



TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

MAKING WAVES OF CHANGE

The 2019 Racial and Gender Report Card:

Major League Baseball

by Dr. Richard Lapchick

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Published April 15, 2019

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THE 2019 RACIAL AND GENDER REPORT CARD: MAJOR LEAGUE BASEBALL



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Executive Summary

Orlando, FL - April 15, 2019

The **2019 Major League Baseball Racial and Gender Report Card (RGRC)** was released today and shows a slight increase in racial hiring practices and a slight decrease in gender hiring practices. MLB earned an **A-** on the issue of racial hiring, a **C** for gender hiring practices, and an overall grade of **B-** in the 2019 RGRC. The report was released in conjunction with the 72nd anniversary of Jackie Robinson breaking MLB's color barrier.

Major League Baseball improved its racial hiring grade from 88 percentage points in 2018 to 89 percentage points in 2019. MLB's gender hiring practices grade decreased from 71 percentage points in 2018 to 70 percentage points in 2019. The combined grade of 79 points is the same score in 2018.

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, "Jackie Robinson's legacy and vision carries on 72 years after he broke the color barrier in Major League Baseball. He played for a future of baseball where all people can participate on and off the field. The 2019 Major League Baseball Racial and Gender Report Card shows baseball is moving in the right direction, but there must be more urgency to make Jackie's vision a reality."

Overall Grade

B-

Racial Hiring

A-

Gender Hiring

C

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With 41 percent of all players being of color, Major League Baseball has continued to increase player diversity. However, there is a concern around baseball about the relatively small number of African-American players which was only 8.4 percent on Opening Day 2018, an increase from 7.7 percent in 2017.

“In 1991, 18 percent of all players were African-American. Today we have seen that number slowly decline to less than half of that,” Lapchick said.

While current players on the field may not accurately represent American demographics, the MLB Draft continues to show promising signs for a future increase in African-American players.

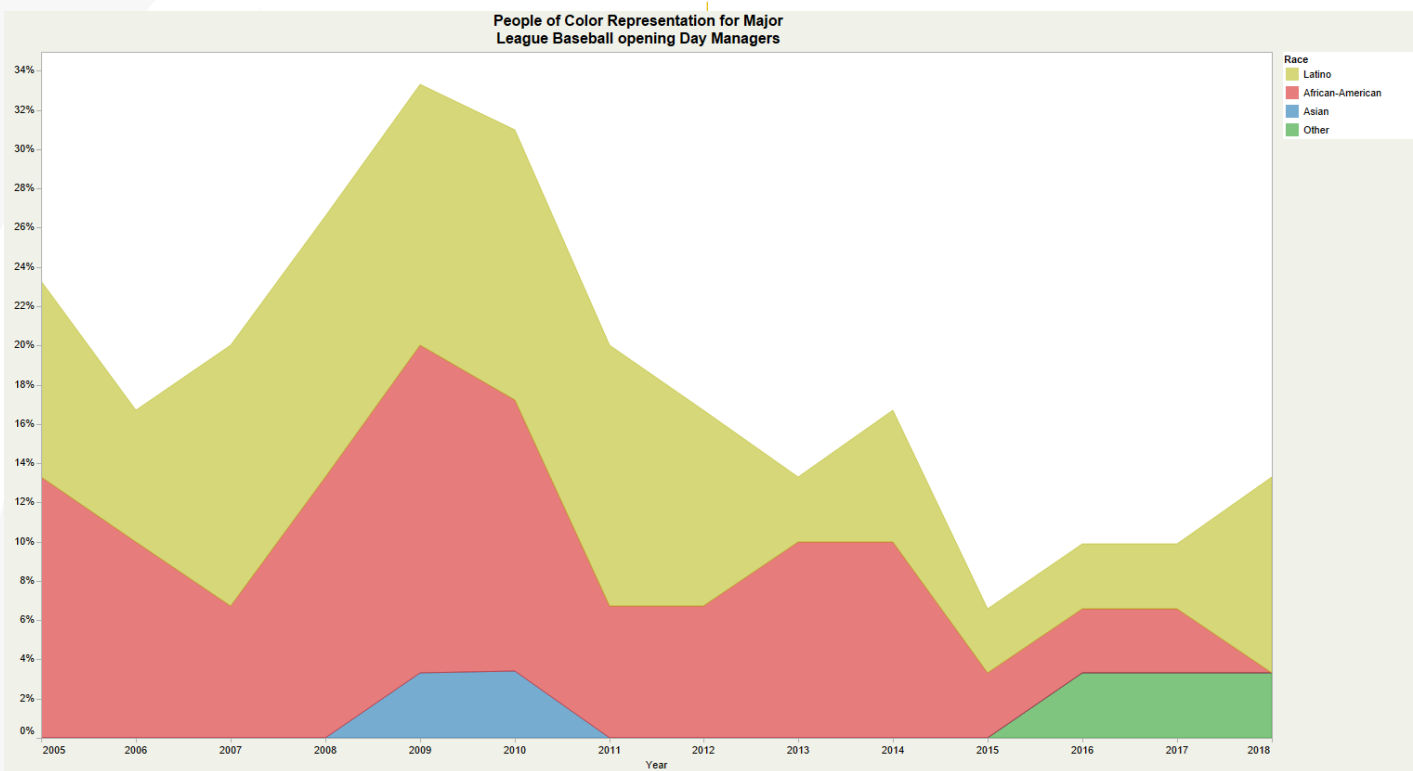
“In the 2018 draft, 13 of the top 78 players selected were African-American (16.7 percent),” Lapchick said. Over the last seven years (2012-18), the first round of the MLB Draft has featured 44 African-American/black players out of 234 total selections (19 percent). Lapchick noted that this year, the Sports and Fitness Industry Association (SFIA) Annual Participation Report showed promising growth in baseball in general and among African-American youth in particular. More information on this matter is covered later in this report.

Commissioner Rob Manfred’s League Office

received an A+ for racial hiring and a C for gender hiring practices, which were the same grades as in 2018. People of color comprised 33.3 percent and women comprised 30.8 percent of the total Central Office professional staff. There were 13 people of color and 15 women in positions of Vice President or higher at the Commissioner’s Office. Renée Tiarado, MLB’s Vice President and Chief Diversity and Inclusion Officer, has effectively led the efforts since assuming this critical leadership position.

The team levels remain far behind the League Office. Of the six grades for race at the team level, the only A grade was for coaches which is at 43.9 percent. The teams received a B for racial hiring at the senior administration levels and a B+ at the professional administration levels, but a C- and a D+ for gender hiring at the same positions. The team grade for managers increased from a C in 2018 to a B in 2019 as there are now five managers of color in MLB. The grade of C- for general manager remained the same as there was no change with only four people of color serving in those roles.

Lapchick urged, “Major League Baseball’s teams must improve inclusive hiring practices in order to accurately represent the players who play the game and the communities they serve. Though the percentage of managers



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"Major League Baseball's teams must improve inclusive hiring practices in order to accurately represent the players who play the game and the communities the teams serve."

of color continued to increase this year, the lack of diversity in this key position throughout MLB is of utmost concern, especially when looking at the level of diversity among the players," Lapchick added. "The 2019 season opened with only five managers of color, which is half of the all-time high of 10 reached in 2002 and 2009."

Commissioner Manfred's league office has implemented a number of diversity initiatives in recent years to address this diversity and inclusion issue. These initiatives are elaborated on in Appendix I. These initiatives include the Diversity Pipeline Program, which seeks to identify, develop, and grow the pool of qualified minority and female candidates for on-field and baseball operations positions; the MLB Diversity Fellowship which provides the opportunity for young, diverse professionals to experience front office positions that have been traditionally influential in baseball operations decisions; The Diverse Business Partners program which has cultivated new and existing partnerships with minority and women-owned businesses, including veteran-owned, LGBT-owned and other underrepresented small businesses; as well as a number of other initiatives to engage people of all sexual-orientations, ages, abilities, and faiths.

All data was collected by the MLB Central Office and transmitted to the research team at The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida's DeVos Sport Business Management Graduate Program. This was possible because of the in-depth human resource record-keeping being done by MLB. Using data as of December 31, 2018, TIDES 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

MLB RGRC at a Glance

Grade for Race of MLB Players

A+  **41.0%**
People of Color

Racial Hiring Grade for MLB Central Office

A+  **33.3%**
People of Color

Gender Hiring Grade for MLB Central Office

C  **30.8%**
Women

Racial Hiring Grade for MLB Team Managers

B  **16.7%**
People of Color

Racial Hiring Grade for MLB Team Coaches

A+  **43.9%**
People of Color

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Office as well as the team level, top team management, team senior administration and team professional administration. An overview of player positions is also included. Listings of professional owners, general managers, and managers were updated as of December 31, 2018. The MLB player demographics for the 2018 Opening Day rosters are also included. Tables for the report are included in Appendix II. The MLB's extensive diversity initiatives are listed in Appendix I.

It is imperative that 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 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 they can provide a different perspective, and possibly a competitive advantage for a win in the boardroom 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 expansion of diversity and inclusion in front office and college athletics department positions.



MLB RGRC at a Glance

Racial Hiring Grade for MLB Team President of Baseball Ops / GM

C- **13.3%**
People of Color

Racial Hiring Grade for MLB Team Senior Admin

B  **19.4%**
People of Color

Gender Hiring Grade for MLB Team Senior Admin

C-  **28.6%**
Women

Racial Hiring Grade for MLB Team Professional Admin

B+  **23.6%**
People of Color

Gender Hiring Grade for MLB Team Professional Admin

D+  **26.0%**
Women

Report Highlights

Players

25-Man Major League Rosters

On 2018 Opening Day active, 25-man rosters, 8.4 percent of Major League players were African-American/African-Canadian/Black, which is the highest percentage on Opening Day active rosters over the last six seasons.

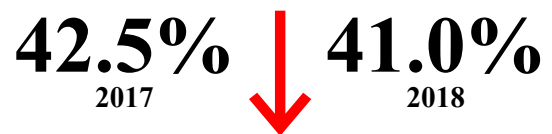
- Of this group, 70 percent of players were aged 30 or younger, a 5 percent increase since 2015.
- Overall, 41 percent of players on 2018 active, Opening Day rosters were of a diverse background (African-American / African-Canadian / Black, Latino, Asian or Pacific Islander).

First-Year Player Draft Results

The MLB Draft continues to show promising signs for a future increase in African-American players.

