grades 4 – 6 and an essay contest for grades 7 – 12. Contest winners receive game tickets, a gift card and a t-shirt, and are recognized at the Team Think Blue Awards Luncheon at Dodger Stadium. The winners also receive their art or essay piece framed and branded with Team Think Blue. This was the 15th year the Dodgers collaborated with the Los Angeles Times on a literacy program.

Milwaukee Brewers - Team Smile

In 2011, Brewers Community Foundation (BCF) partnered with the Club's Community Relations Department, Team Smile and Milwaukee Brewers pitcher LaTroy Hawkins to provide dental services for 250 children ages 5-16 from six Boys & Girls Clubs of Milwaukee. With the help of local dental professionals, select dental insurance companies and manufacturers, Team Smile and BCF provided free oral health education, screening, and treatment, in addition to free tickets to Brewers games, for children in need.

Minnesota Twins - Play Ball! Minnesota

The Twins tradition of giving has endured, with the Play Ball! Youth Baseball and Softball Clinic program at the forefront. The brainchild of long-time Twins scout Angelo Giuliani, the clinic program is now in its 51st year. Created to promote and teach baseball and softball to boys and girls throughout the Upper Midwest, more than 800,000 youth have participated in the program since its inception. Bringing the Minnesota Twins to the backyards of thousands, the Play Ball! Clinics have helped boost participation in many local baseball and softball programs. Participants have fun while gaining new skills, boosting their self-confidence and learning valuable life lessons. In 2011, over 4,000 youth participated while parent involvement reached almost 2,000.

New York Mets - Amazin' Calls

Every Saturday and Sunday during the 2011 season, the Mets hosted a guest at Citi Field who was called by a Mets player in the days leading up to the game. The thrill of speaking with a player was just the start for the VIP, who then met the player on the field, watched the game from field level seats, and saw their name in lights on the scoreboard.

New York Yankees - High School Blood Donor Championship

The New York Yankees High School Blood Donor Championship was established in 1996 to address the issue of the declining blood donor population. High schools based in the metropolitan area were provided with incentives (tickets, promotional items, etc.) to motivate staff and students to donate blood. The goals were to meet immediate needs for the demand for blood in 200 tri-state area hospitals, establish the next generation of local blood donors and instill a sense of community service and volunteerism in high school students. Through 2011, approximately two million life-saving blood products were donated.

Oakland Athletics - Japanese Earthquake Relief

When the devastating earthquake hit Japan in March 2011, the A's organization knew it needed to step in and assist with fundraising efforts. To ensure success, the A's utilized many resources to promote fundraising, including a new website- www.oaklandathletics.com/japan - for fans to make donations directly to the Red Cross. Player and native of Japan Hideki Matsui recorded a video message that ran on TV, radio, in the stadium and on the website encouraging fans to donate. Beyond the \$1 per ticket commitment by A's ownership, corporate sponsors for Japanese Heritage Day (April 3) contributed thousands of dollars to the cause. Matsui personally donated 50 million yen (\$620,000) to the Japanese Red Cross for disaster relief in his homeland.

Philadelphia Phillies - Be a Phanatic About Reading

In Philadelphia, nearly 45 percent of students cannot read at grade level when they reach the fourth grade. These numbers were the impetus for the Phillies to begin the 'Be a Phanatic About Reading' literacy program for students in kindergarten through eighth grade. Each season the program culminated with 'Be a Phanatic About Literacy' Night at a game. The Most Improved and Most Outstanding Readers were honored during pre-game ceremonies. Since its launch in 2004, over 550,000 students throughout the tri-state area read with the Phanatic.

Pittsburgh Pirates - Pirates Community Commitment Program

In 2008, the Pirates created The Pirates Community Commitment Program (PCCP), an organization wide program requiring all minor league players to participate in community service throughout the playing season. The goal of the program is to help players better understand community service and how they are viewed as role models and potential leaders. The program encourages players to emulate Roberto Clemente's legacy of community service. Near the conclusion of each affiliate's regular season, the Pirates present one player from each affiliate with the "Pirates Community Commitment Award." The Pirates fly each award winner to Pittsburgh to receive the award as part of a special on-field ceremony that includes the presentation of the parent Club's annual Roberto Clemente Award.