- Over the last seven years (2012-18), the first round of the MLB Draft has featured 44 African-American/black players out of 234 total selections (19 percent).
- In 2018:
 - Six of the 30 first round selections (20.0 percent), and 18 of the 78 picks on the opening night of the Draft (23.1 percent), come from diverse backgrounds,
 - Additionally, 13 of the first 78 picks (16.7 percent) were African-American/Black/African-Canadian.
- In 2017:
 - Eight of the top 26 selections (30.8 percent) were African-American or Latino.
 - 2017 also marked just the fourth time ever in the history of the MLB Draft that the first two picks were African-American players (1-Royce Lewis, 2-Hunter Greene).
 - 2017 was also the third consecutive year that an alumnus of the Reviving Baseball in Inner Cities (RBI) program was selected within the top five

Players of Color



Coaches of Color



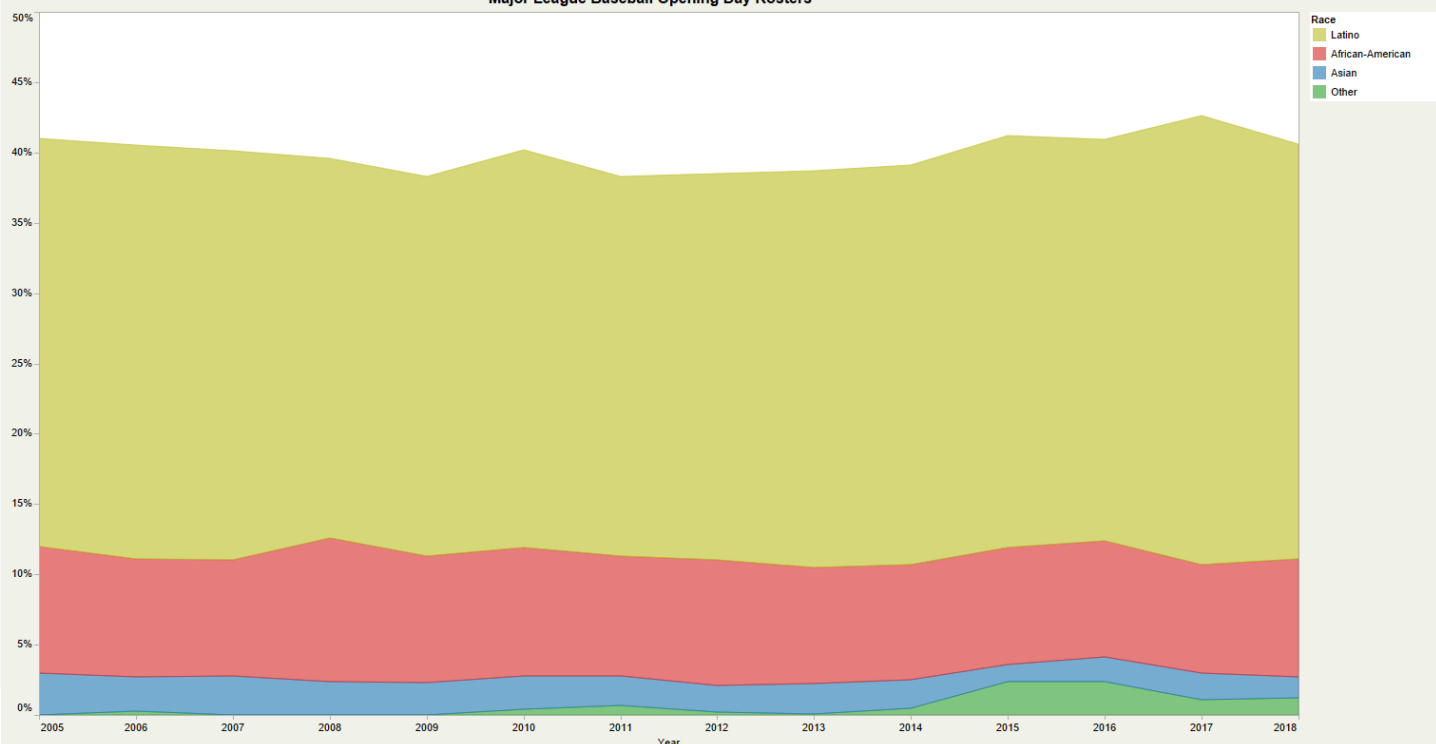
Managers of Color



Team VPs and Above of Color



People of Color Representation for Players on
Major League Baseball Opening Day Rosters



picks (2017, Green - #2; 2016, Corey Ray - #5; 2015, Dillon Tate - #4).

International Players

Total 2018 MLB Opening Day rosters (active players, Injured List, Suspended & Paternity Leave) included the second-highest total in history of 254 players born outside the U.S., constituting 29 percent of the league.

MLB Central Office Highlights

As of December 31, 2018, among MLB Central Office professional staff, 9.8 percent were African-American, 14.7 percent were Hispanic or Latino, 5.6 percent were Asian, and 3.2 percent were classified as two or more races. Thus, people of color comprised 33.3 percent of the MLB Central Office professional staff, a decrease of 0.4 percent from 2017. Women made up 30.8 percent of the MLB Central Office, down from 31.8 percent in 2017.

There was a total of 56 employees in senior executive level position in 2018. People of color represented

23.2 percent of that group, a decrease from 24.6 percent in 2017. Women occupied 26.8 percent of senior executive level positions, which is up from 24.6 percent.

There was a total of 123 employees at the director and managerial level. People of color represent 37.3 percent, a decrease from 42.9 percent from 2017. Women with positions in this level also decreased, occupying 30.1 percent of the positions compared to 33.6 percent in 2017.

Diverse Leadership Promotions at MLB's Office of the Commissioner

Diverse leadership promotions in 2018 included:

- **Barbara McHugh**, Senior Vice President, Marketing
- **Ethel Brual**, Vice President, Marketing
- **Tony Reagins**, Executive Vice President, Baseball & Softball Development
- **Uzma Rawn**, Group Director & Vice President of Sponsorship Sales

MLB has initiated many outstanding Diversity Initiatives. The key ones are in the section of MLB's Central Office and all are listed in Appendix I.

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Managers

The 2019 Major League Baseball season began with five managers of color (16.7 percent), up from four in 2018.

- **Alex Cora**, Boston Red Sox (Latino)
- **Dave Martinez**, Washington Nationals (Latino)
- **Charlie Montoyo**, Toronto Blue Jays (Latino)
- **Rick Renteria**, Chicago White Sox (Latino)
- **Dave Roberts**, Los Angeles Dodgers (2 or more races)

The number of Latino managers (4) matches the most at any given point in an MLB season. The historical record of Latino MLB managers of four (4) was previously reached in 2004 and 2011.

Head of Baseball Operations/General Managers

At the end of the 2018 calendar year, there were four diverse individuals that held the position at one of MLB's teams as President of Baseball Operations, a title representing the top role of the Club's baseball operations, or the position of General Manager of an MLB team.

Presidents of Baseball Operation

Michael Hill, President of Baseball Operations, Miami Marlins (African-American)

Kenny Williams, Executive Vice President, Baseball Operations for the White Sox, and is the Club's top baseball operations official (African-American)

Farhan Zaidi, President of Baseball Operations, San Francisco Giants (Asian)

General Managers

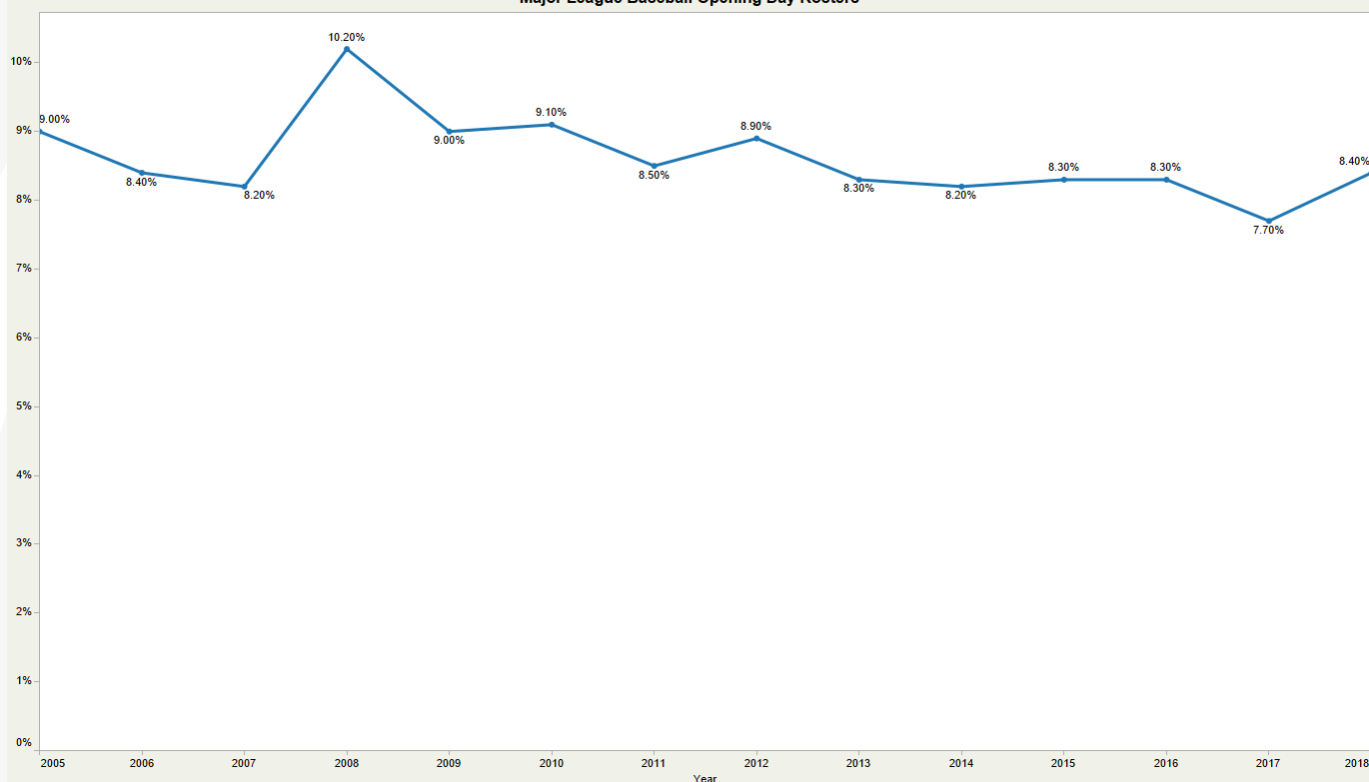
Al Avila, Executive Vice President, Baseball Operations/General Manager, Detroit Tigers (Latino)

Women On-Field

There were seven women who had on-field coaching roles in 2018 – an increase from three in 2017.

- **Cecilia Clark**, Performance Coach, Cleveland Indians
- **Holly Hansing**, Minor League Strength and Conditioning Coach, Philadelphia Phillies

African-American Representaion for Players on Major League Baseball Opening Day Rosters



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- **Nikki Huffman**, Head Athletic Trainer, Toronto Blue Jays
- **Andrea Nunez-Garcia**, Minor League Strength and Conditioning Coach, Los Angeles Angels of Anaheim
- **Daniella Rodriguez**, Mental Skills Coach, New York Mets
- **Amanda Sartoris**, Minor League Strength and Conditioning Coach, Miami Marlins
- **Brittany Wiebe**, Minor League Strength and Conditioning Coach, Houston Astros

Women Team Vice Presidents

During the 2018 Major League Baseball season, 29 of the 30 MLB Clubs had one or more women serving in a vice president or above role. The Boston Red Sox continue to lead the league with 10 women in VP and above positions. The San Francisco Giants had eight women, followed by the Houston Astros with five, and the Miami Marlins, Milwaukee Brewers, Minnesota Twins, New York Yankees, San Diego Padres, Texas Rangers and Washington Nationals all with four.

Team Senior Administration

- As of December 2018, 19.4 percent of the senior team administration were people of color, a decrease compared to 20 percent the previous year.
- Women held 28.6 percent of team senior administration positions, up from 27.7 percent in 2017.