St. Louis Cardinals - Redbird Rookies

Sponsored by Cardinals Care, this special baseball league provides boys and girls the opportunity to play baseball and receive the off-field support to help them reach their goals. Redbird Rookies builds and

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maintains fields and provides uniforms, gloves, bats, balls and equipment for its teams, while working to instill the values of teamwork, integrity, self-esteem, and leadership. Off the field, Cardinals Care works to build partnerships between organizations that host Redbird Rookies and non-profits that support kids in the areas of health, education, mentoring, and cultural arts. All kids participating in the program were invited to a Cardinals game, where they participated in a pregame parade around the field.

San Diego Padres - Military Appreciation Program

Since 1995, the Padres have made it a priority to honor San Diego's 800,000+ active-duty, reserve, retired and veteran military personnel and their families. The Padres Military Appreciation Program (MAP) has three key components: 1 In-game military tributes 2 Community outreach and 3 Military appreciation ticketing and marketing initiatives. The MAP goals are threefold: 1) Use PETCO Park during Sunday home games as a platform for fans, players and the entire organization to honor the U.S. military, 2) Integrate the Padres into the military community via player appearances, charitable giving and partnerships with key organizations, and 3) Provide all members of the military affordable and often free access to Padres games.

San Francisco Giants - Junior Giants Program

Junior Giants, the flagship program of the Giants Community Fund, is a free, non-competitive and innovative baseball program for boys and girls ages 5-18 years old. The program serves over 185,000 children, and is administered in 160 cities in 85 leagues through the efforts of local agencies and other caring community members who serve as commissioners, coaches, umpires and mentors. The Community Fund provides all uniforms, equipment, and training necessary to run a league as well as tickets to select Giants games. The program places a higher value on character than on wins and losses, focusing on four bases of character development -- confidence, integrity, leadership and teamwork.

Seattle Mariners - Refuse to Abuse Campaign

The Mariners partner with the Washington State Coalition Against Domestic Violence (WSCADV) on a statewide community education program, the Refuse To Abuse Campaign. Through this program, the Mariners strive to engage their fan base, create a cultural intolerance for abuse, and, ultimately, prevent domestic violence. Refuse to Abuse, through in-stadium messaging, the Mariners Magazine, and radio and television PSAs, reaches millions of Mariners fans annually. Additionally, publicity is achieved through WSCADV's network of domestic violence coalitions in both English and Spanish. Ads focus on simple yet meaningful messages. Each year the Club identifies a new team spokesman for the campaign.

Tampa Bay Rays - Reading with the Rays, Read Your Way to the Ballpark

Reading with the Rays is a partnership between the St. Petersburg Times Newspaper in Education department and libraries in five Florida counties. The program leverages Rays players and the 'magic of baseball' to encourage elementary and middle school students, especially those reluctant to read, to continue reading through the summer months, with a goal of increasing reading skills. The program, in its fourth year, has seen increases in participation and geographic reach each year. One Rays player was designated as spokesperson, while quotes, biographies and photos of additional players were used to promote the program.

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Texas Rangers - Medical Center of Arlington Texas Rangers Fitness All-Stars

Since 2006, the Texas Rangers Baseball Foundation (TRBF) and the Medical Center of Arlington (MCA) joined forces to create a program that engaged the team mascot to educate students about ways to improve their health through fitness-themed learning aids. The curriculum-based program was used in 51 fifth-grade classrooms across the city, reaching 5,500 students. Students were recognized monthly to motivate them and instill a sense of pride. For the past two years, the program expanded to

Toronto Blue Jays - Rookie League

The Blue Jays' Rookie League mandate is to provide exposure and opportunities through baseball to children and youth who do not have access to organized team sports, safe places to play or stable and consistent role models. A summer-long baseball day camp for kids living in Toronto Community Housing Neighborhoods, for the past 23 seasons, the program has provided opportunities for physical fitness, health and nutrition education, and life-skills development through baseball skills, drills and tournament games. The Jays manager and players served as honorary captains, while Blue Jays and Rogers Centre employees serve as volunteers for the program.

Washington Nationals - Military Initiatives

The Washington Nationals recognize men and women who put their lives on the line for our country, and the family and friends who support them. The Washington Nationals Military Initiatives program provides a venue for military personnel to enjoy the game in the company of other service members, families and veterans.