Team Professional Administration

- In 2018, 23.6 percent of team professional positions were held by people of color, up from 22 percent in 2017.
- Women held 26 percent of team professional administration in 2017, down from 27.7 percent in 2017.



Overall Grades


Major League Baseball had a **A-** grade on the issue of racial hiring practices, a **C** for gender hiring practices, and an overall grade of **B-** in the 2019 MLB Racial and Gender Report Card (MLB RGRC).

The league reached a score of 89 for racial hiring, up from 88 in 2018, and 70 for gender hiring practices, down from 71 in 2018. The combined grade of a **B-** with 79 points is the same points received in 2018.


MLB received an **A+** for race in the following categories: MLB Central Office, coaches, players and diversity initiatives. Also, it received a **B+** for team professional administration, and a **B** for both team manager and team senior administration. It received a **C-** for President of Baseball Operations/General Manager.

MLB's grades for gender are as follows: a **C** for MLB Central Office, a **C-** for team senior administration, and a **D+** for team professional administration.

Racial Hiring:

88		89
-2018-		-2019-

Gender Hiring:

71		70
-2018-		-2019-

Overall Score:

79	79
-2018-	-2019-

Grades by Category

MLB Players

- On 2018 Opening Day active, 25-man rosters, 8.4 percent of Major League players were African-American/African-Canadian/Black, which is the highest percentage on Opening Day active rosters over the last six seasons.
 - Of this group, 70 percent of players were aged 30 or younger, a 5 percent increase since 2015.
- Overall, 41 percent of players on 2018 active, Opening Day rosters were of a diverse background (African-American/African-Canadian/Black, Latino, Asian or Pacific Islander).

2018 Opening Day Rosters

- The number of African-American players on opening day Major League rosters was at the highest percentage since 2012.
- The percentage of Latino players saw a slight decrease from 31.9 percent in 2017 to 29.5 percent on 2018 opening day rosters.
- The percentage of Asian players remained generally the same from 1.7 percent in 2017 to 1.5 percent in 2018.
- 29.0 percent of players born outside of the U.S. spanning a record 21 Countries and Territories.

**Note: The 254 players born outside the U.S. (29.0 percent) come from the pool of 877 players (750 active 25-man roster players and 127 disabled, suspended or restricted Major League players) on March 29th rosters and represent a record-high 21 countries and territories outside the U.S.*

First-Year Player Draft Results

- Over the last seven years (2012-18), the first round of the MLB Draft has featured 44 African-American/black players out of 234 total selections (19 percent).
- In 2018:
 - Six of the 30 first round selections (20.0 percent), and 18 of the 78 picks on the opening night of the Draft (23.1 percent), come from diverse backgrounds,
 - Additionally, 13 of the first 78 picks (16.7

percent) were African-American/Black/African-Canadian.

- In 2017:
 - Eight of the top 26 selections (30.8 percent) were African-American or Latino.
 - 2017 also marked just the fourth time ever in the history of the MLB Draft that the first two picks were African-American players (1-Royce Lewis, 2-Hunter Greene).
 - Last year was also the third consecutive that an alumnus of the Reviving Baseball in Inner Cities (RBI) program was selected within the top five picks (2017, Green - #2; 2016, Corey Ray - #5; 2015, Dillon Tate - #4).
- In 2016:
 - 10 of the top 41 selections (24.4 percent) and 17 of the first night's 77 selections (22.1 percent) were African-American or Latino.
- In 2015:
 - The first round featured the selection of nine African-American players (25 percent, 9-of-36).
 - On a percentage basis, this represented the most African-American players in the first round since 1992, eclipsing the recent previous high of 22.6 percent (7-of-31) in 2012.
- 20 African-American players were selected in the first rounds of the 2012, 2013 and 2014 Drafts.

Major League Baseball continues to be encouraged by the results of the Annual Sports and Fitness Industry Association Participation Report released in 2018 believing that it augurs well for a future increase in the participation of African-Americans in baseball. Among the findings were:

- For the third consecutive year, baseball and softball combined to rank as the most participated team sports in the United States in 2018 (25.6 million participants).
- Over the last four years, baseball has seen a 52.8 percent growth in casual participation, which is in direct correlation to the launch of the PLAY BALL initiative.
- In 2016 (the last known year of tracking racial demographics by SFIA), baseball participation among African-American youth was higher than football (3.8 percent vs. 3.4), according to the SFIA

MLB Grade for Players

A+  **41.0%**
Players of Color

See Table 1.

Major League Central Office

As of December 31, 2018, among MLB Central Office professional staff, 9.8 percent were African-American, 14.7 percent were Hispanic or Latino, 5.6 percent were Asian, and 32 percent were classified as two or more races and American Indian collectively. Thus, people of color comprised 33.3 percent of the Central Office professional staff, a decrease of 0.5 percent since 2017. Women made up 30.8 percent of the total MLB Central Office professional employees, down from 31.8 percent in 2017.

There was a total of 56 employees in senior executive level position in 2018. People of color represented 21.4 percent of that group, a decrease from 24.6 percent in 2017. Women occupied 25 percent of senior executive

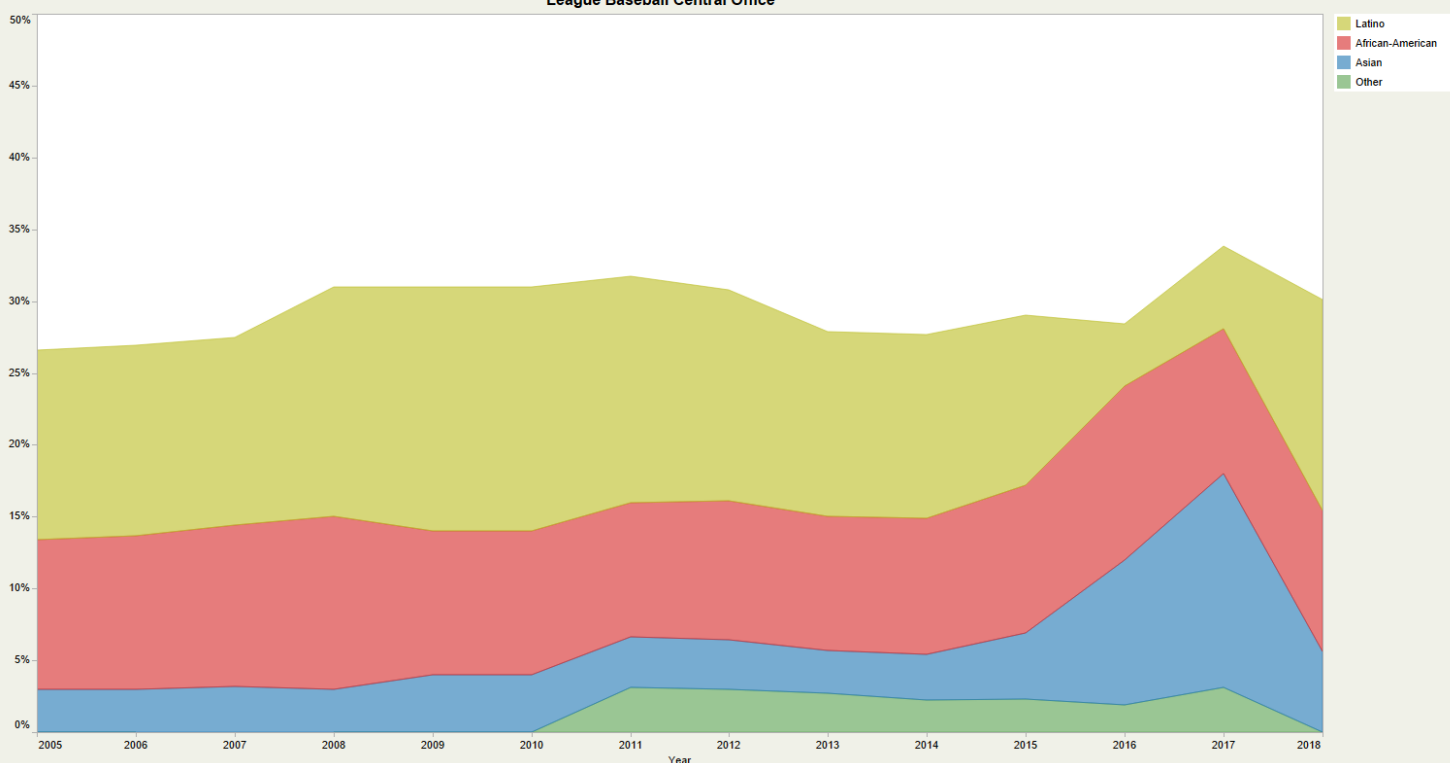
level positions, which is up from 24.6 percent.

There was a total of 123 employees at the director and managerial level. People of color represented 36.6 percent, a decrease from 42.9 percent from 2017. Women with positions at this level occupied 30.1 percent of the positions compared to 33.6 percent in 2017.

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

- **Steven Gonzalez**, Senior Vice President and Deputy General Counsel, Labor Relations & Human Resources, MLB Central Office
- **Kim Ng**, Senior Vice President, Baseball & Softball Development, MLB Central Office
- **Christopher Park**, Executive Vice President, Global Marketing & Partnerships, MLB Central Office
- **Jorge Perez-Diaz**, Senior Vice President and Special Counsel, MLB Central Office
- **Tony Reagins**, Executive Vice President, Baseball & Softball Development, MLB Central Office
- **Peter Woodfork**, Senior Vice President, Baseball Operations, MLB Central Office

People of Color Representation for Major League Baseball Central Office



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

- **Mary Beck**, Senior Vice President, Marketing & Advertising, MLB Network
- **Marla Goldberg**, Senior Vice President, Events, MLB Central Office
- **Kimberly Hausmann**, Senior Vice President and Controller, MLB Advanced Media
- **Leslie Knickerbocker**, Senior Vice President, HR and Special Projects, MLB Advanced Media
- **Bernadette McDonald**, Senior Vice President, Broadcasting Domestic, MLB Central Office
- **Barbara McHugh**, Senior Vice President, Marketing & Advertising, MLB Central Office
- **Kim Ng**, Senior Vice President, Baseball & Softball Development, MLB Central Office
- **Susan Stone**, Senior Vice President, Operations and Engineering, MLB Network
- **Kathleen Torres**, Executive Vice President, Finance, MLB Central Office
- **Lara Pitaro Wisch**, Senior Vice President, General Counsel, MLB Advanced Media

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

- **Thomas Brasuell**, Vice President, Community Affairs, MLB Central Office
- **Ethel Brual**, Vice President, Marketing, MLB Central Office
- **David James**, Vice President, Baseball & Softball Development, MLB Central Office
- **James Johnson**, Vice President, Broadcast Services & Production, MLB Advanced Media
- **Melanie LeGrande**, Vice President of Social Responsibility, MLB Central Office
- **Darrell Miller**, Vice President, Youth & Facility Development, MLB Central Office
- **Arturo Pardavila**, Vice President, Content, MLB Advanced Media
- **Kushal Patel**, Vice President, Network Infrastructure, MLB Advanced Media
- **Uzma Rawn**, Group Director & Vice President of Sponsorship Sales, MLB Advanced Media
- **Carlton Thompson**, Vice President Executive Editor, MLB Advanced Media
- **Renée Tirado**, Vice President and Chief Diversity & Inclusion Officer, MLB Central Office



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

- **Heather Benz**, Vice President, Ticketing, MLB Advanced Media
- **Ethel Brual**, Vice President, Marketing, MLB Central Office
- **Courtney Coppotelli**, Vice President, Account Services, MLB Advanced Media
- **Diane Cuddy**, Vice President, Human Resources, MLB Central Office
- **Daria L. DeBuono**, Vice President, Product, Digital Content, MLB Advanced Media
- **Tanya Fickenschier Leonard**, Vice President & Deputy General Counsel, MLB Central Office
- **Donna Hoder**, Vice President, Office Operations, MLB Central Office
- **Sarah Horvitz**, Vice President, Deputy General Counsel, MLB Advanced Media
- **Melanie LeGrande**, Vice President, Social Responsibility, MLB Central Office
- **Ellen Miller-Wachtel**, Vice President & Deputy General Counsel, MLB Central Office
- **Alicia Mullin**, Vice President, New Media, MLB Central Office
- **Anne Occi**, Vice President, Design Services, Creative Services, MLB Central Office
- **Uzma Rawn**, Group Director & Vice President of Sponsorship Sales, MLB Advanced Media
- **Jennifer Shaw**, Vice President, Integrated Marketing, MLB Advanced Media
- **Ariana Talai**, Vice President, Broadcast Infrastructure Operations, MLB Advanced Media
- **Renée Tirado**, Vice President and Chief Diversity & Inclusion Officer, MLB Central Office
- **Amanda Whichard**, Vice President, Mobile Operations, MLB Advanced Media

Racial Hiring Grade for MLB Central Office

A+  **33.3%**
People of Color

Gender Hiring Grade for MLB Central Office

C  **30.8%**
Women

See Table 2.

Ownership

Arturo Moreno, who owns the Los Angeles Angels, is the only Latino majority owner in professional sports. He is the only person of color who is the majority owner of an MLB team. Derek Jeter, who is part of the new ownership group for the Miami Marlins, currently serves as the Club's Chief Executive Officer. Earvin "Magic" Johnson is an owner of the Los Angeles Dodgers along with Billie Jean King and Ilana Kloss, both of whom joined the Dodgers ownership group in September 2018. Several women, including Linda Alvarado (Colorado Rockies), Marla Tanenbaum (Washington Nationals), and several members of the Steinbrenner Family (New York Yankees) serve as co-owners.

See Table 3.

Managers

At the start of the 2019 MLB season, Major League Baseball teams had five managers of color (16.7 percent, one more than in the 2018 season).

- **Alex Cora**, Boston Red Sox (Latino)
- **Dave Martinez**, Washington Nationals (Latino)
- **Charlie Montoyo**, Toronto Blue Jays (Latino)
- **Rick Renteria**, Chicago White Sox (Latino)
- **Dave Roberts**, Los Angeles Dodgers (2 or more races)

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There were four managers of color (13.3 percent) at the end of the 2018 season:

Alex Cora, Boston Red Sox (Latino)

Dave Martinez, Washington Nationals (Latino)

Rick Renteria, Chicago White Sox (Latino)

Dave Roberts, Los Angeles Dodgers (2 or More Races)

Racial Hiring Grade for MLB Team Managers

B  **16.7%**
People of Color

See Tables 4 and 5.

Coaches

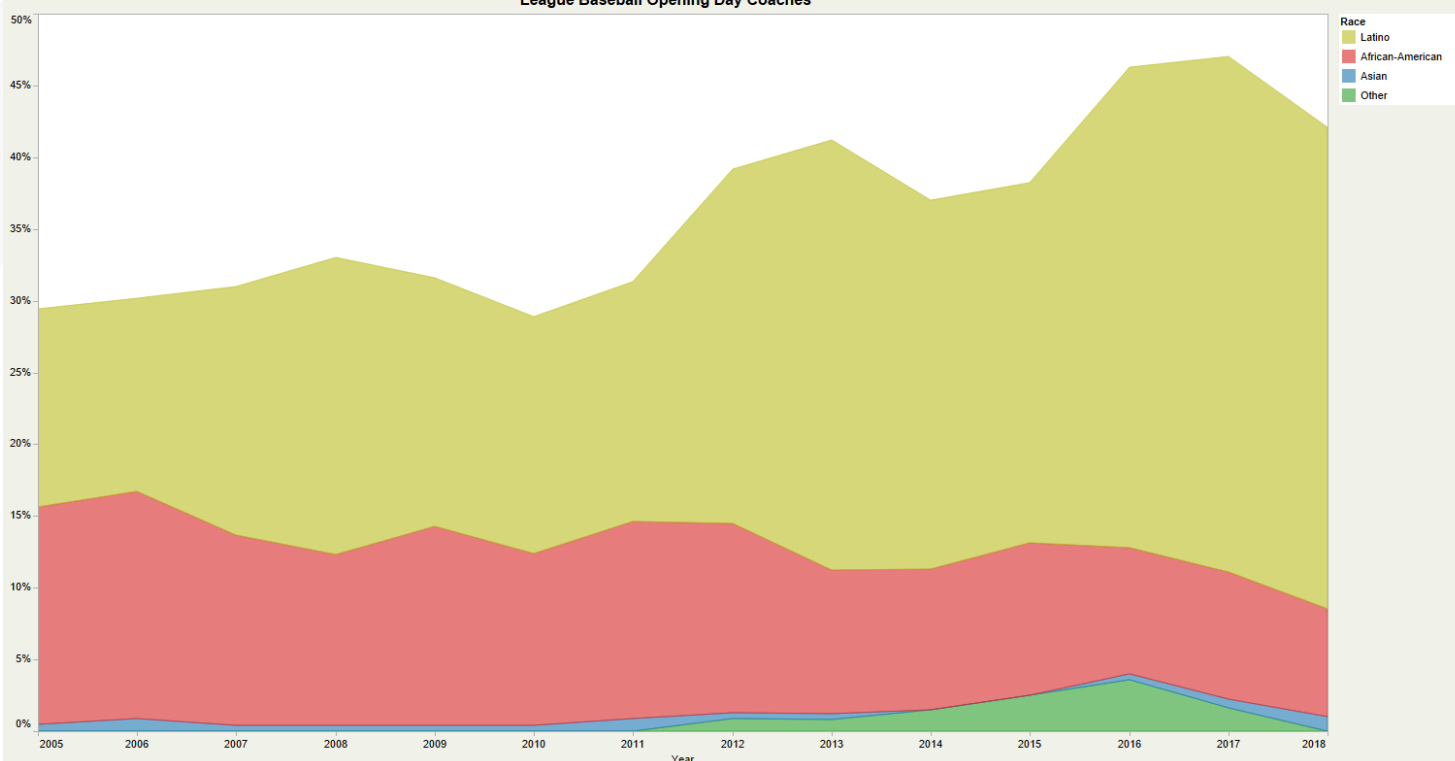
For the 2018 season, the percentage of people of color holding coaching positions was 43.9 percent, a decrease from 45.9 percent in 2017. African-Americans held 7.5 percent of coaching positions, a decrease from 8.6 percent in

2017. Latinos held a 33.6 percent of coaching positions, a decrease of 1.5 percent from 2017. All other races occupied 2.9 percent, an increase of 0.7 percent.

There were seven women who had on-field coaching roles in 2018 – an increase from three in 2017.

- **Cecilia Clark**, Performance Coach, Cleveland Indians
- **Holly Hansing**, Minor League Strength and Conditioning Coach, Philadelphia Phillies
- **Nikki Huffman**, Head Athletic Trainer, Toronto Blue Jays
- **Andrea Nunez-Garcia**, Minor League Strength and Conditioning Coach, Los Angeles Angels of Anaheim
- **Daniella Rodriguez**, Mental Skills Coach, New York Mets
- **Amanda Sartoris**, Minor League Strength and Conditioning Coach, Miami Marlins
- **Brittany Wiebe**, Minor League Strength and Conditioning Coach, Houston Astros

People of Color Representation for Major League Baseball Opening Day Coaches



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Racial Hiring Grade for MLB Coaches

A+  **43.9%**
People of Color

See Table 6.

Team Management

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

Chief Executive Officers

In September 2017, Major League Baseball approved the purchase of the Derek Jeter-led ownership group for the Miami Marlins, making Jeter the Marlins' Chief Executive Officer.

See Table 7.

Head of Baseball Operations/General Managers

At the start of the 2019 MLB season, there were four diverse individuals that held the position at one of MLB's teams as President of Baseball Operations, a title representing the top role of the team's baseball operations, or the position of General Manager of a MLB team.

Presidents of Baseball Operation:

- **Michael Hill**, President of Baseball Operations, Miami Marlins (African-American)
- **Kenny Williams**, Executive Vice President, Baseball Operations for the White Sox, and is the Club's top baseball operations official (African-American)
- **Farhan Zaidi**, President of Baseball Operations, San Francisco Giants (Asian)

General Manager:

- **Al Avila**, Executive Vice President, Baseball Operations/General Manager, Detroit Tigers (Latino)

In the 2018 season, the same four individuals were in these roles. However, Farhan Zaidi was the General Manager of the Dodgers.

Racial Hiring Grade for Team President of Baseball Ops / GMs

C- **13.3%**
People of Color

See Table 8.

Team Vice Presidents

As of 2018, the percentage of people of color holding team vice president positions was 14.1 percent, an increase of 0.2 percent from 2017. The percentage of women in these positions was 19.2 percent, an increase of 0.9 percent from 2017.

The 2018 total of 63 people of color who were team vice-presidents was comprised of 28 African-Americans, 24 Latinos, six Asians and four Native Hawaiians and 1 that is Two or More Races. This was up from 60 Team Vice Presidents of color in 2017.

There was a total of 86 women holding team executive vice president, senior vice president and vice president positions on MLB teams. This is up from 79 women occupying these positions in 2017.

The 28 African-American team executive vice-presidents, senior vice presidents and vice presidents on MLB teams:

- **Henry Aaron**, Senior Vice President, Executive Offices, Atlanta Braves
- **Larry Bowman**, Vice President of Stadium Operations and Security, Atlanta Braves
- **Robert Brown**, Vice President, CFO Accounting, New York Yankees
- **Andre Chambers**, Vice President, People Operations, Human Resources, Oakland Athletics
- **Brian Colbert**, Senior Vice President, Revenue, Pittsburgh Pirates
- **Jacqueline Coleman**, Senior Vice President, Broadcasting and Game Presentation, Washington Nationals

- **Eugene Dias**, Vice President, Media Relations, Media Relations, Houston Astros
- **Mike Dillon**, Vice President, Marketing and Marketing Analytics, Houston Astros
- **Julian Green**, Vice President, Communications and Community Affairs, Chicago Cubs
- **Michael Hall**, Vice President Cardinals Care and Community Affairs, St. Louis Cardinals
- **Marian Harper**, Vice President, Foundation, Houston Astros
- **Elaine Hendrix**, Vice President Community and Public Affairs, Detroit Tigers
- **Gilbert Sonny Hight**, Senior Vice President Chief Security Officer, Security, New York Yankees
- **Sabrina Jenkins**, Vice President, Special Events, Atlanta Braves
- **Damon Jones**, Senior Vice President, General Counsel, Washington Nationals
- **Brian Keys**, Vice President of Information Technology, Information Systems, Cincinnati Reds
- **Nona Lee**, Senior Vice President & Chief Legal Officer, Arizona Diamondbacks
- **Robert McDonald**, Vice President, Clubhouse Operations and Team Travel, Baseball Operations, Washington Nationals
- **Aleta Mercer**, Vice President Broadcasting, Milwaukee Brewers
- **Vivian Mora**, Vice President, Human Resources, Houston Astros
- **Michael Shaw**, Vice President, Customer Engagement, Miami Marlins
- **Katina Shaw**, Vice President, Community Relations, Milwaukee Brewers
- **Brian Smith**, Senior Vice President, Community Relations, New York Yankees
- **Elaine Steward**, Vice President, Club Counsel, Boston Red Sox
- **Taj Tashombe**, Vice President External Affairs, Ballpark Development, Oakland Athletics
- **Marcita Thompson**, Vice President, Fenway Park Tours, Boston Red Sox
- **Kenneth Williams**, Executive Vice President, Baseball Operations, Chicago White Sox
- **Ellen Zeringue**, Vice President, Marketing, Detroit Tigers

The 25 Latino team senior vice-presidents and vice presidents in MLB were:

- **Russell Amaral**, Vice President, Facilities, Arizona Diamondbacks
- **Alberto Avila**, Executive Vice President, Baseball Operations, Detroit Tigers
- **Diann Blanco**, Vice President, Administration, New York Yankees
- **Jorge Costa**, Senior Vice President, Operations and Facilities, San Francisco Giants
- **David Curry**, Vice President, Information Technology, Seattle Mariners
- **Sergio del Prado**, Senior Vice President, Corporate Partnerships, San Diego Padres
- **Johnny DiPuglia**, Vice President, International Operations, Washington Nationals
- **Ralph Esquibel**, Vice President, Information Technology, Los Angeles Dodgers
- **Rolando Fernandez**, Vice President, International Scouting and Development, Colorado Rockies
- **Santiago Fernandez**, Senior Vice President and General Counsel, Los Angeles Dodgers
- **Rafaela Fink**, Vice President, Public Relations, Tampa Bay Rays
- **Eric Hernandez**, Vice President, Finance, Los Angeles Dodgers
- **Ana Hernandez**, Vice President, Human Resources, Miami Marlins
- **David Martinez**, Vice President, Retail Operations, San Francisco Giants
- **Kevin Martinez**, Senior Vice President, Marketing and Communications, Seattle Mariners
- **Sigurd Mejdal**, Vice President, Assistant General Manager Analytics, Baltimore Orioles
- **Alfredo Mesa**, Vice President and Executive Director, Marlins Foundation, Miami Marlins
- **Milciades Junior Noboa**, Vice President, Latin Operations, Player Development, Arizona Diamondbacks
- **Elisa Padilla**, Senior Vice President, Marketing and Community Relations, Miami Marlins
- **Juan Ramirez**, Vice President, Information Technology, Tampa Bay Rays
- **Frederick Rivera**, Executive Vice President, Legal and General Counsel, Seattle Mariners
- **Naomi Rodriguez**, Vice President, External Affairs and Community Relations, Los Angeles Dodgers

- **Edgardo Romero, Jr.**, Senior Vice President, Assistant General Manager, Boston Red Sox
- **Elizabeth Stecklein**, Vice President, Human Resources, Colorado Rockies

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

- **Ray Chan**, Vice President, Information Technology, San Diego Padres
- **Alan Chang**, Vice President, Legal Affairs and Deputy General Counsel, New York Yankees
- **Jonathan Gilula**, Executive Vice President, Business Affairs, Boston Red Sox
- **Jason Lee**, Vice President, Business Strategy & Analytics, Minnesota Twins
- **Amilyn Pierce**, Vice President, Government Affairs, Arizona Diamondbacks
- **Timothy Zue**, Executive Vice President, Chief Financial Officer, Boston Red Sox

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

- **Susan Jaison**, Senior Vice President, Finance, Miami Marlins
- **Ashwin Krishnan**, Vice President and General Counsel, Miami Marlins
- **Robert McLeod**, Senior Vice President, Scouting and Player Development, Chicago Cubs
- **Anita Sehgal**, Senior Vice President, Marketing, Houston Astros

The one Two or More Races team vice president on an MLB team is:

- **Kevin Gregg**, Vice President, Communications, Boston Red Sox

There was a total of 85 women holding team executive vice president, senior vice president and vice president positions on MLB teams:

- **Jean Afterman**, Senior Vice President, Assistant General Manager, New York Yankees
- **Catherine Aker**, Vice President, Communications and Community Relations, Oakland Athletics

- **Marcell Bhangoo**, Senior Vice President, Client Services, Boston Red Sox
- **Diann Blanco**, Vice President, Administration, New York Yankees
- **Victoria Bryant**, Vice President, Event Services Merchandising, St. Louis Cardinals
- **Naomi Calder**, Vice President, Ticket Operations, Boston Red Sox
- **Carrie Campbell**, Vice President, Fenway Enterprises, Boston Red Sox
- **Jill Campbell**, Vice President, Communications and Marketing, Colorado Rockies
- **Twila Carter**, Senior Vice President, Community Relations and The Astros Foundation, Houston Astros
- **Debbie Castaldo**, Vice President, Corporate and Community Impact, Arizona Diamondbacks
- **Kimberly Childress**, Senior Vice President of Accounting and Controller, Atlanta Braves
- **Bonnie Clark**, Vice President, Communications, Philadelphia Phillies
- **Jacqueline Coleman**, Senior Vice President, Broadcasting and Game Presentation, Washington Nationals
- **Heather Collamore**, Vice President, Metropolitan Hospitality, New York Mets
- **Jackie Cuddeback**, Vice President, Advertising and Sales, Philadelphia Phillies
- **Zineb Curran**, Vice President, Community Relations, San Francisco Giants
- **Shana Daum**, Vice President, Public Affairs and Community Relations, San Francisco Giants
- **Laura Day**, Executive Vice President, Business Development, Minnesota Twins
- **Nancy Donati**, Vice President, Creative Services and Visual Identify, San Francisco Giants
- **Raenell Dorn**, Vice President, Human Resources and Diversity, Minnesota Twins
- **Paige Farragut**, Senior Vice President, Ticket Sales and Service, Texas Rangers
- **Raquel Ferreira**, Vice President, Baseball Administration, Boston Red Sox
- **Rafaela Fink**, Vice President, Public Affairs, Tampa Bay Rays
- **Kellie Fischer**, Executive Vice President and CFO, Texas Rangers
- **Karen Forgas**, Senior Vice President, Business Operations, Communications and Marketing, Cincinnati Reds

- **Moira Foy**, Vice President, Human Resources and Risk Management, Chicago White Sox
- **Lauren Fritts**, Vice President, Marketing, Chicago Cubs
- **Mary Giesler**, Senior Vice President, General Counsel, Minnesota Twins
- **Jennifer Giglio**, Vice President, Communications, Washington Nationals
- **Sara Greenspan**, Vice President, Human Resources, San Diego Padres
- **Starr Gullede**, Vice President/Controller, Finance, Texas Rangers
- **Emily Hamel**, Vice President, Events and Brand Experience, New York Yankees
- **Marian Harper**, Vice President Community and Foundation, Houston Astros
- **Elaine Hendrix**, Vice President, Community and Public Affairs, Detroit Tigers
- **Ana Hernandez**, Vice President, Human Resources, Miami Marlins
- **Alexa Herndon**, Vice President, Human Resources, Washington Nationals
- **Elise Holman**, Senior Vice President, Executive Management, Washington Nationals
- **Sara Hunt**, Vice President, Event Strategy and Services, San Francisco Giants
- **Katie Jackson**, Vice President, Marketing, San Diego Padres
- **Susan Jaison**, Senior Vice President, Finance, Miami Marlins
- **Sabrina Jenkins**, Vice President, Special Events, Atlanta Braves
- **Molly Jolly**, Senior Vice President, Finance and Administration, Los Angeles Angels of Anaheim
- **Kelly Kaufman**, Executive Vice President and CFO, Finance, Boston Red Sox
- **Pamela Kenn**, Vice President, Community, Alumni and Player Relations, Boston Red Sox
- **Kathy Killian**, Vice President, Human Resources, Philadelphia Phillies
- **Nona Lee**, Senior Vice President and Chief Legal Officer, Arizona Diamondbacks
- **Sara Lehrke**, Vice President, Human Resources and Chief Diversity Officer, Cleveland Indians
- **Holly Lindvall**, Senior Vice President, Human Resources and Diversity, New York Mets
- **Suzanne Lucchi**, Vice President, Ballpark Operations, New York Mets
- **Sue Ann McClaren**, Vice President, Ticket Operations and Sales, Colorado Rockies
- **Marcy McGovern**, Vice President, Human Resources, Pittsburgh Pirates
- **Sarah McKenna**, Senior Vice President, Fan Services and Entertainment, Boston Red Sox
- **Sharon McNally**, Vice President, Marketing, Milwaukee Brewers
- **Aleta Mercer**, Vice President, Broadcasting, Milwaukee Brewers
- **Vivian Mora**, Vice President, Human Resources, Houston Astros
- **Nancy O'Brien**, Vice President, Brand Marketing, Minnesota Twins
- **Caroline O'Connor**, Senior Vice President and Chief of Staff, Miami Marlins
- **Christine O'Reilly**, Vice President, Community Relations, Chicago White Sox
- **Elisa Padilla**, Senior Vice President, Marketing and Community Relations, Miami Marlins
- **Elizabeth Pantages**, Senior Vice President and CFO, Finance, San Francisco Giants
- **Caroline Perry**, Senior Vice President, General Counsel, Legal, San Diego Padres
- **Amilyn Pierce**, Vice President, Government Affairs, Arizona Diamondbacks
- **Nicole Schmidt**, Vice President, Brand, Strategy and Analytics, Cleveland Indians
- **Ronda Sedillo**, Senior Vice President and CFO, San Diego Padres
- **Anita Sehgal**, Senior Vice President, Marketing and Communications, Houston Astros
- **Katina Shaw**, Vice President, Community Relations, Milwaukee Brewers
- **Staci Slaughter**, Executive Vice President, Communications and Senior Advisor to the CEO, San Francisco Giants
- **Marnie Starkman**, Vice President, Marketing and Events, Toronto Blue Jays
- **Janet Marie Smith**, Senior Vice President, Planning and Development, Los Angeles Dodgers
- **Elizabeth Stecklein**, Vice President, Human Resources, Colorado Rockies
- **Stephanie Stegall**, Vice President, Special Events, Houston Astros
- **Elaine Steward**, Vice President, Club Counsel, Boston Red Sox

- **Angela Swint**, Vice President, Broadcast and Communications, Texas Rangers
- **Marcita Thompson**, Vice President, Fenway Park Tours, Boston Red Sox
- **Lisa Tolson**, Vice President, Human Resources, Baltimore Orioles
- **Amy Tovar**, Vice President and Deputy General Counsel, Legal, San Francisco Giants
- **Francis Traisman**, Vice President, Executive Offices, Seattle Mariners
- **Jennifer Lyn Tran**, Vice President, Human Resources, Tampa Bay Rays
- **Deborah Tymon**, Senior Vice President, Marketing, New York Yankees
- **Amy Waryas**, Senior Vice President, Human Resources, Boston Red Sox
- **Ann Weiser**, Vice President, Human Resources, Chicago Cubs
- **Frances Weld**, Vice President, Strategy and Development, Legal, San Francisco Giants
- **Lisa Winsby**, Senior Vice President, Human Resources, Seattle Mariners
- **Marti Wronski**, Senior Vice President, General Counsel, Milwaukee Brewers
- **Ellen Zeringue**, Vice President, Marketing, Detroit Tigers

In the 2018 MLB season, 29 MLB franchises had at least one or more women serving in a senior vice president or vice president role. The Boston Red Sox continue to lead the league with 10 women in SVP and VP positions. The San Francisco Giants had seven women followed by the, Houston Astros with five and the Miami Marlins, Milwaukee Brewers, Minnesota Twins, New York Yankees, San Diego Padres, Texas Rangers and Washington Nationals all with four.

See Table 9.

Team Senior Administration

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

As of December 31, 2018, people of color held 19.4 percent of team senior administration positions, down from 20 percent last year. African-Americans held 5.3 percent, a decrease of 0.1 percent since 2017. Latinos occupied, 9.7 percent, a decrease of 0.5 percent since 2017. Asians remain the same at 2.7 percent. Native Hawaiian/Pacific Islander, American Indian and Two or More races represented 1.7 percent, an increase of 0.1 percent from 2017.

Women held 28.6 percent of team senior administration positions, a 0.9 increase from 2017.

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.

Racial Hiring Grade for MLB Team Senior Administration

B  **19.4%**
People of Color

Gender Hiring Grade for MLB Team Senior Administration

C-  **28.6%**
Women

See Table 10.

Team Professional Administration

Positions categorized as team professional administration include, but are not restricted to: specialists, technicians, supervisors, analytics, and programmers. The category excludes the traditional support staff positions such as secretaries, receptionists, administrative assistants, and staff assistants.

As of December 31, 2018, 23.6 percent of team professional positions were held by people of color compared to 22 percent in 2017.

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African-Americans held 6.0 percent, 11 percent were Latino, 4.1 percent were Asian, and people categorized as American Indian, Native Hawaiian/Pacific Islander and Two or More Races were 2.5 percent collectively. These figures compared to 2017 when African-Americans held 5.9 percent, Latinos were at 10.6 percent, Asians were at 3.7 percent, and people categorized as American Indian, Native Hawaiian/Pacific Islander and Two or More Races were 1.9 percent.

Women held 26 percent of team professional administration positions in 2017, down from 27.7 percent in 2016.

Note: 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).

As noted in the highlights, there was a record total of 32 women holding on-field operations roles in the job category of coaches, instructors, scouts, trainers and groundskeepers in 2018.

Racial Hiring Grade for MLB Team Professional Admin

B+  **23.6%**
People of Color

Gender Hiring Grade for MLB Team Professional Admin

D+  **26.0%**
Women

See Table 11.

Diversity Initiatives

Appendix I shows the impressive diversity initiatives that 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+


How Grades Were Calculated

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

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

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

Methodology

All data was collected by the MLB Central Office and passed on to the research team at The Institute

for Diversity and Ethics in Sport in the University of Central Florida's DeVos Sport Business Management Graduate Program. TIDES was able to do this because of the in-depth human resource record keeping being done by MLB.

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

The report draft was sent to the 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 2018 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of December 31, 2018. Grades were calculated according to the reporting periods noted herein.

About the Racial and Gender Report Card

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

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

The **Racial and Gender Report Card** is published

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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, Brittany Barber, Meaghan Coleman, DeAnna Glover, Kasimu “Moe” Greenidge, Nate Harvey, Daniel Martin, William Thomas, and David Zimmerman contributed greatly to the completion of the 2019 MLB Racial and Gender Report Card.

The Institute for Diversity and Ethics in Sport (TIDES)

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

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

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

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



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Appendix I

Major League Baseball continues to be at the forefront in promoting diversity and inclusivity. They have taken an active role in ramping up their diverse efforts in all sectors of the business including employment, professional development, procurement, education, community affairs, and grassroots. MLB has created new initiatives that will secure the next generation of fans, players, and leaders of the sport.

Diversity & Inclusion Committee

The mission of the Commissioner's Diversity & Inclusion Committee is to support the continuation and advancement of diversity and inclusion that promotes social responsibility and competitive advantage throughout our industry. Committee members support the strategic management and implementation of the development of full representation of all people within Major League Baseball and its member affiliates. Representation will be evident on-field as well as within employment, procurement, fan base, and partnerships.

Commissioner's Diversity & Inclusion Committee Members:

- **Rob Manfred**, Commissioner, Major League Baseball
- **Stuart Sternberg**, Principal Owner & Committee Chair, Tampa Bay Rays
- **Bob Castellini**, President and Chief Executive Officer, Cincinnati Reds
- **Marla Lerner Tanenbaum**, Principal Owner, Washington Nationals
- **Derrick Hall**, President and Chief Executive Officer, Arizona Diamondbacks
- **William Bartholomay**, Chairman Emeritus, Atlanta Braves
- **Arte Moreno**, Owner, Los Angeles Angels of Anaheim
- **Pat O'Conner**, President and Chief Executive Officer, Minor League Baseball
- **Dan Halem**, Deputy Commissioner, Baseball Administration & Chief Legal Officer, Office of the Commissioner
- **Pat Courtney**, Chief Communications Officer, Office of the Commissioner

- **Billy Bean**, Vice President & Special Assistant to the Commissioner, Office of the Commissioner

Billy Bean, Vice President and Special Assistant to the Commissioner and Curtis Pride, MLB's Ambassador for Inclusion for persons with disabilities, continue their efforts in bullying prevention and inclusion on behalf of athletes and fans with disabilities.

Employment & Diversity Pipeline

The Diversity Pipeline Program: The Diversity Pipeline Program seeks to identify, develop and grow the pool of qualified minority and female candidates for on-field and baseball operations positions throughout the industry. Each MLB Club under the program is required to provide a plan for increasing the diversity of its staff, including a hiring plan and a plan for developing existing diverse employees to assume higher positions at Clubs. The Diversity Pipeline Program is led by Renée Tirado, Chief Diversity Officer and Vice President of Diversity & Inclusion and Tyrone Brooks, Senior Director of Front Office and Field Staff Diversity Pipeline Program and overseen by a committee of Club officials. As of December 31, 2018, there has been 114 DPP assisted hires. Out of those 114 hires, 40 are Full-time, 10 Part-time and 64 are internship positions.

Diversity Pipeline Program Advisory Council:

- **Jean Afterman**, Senior Vice President & Assistant General Manager, New York Yankees
- **Billy Bean**, Vice President & Special Assistant to the Commissioner, MLB
- **Craig Counsell**, Manager, Milwaukee Brewers
- **Pat Courtney**, Chief Communications Officer, MLB
- **Steven Gonzalez**, Senior Vice President & Deputy General Counsel, Labor Relations & Human Resources, MLB
- **Quinton McCracken**, Director of Player Personnel, Houston Astros
- **Paul Mifsud**, Vice President & Deputy General Counsel, Labor & Player Programs, MLB
- **Kim Ng**, Senior Vice President, Baseball & Softball Development, MLB
- **Tony Reagins**, Executive Vice President, Baseball & Softball Development, MLB
- **Dave Roberts**, Manager, Los Angeles Dodgers

- **Moises Rodriguez**, Assistant General Manager, St. Louis Cardinals
- **De Jon Watson**, Special Assistant to the General Manager, Washington Nationals
- **Peter Woodfork**, Senior Vice President, Baseball Operations, MLB

MLB Diversity Fellowship Program:

In June 2018, Major League Baseball announced the inaugural class of the Diversity Fellowship Program. The program was open to people of color and women, a direct and dedicated initiative to enhance the pipeline. The program is designed to identify talented and diverse professionals and place them in baseball operational roles in an MLB Club or MLB's Central Office. Twenty-two fellows were selected in the first class, two of which are placed in MLB Central's Office and the rest in the 18 participating Clubs. The MLB Central Office fellows will rotate in a three-year process that includes one year in International Operations, one year in Umpiring and On-field Rules and Regulations, and one year within the League Economics department. The Club-based program consists of an 18 to 24-month commitment in a front office or baseball operations role.

MLB Virtual Interview Day: MLB hosted its third-ever Virtual Interview Day on October 19, 2018. MLB Virtual Interview Day is a one-day opportunity to digitally record video responses to pre-recorded interview questions for the MLB Summer Internship Program. The questions and answers were shared with any MLB entity or MLB club that the applicant chooses. Participation grew immensely as there was over a 40 percent increase in participation compared to 2017's Virtual Interview Day.

Society for American Baseball Research (SABR) Analytics Conference: In March 2018, MLB granted scholarships to 19 students (and two MLB interns) to attend the Society for American Baseball Research (SABR) Analytics Conference. Students were asked to submit their resumes and complete an essay and were then chosen based on their experience and interests in baseball operations. These nineteen students had the opportunity to meet with MLB club executives and panelists during the conference and were invited to a networking reception featuring over 20+ professionals. The group was also able to attend career informational sessions hosted by the Cleveland Indians and Kansas City Royals to further discuss career opportunities and various pathways

into the game. Twelve individuals were eventually able to obtain opportunities in the game following the experience, including two individuals (Mark Watson and Jason Davis) who were selected for the Diversity Fellowship Program with the Tampa Bay Rays and the New York Mets, respectively.

Buck O'Neil Professional Baseball Scouts and Coaches Association: In November 2018, the Buck O'Neil Professional Baseball Scouts and Coaches Association, a scouts and coaches association to develop minority scouts and coaches, hosted a three-day event in Dallas, Texas. As part of the conference, attendees had the opportunity to participate in a continuing education session hosted by the Major League Baseball and the Diversity Pipeline Program featuring discussions on interview preparation and career development. To give back to the community, on the last day of the event, over one hundred high school baseball players in the Dallas, Texas area were invited to participate in a baseball clinic at the Texas Rangers Youth Baseball Academy where twenty-five scouts and coaches taught a variety of skills to the high school players.

Professional Development

In 2018, MLB Business Resource Groups (BRG) expanded to MLB Advanced Media and MLB Network. MLB established business resource groups to provide employees with a forum to gather with other employees who hold common interests, identities, and/or social issues. The BRGs support the league's business objectives by fostering business development, serving as a valuable support mechanism, creating a forum for career development opportunities, and promoting cultural awareness. The eight BRGs that were created include the following: Athletes to Executives, Asian BRG, Baseball's Black Professionals, Home Base BRG, MLB H.Y.P.E., MLB Pride, MLB Women, and SOMOS BRG.

Athletes to Executives:

The mission of Athletics to Executive is to provide a platform and resource for former athletes to gain access, sustain value and navigate advancement within Major League Baseball and the sports business realm. The Athletes to Executive BRG created the A2E Runners Club to promote employee health and wellness, members would gather every Wednesday to run in Central Park.

Asian BRG:

The mission of the Asian BRG at Major League Baseball is to establish and grow a community of individuals who (1) identify with or are interested in Asian and/or Asian-American culture, (2) are interested in baseball/softball activities, and (3) want to increase support, mentoring opportunities and baseball/softball awareness and education for all participants. The Asian BRG hosted a panel called “Finding Your Voice” with executives from all major sports leagues, including ESPN. Attendees learned the importance of diversity and inclusion to expand the business units, and how to reach out to fans to grow the sport further.

Baseball's Black Professionals:

The mission of the Black Professionals BRG is to foster dialogue and action around cultural issues impacting the Black community within MLB and beyond to create a culture of inclusivity and driving business results for Baseball. The Black Professional BRG hosted a fireside chat with Bob Kendrick and former Negro Leagues player Jim Robinson. The chat explored the rich history and lasting impact of the Negro Leagues on both the game and our society.

MLB Home Base (Working Parents) BRG:

The mission of MLB Home Base BRG is to establish Major League Baseball as an industry leader with respect to company policies and activities that positively affect the work-life balance and facilitate the success of all employees. MLB Home Base worked with the Baseball & Softball Development department, to assist with a PLAY BALL event in the early Fall of 2018. Members helped with registration and passed out t-shirts and bracelets as part of the activation.

MLB H.Y.P.E. (High-Potential Young Professional Employees):

The mission of MLB H.Y.P.E. is to provide a platform for young professionals to grow in the baseball industry and form inter-generational dialogue to create an outlet for Major League Baseball to review initiatives engaging young and diverse audiences. MLB H.Y.P.E coordinated with the interns from the MLB Summer Internship program and created the Shark Tank Challenge. The Shark Tank Project gave the 2018 intern class the opportunity to tackle Baseball's

larger issues with the guidance of the H.Y.P.E. mentors. Participants will present their proposals directly to a panel of judges comprised of decision-making executive sponsors of the various BRGs at the Commissioner's Office.

MLB Pride (LGBTQ Employees and Allies):

The mission of MLB PRIDE is to foster a network to support LGBT employees and allies, to enhance relationships with LGBT business and community partners, and to advance initiatives key to the success of Major League Baseball. MLB Pride led and coordinated MLB's historic participation in the NYC Pride March. Over 175 employees joined to march for the cause.

MLB Women BRG:

The mission of MLB Women BRG is to cultivate an inclusive environment that inspires women to advance their skill set and leadership potential through networking, mentorship and collaboration. MLB Women hosted 15 female students from the NYU Tisch Institute for Global Sport Undergraduate Program for a half-day session of networking, an exchange of learnings, and professional development.

SOMOSBRG:

The mission of SOMOS BRG is to enhance MLB's efforts in the Latino community by providing opportunities for employee engagement, professional development and community involvement. The SOMOS BRG hosted a virtual panel featuring communication and marketing executives that discussed the Latino market and how baseball can leverage this specific group of growing consumers.

Supplier Diversity

Major League Baseball continues to be one of the prominent leaders of economic inclusivity. The Diverse Business Partners program has cultivated new and existing partnerships with minority and women-owned businesses, including veteran-owned, LGBT-owned and other under-represented small businesses. This program increases opportunities for minorities and women to participate in procurement activities of MLB entities and MLB Clubs. Since the formation of this program in 1988, MLB and its Clubs have incurred expenses over \$1.5 billion with diverse-owned businesses.

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“MAKING WAVES OF CHANGE”

Community Affairs & Social Responsibility

Jackie Robinson Day:

Every year on April 15, Baseball honors Jackie's legacy by celebrating his life, values, and accomplishments. Major League Baseball commemorated the 71st anniversary of the legendary Hall of Famer breaking baseball's color barrier in 1947 with all players and on-field personnel again wearing Number 42. All home Clubs hosted pregame ceremonies, and all games featured Jackie Robinson Day jeweled bases and lineup cards. In connection to this special day on the baseball calendar, Major League Baseball and other clubs announced the recipients of the "Jackie Robinson Most Valuable Business Partner Award," which is given on an annual basis, to minority-owned, women-owned and other diverse-owned businesses and organizations whose work reflects the character and commitment to the excellence of Jackie Robinson's legacy.

Jackie Robinson Foundation:

Major League Baseball and its Clubs support more than 30 four-year Jackie Robinson Foundation (JRF) scholarships and engages JRF Scholars during the annual JRF Mentoring and Leadership Conference, and at MLB jewel events. JRF provides financial assistance and direct program services to highly motivated students from diverse backgrounds attending colleges and universities across the country. The Foundation's unique hands-on approach has resulted in a consistent, nearly 100 percent graduation. In March 2018, MLB and MLB Network hosted JRF scholars during the annual JRF Mentoring and Leadership Conference for a luncheon and panel discussion. The event featured MLB Network executives and talent who provided key takeaways on goal setting, networking, and exposure to careers in Baseball.

Major League Baseball is continuing its expanded philanthropic partnership as well as to demonstrate its support for the Foundation's Jackie Robinson Museum project that will open in 2019.

Roberto Clemente Day:

Each September since 2002, Major League Baseball has commemorated Roberto Clemente Day. Roberto Clemente, a Hall of Famer and 15-time All-Star died in a plane

crash on New Year's Eve 1972 while attempting to deliver supplies to earthquake victims in Nicaragua. The prestigious Roberto Clemente Award is the annual recognition of a Major League player who best represents the game of Baseball through astonishing character, community involvement, philanthropy and positive contributions, both on and off the field. Every year, each club nominates one player to be considered for the Award. The 2018 Roberto Clemente Award Recipient was Yadier Molina of the St. Louis Cardinals after he rallied to help his homeland, Puerto Rico, recover from the effects of Hurricane Maria.

Breaking Barriers:

In Sports, In Life: Developed by MLB, Scholastic and Sharon Robinson, MLB educational programming consultant and author, and the daughter of baseball great Jackie Robinson. Using baseball as a metaphor for life, the curriculum is based on the values demonstrated by barrier breaker Jackie Robinson: Citizenship, Commitment, Courage, Determination, Excellence, Integrity, Justice, Persistence, and Teamwork. Since its inception in 1997, *Breaking Barriers: In Sports, In Life* has reached more than 34 million youth and 4.6 million educators in the United States, Canada and Puerto Rico. The *Breaking Barriers* Essay Contest provides opportunities for students from all backgrounds in grades 4 through 9 to submit an essay about barriers or obstacles in their lives, and how they used the values exemplified by Jackie Robinson to face those obstacles. Since its inception in 1997, *Breaking Barriers: In Sports, In Life*, which is available in both English and Spanish, has reached more than 34 million youth and 4.6 million educators in the United States, Canada and Puerto Rico.

After receiving more than 12,000 essays, Selihom Kidane, a then rising 6th grade student from Charlotte, North Carolina and Jesse Quist, a then 9th grade student from Cheyenne, Wyoming, were selected as Grand Prize winners in the 2018 contest. Sharon Robinson joined Selihom at the 89th MLB All-Star Game at Nationals Park in Washington, D.C., and greeted Jesse at Game 2 of the 2018 World Series at Fenway Park in Boston, Massachusetts.

Miracle League- Challenger Game:

During the 2018 All-Star Week, MLB and the Washington Nationals hosted a game at Nationals Park for youth participants with physical or developmental disabilities from

the Miracle League and Little League's Challenger Division. Thirty youth participated in the event, with each participant enjoying one at-bat and played the field defensively. This game provided an equal and unique opportunity for individuals with disabilities to play and be a part of one of Baseball's grandest event stages in a Major League ballpark.

Scotts Field Refurbishment Program Grants:

Major League Baseball and Scotts, a long-time league sponsor, began the Scotts® Field Refurbishment Program before the 2016 championship season to provide kids with modern, playable ball fields in communities around the U.S. This program is part of Scotts' efforts as an official partner of the 'PLAY BALL' initiative, the sport's collective effort to encourage young people and communities to participate in baseball- or softball-related activities, including formal leagues, events and casual forms of play. The Scotts® Field Refurbishment Program provides grants of products and services, including infield sod, that each have a collective value of up to \$50,000 to youth-serving organizations with ballfields in need of renovation. In its first two seasons, the Scotts® Field Refurbishment Program has renovated more than 20 fields with nearly \$1.5 million of support.

In the fall of 2017, a grant program component was launched to support organizations in need across the country. Applicants were evaluated on a number of criteria, including their ability to enhance the lives of underserved children and to improve the local community. 350 applications were received across 43 states. Five organizations that operate in underserved communities were awarded field refurbished grants, with the fields opening throughout 2018.

Boys & Girls Clubs of America:

Boys & Girls Clubs of America is the official charity of Major League Baseball. Boys & Girls Clubs have reached 4 million youth, including sites on US military bases, public housing and on Native American lands. Boys & Girls Clubs executed PLAY BALL events at their affiliates throughout the year and will continue to do so through 2020. In 2018, PLAY BALL programming reached tens of thousands of participants at 205 Boys & Girls Club organizations and 22 military sites across the world, which included American Samoa, England, Italy and Japan.

Shred Hate & Bullying Prevention

In 2017, MLB teamed up with ESPN on its multi-faceted bullying prevention program called Shred Hate, which seeks to eliminate bullying by encouraging kids to choose kindness. As part of the program, No Bully, a San Francisco-based nonprofit that trains and gives schools the tools to activate student compassion as a method for eradicating bullying and cyberbullying, provides innovative, anti-bullying curriculum, and works directly with local school districts and cooperating schools. The underlying themes of the program are an extension of existing anti-harassment policies and inclusion efforts that MLB applies to clubhouses, ballparks and front offices.

More than 17,000 students across 35 schools participated in Shred Hate programming in the 2017-18 school year in Chicago, Minneapolis, and Washington, D.C. In 2018, four additional Club markets were added to the initiative, including Dallas, Los Angeles, Philadelphia and Pittsburgh.

Separately, MLB continued its bullying prevention efforts by partnering with Twitter and GLAAD to support the worldwide Spirit Day, raising awareness to stamp out bullying targeting LGBT youth. Such programming and support continues Baseball's efforts to create a culture of acceptance and inclusion throughout the league and beyond.

Zero Tolerance Policy

Major League Baseball leads the industry with strong policies against domestic violence, sexual assault and child abuse, in addition to a workplace code of conduct for Major League players that encourages a safe and inclusive environment. To further support efforts related to the care of victims of domestic violence and their families, MLB partners with the National Network to End Domestic Violence, It's On Us and The Joe Torre Safe at Home Foundation, three nationally recognized nonprofit organizations that focus on ending the cycle of violence.

Youth

The MLB Baseball & Softball Development 2018 initiatives were designed to improve access to, and foster growth within, the youth and amateur levels of the sport. These activities, that took place from January through December, in-

cluded hundreds of PLAY BALL events around the world, multiple girls baseball events, development-focused events like the DREAM Series, Breakthrough Series and also the Elite Development Invitational, Fun At Bat programming for physical education curriculums in schools, youth-focused initiatives during July's All-Star Week in Washington DC, and more. Many of the events will be jointly operated with a variety of partners, including USA Baseball, USA Softball, the U.S. Conference of Mayors, Little League International, Cal Ripken, Sr. Foundation, Major & Minor League Clubs, and MLB Corporate Sponsors.

In 2018, Baseball and Softball Development initiatives led by MLB reached more than one million kids in the United States, Puerto Rico, Canada, Mexico and Panama.

In connection to Martin Luther King Jr. Day (January 21), MLB and USA Baseball hosted the annual DREAM Series as the first installment of a series of diversity-focused, amateur development camps that were held in 2018. These special amateur camps, which also include the Breakthrough Series and Elite Development Invitational with the MLBPA, focus on developing and diversifying the future talent pool in baseball (both boys and girls) and softball. Some of the most talented high school baseball and softball players from around the country participate in these events and receive elite-level instruction as well as the opportunity to be mentored by former Major League players & managers, former professional & Olympic medal-winning softball players, and members of the Women's National Baseball Team. In addition to the on-field action, participants will receive daily presentations that focus on preparing prospects for the collegiate and professional recruiting processes and offer information about alternative careers within the baseball & softball industry. In each of these camps, a contingent of college recruiters and professional scouts attend to evaluate players who may not have had the opportunity to showcase their skills through other events. The baseball version of the Elite Development Invitational has since been renamed to the "Hank Aaron Invitational," after the legendary Hall of Famer.

MLB launched a full schedule of activities during MLB All-Star Week featuring various youth & fan engagement efforts throughout Washington DC in July. They included PLAY BALL Park, the Commissioner's Cup & Jennie Finch Classic tournaments featuring baseball and softball teams from MLB Youth Academies around the

country and in Puerto Rico, the Pitch, Hit & Run and Jr. Home Run Derby skills competitions, and much more.

MLB also hosted the Andre Dawson Classic at the New Orleans MLB Youth Academy. The event, which is named after the Chicago Cubs/Montreal Expos legend who is one of only two HBCU baseball-playing alumni enshrined in the National Baseball Hall of Fame, is designed to highlight Historically Black Colleges & Universities (HBCUs) and their baseball programs.

Sustainability

MLB Green Team:

Major League Baseball is committed to a variety of sustainability efforts. Key initiatives include 'Green Team' activations during MLB All-Star Week and the World Series, front office volunteer efforts, and those operated by MLB Clubs. Major League Baseball is the first professional sports league to have its entire list of Clubs as members of the Green Sports Alliance, which promotes healthy, sustainable communities in sports. MLB Clubs emphasize sustainability efforts through waste diversion, composting and energy efficient practices throughout the year. Efforts include partnerships to collect excess prepared food at ballparks for individuals in need, comprehensive on-site gardens, Green Teams to collect recyclables, LED field lighting and solar panel installations.

The Green Glove Award is given annually to the Major League Baseball Club leader in recycling and general sustainability initiatives, in addition to maintaining the highest diversion rate (the amount of waste material diverted from landfills for recycling). The San Francisco Giants were awarded the coveted honor in recognition of their efforts in 2018.

2018 Winter Meetings

Take the Field:

The inaugural "Take the Field" program was a two-day event featuring nearly 50 women that were interested in on-field careers in baseball, specifically coaching, scouting, training (athletic & mental performance) and umpiring. The program gave them an opportunity to learn about their re-

spective areas of interest from senior executives working in baseball operation roles. The event included workshops, panels, break out and professional development sessions.

Katherine Feeney Leadership Symposium:

The Diversity and Inclusion Department hosted its second annual Katy Feeney Leadership Symposium. Each Club nominated one female employee that embodies the professionalism, integrity and leadership qualities that Katy exemplified throughout her illustrious career. A full day of programming focused on skill development and leadership training was led by Stanford University, Graduate School of Business – Executive Education.

Women @ MLB Networking Reception:

For the third consecutive year, MLB hosted a networking reception for women across the industry attending the Winter Meetings. The reception, which gathered over 100 women, gave attendees the opportunity to meet new individuals, connect with colleagues and share tips for success.

Supplier Diversity Summit & 20th Anniversary of the Diversity Business Partners Program:

The Supplier Diversity Summit returned to the Winter Meetings for the third consecutive year, with a special recognition of the 20th Anniversary of MLB's Diverse Business Partners Program. Representatives from over 60 companies were invited to the Winter Meetings and had the opportunity to showcase and network with MLB and Minor League Baseball (MiLB) Clubs as well as fellow business owners and entrepreneurs. The two-day event consisted of supplier workshops, panels, speed rounds, and an awards reception.

UNFILTERED Series:

The Diversity and Inclusion Department launched the new "UNFILTERED" series that gave Winter Meeting attendees the opportunity to learn from diverse representation within baseball who are in a variety of analytics, front office and operations roles. MLB Network's Brian Kenny, and ESPN's Eduardo Perez led the conversation on both of their panels.

Diversity Pipeline Program Networking Reception:

In December 2018 at the Baseball Winter Meetings in Las Vegas, a group of over 60+ students and job seekers attended the Diversity Pipeline Program Networking Reception which featured over 50+ club officials from throughout the league who gave their time to connect with job seekers and screen candidates for available positions. 18 attendees received job opportunities following the event as a result of their interaction with professionals at the event.

Appendix II

Players								
As of Opening Day, 2018								
	%	#		%	#		%	#
2018			2009			1999		
White	59.0%	443	White	61.6%	758	White	60.0%	x
African-American	8.4%	63	African-American	9.0%	111	African-American	13%	x
Latino	29.5%	221	Latino	27.0%	332	Latino	26.0%	x
Asian	1.5%	11	Asian	2.3%	28	Other	<1%	x
Other	1.6%	12	Other	0.0%	0			
Total		750	International	28.2%	347			
			Total		1229			
2017			2008			1998		
White	57.5%	431	White	60.4%	719	White	59.0%	x
African-American	7.7%	58	African-American	10.2%	121	African-American	15.0%	x
Latino	31.9%	239	Latino	27.0%	322	Latino	25.0%	x
Asian	1.9%	14	Asian	2.4%	29	Other	1.0%	x
Other	1.1%	8	Other	0.0%	0			
Total		750	International	28.7%	342			
			Total		1191			
2016			2007			1997		
White	59.0%	443	White	59.8%	714	White	58.0%	x
African-American	8.3%	62	African-American	8.2%	98	African-American	17.0%	x
Latino	28.5%	214	Latino	29.1%	348	Latino	24.0%	x
Asian	1.7%	13	Asian	2.8%	34	Other	1.0%	x
Other	2.4%	18	Other	0.0%	0			
Total		750	International	31.0%	370			
			Total		1194			
2015			2006			1996		
White	58.8%	441	White	59.5%	707	White	62.0%	x
African-American	8.3%	62	African-American	8.4%	98	African-American	17.0%	x
Latino	29.3%	220	Latino	29.4%	348	Latino	20.0%	x
Asian	1.2%	9	Asian	2.4%	34	Other	1.0%	x
Other	2.4%	18	Other	0.3%	0			
Total		750	International	31.0%	370			
			Total		1187			
2014			2005			1995		
White	60.9%	459	White	60.0%	709	White	62.0%	x
African-American	8.2%	62	African-American	9.0%	101	African-American	19.0%	x
Latino	28.4%	214	Latino	29.0%	339	Latino	19.0%	x
Asian	2.0%	15	Asian	3.0%	30	Other	0.0%	x
Other	0.5%	4	Other	0.0%	4			
Total		754	International	30.0%	358			
			Total		1253			
2013			2004			1994		
White	61.2%	456	White	63.0%	789	White	64.0%	x
African-American	8.3%	62	African-American	9.0%	111	African-American	18.0%	x
Latino	28.2%	210	Latino	26.0%	326	Latino	18.0%	x
Asian	2.1%	16	Asian	2.0%	26			
Other	0.1%	1	Other	0.0%	1			
Total		745	International	27.0%	338			
			Total		1253			
2012			2002			1993		
White	61.5%	734	White	60.0%	x	White	67.0%	x
African-American	8.9%	106	African-American	10.0%	x	African-American	16.0%	x
Latino	27.5%	328	Latino	28.0%	x	Latino	16.0%	x
Asian	1.9%	23	Asian	2.0%	x	Other	<1%	x
Other	0.2%	2	Other	0.0%	x			
International	28.6%	341	International	25.0%	x			
Total		1193	Total		x			
2011			2001			1992		
White	61.5%	738	White	59.0%	x	White	68.0%	x
African-American	8.5%	102	African-American	13.0%	x	African-American	17.0%	x
Latino	27.0%	324	Latino	26.0%	x	Latino	14.0%	x
Asian	2.1%	25	Other	1.0%	x			
Other	0.7%	8						
International	27.7%	332						
Total		1197						
2010			2000			1991		
White	59.8%	712	White	60.0%	x	White	68.0%	x
African-American	9.1%	119	African-American	13%	x	African-American	18.0%	x
Latino	28.3%	339	Latino	26.0%	x	Latino	14.0%	x
Asian	2.4%	23	Other	1.0%	x			
Other	0.4%	2						
International	27.7%	360						
Total		1195						

Table 1

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

MLB Central Office Staff								
As of December 31, 2018								
	%	#		%	#		%	#
2018			2011			2004		
White	66.0%	309	White	68.3%	x	White	70.8%	252
African-American	9.8%	46	African-American	9.4%	x	African-American	11.2%	40
Asian	5.6%	26	Asian	3.5%	x	Asian	3.9%	14
Latino	14.7%	69	Latino	15.7%	x	Latino	13.5%	48
Native American	0.2%	1	Native American	3.1%	x	Native American	0.6%	2
Women	30.8%	144	Women	37.6%	x	Women	40.4%	144
People of Color Total	33.3%	156	People of Color Total	31.7%	x	People of Color Total	29.2%	104
Total		468	Total		426	Total		356
2017			2010			2003		
White	65.6%	299	White	67.0%	x	White	Data Not Recorded	
African-American	10.1%	46	African-American	10.0%	x	African-American	13.0%	48
Asian	14.9%	68	Asian	4.0%	x	Latino	4.1%	15
Latino	5.7%	26	Latino	17.0%	x	Asian	14.7%	54
Other	3.1%	14	Native American	3.0%	x	Native American	0.3%	1
Voluntary Non-Disclosure	0.7%	3	Women	38.0%	x	Women	45.9%	169
Women	31.8%	145	People of Color Total	33.0%	x	People of Color Total	32.1%	118
People of Color Total	33.8%	154	Total		417	Total		118
Total		456						
2016			2009			2000		
White	71.2%	183	White	66.0%	x	White	74%	x
African-American	12.1%	31	African-American	10.0%	x	African-American	14%	x
Asian	10.1%	26	Asian	4.0%	x	Asian	2%	x
Latino	4.3%	11	Latino	17.0%	x	Latino	14%	x
Other	1.9%	5	Native American	<1%	x	Native American	1%	x
Voluntary Non-Disclosure	0.4%	1	Women	39.0%	x	Women	47%	x
Women	29.2%	75	People of Color Total	32.0%	x	People of Color Total	26%	x
People of Color Total	28.0%	72	Total		416	Total		314
Total		257						
2015			2008			1997		
White	71.1%	187	White	66.0%	x	White	78%	x
African-American	10.3%	27	African-American	12.0%	x	African-American	13%	x
Asian	4.6%	12	Asian	3.0%	x	Asian	1%	x
Latino	11.8%	31	Latino	16.0%	x	Latino	8%	x
Other	2.3%	6	Native American	<1%	x	Women	53%	x
Women	28.9%	76	Women	40.0%	x	People of Color Total	22%	x
People of Color Total	28.9%	76	People of Color Total	34.0%	x	Total		215
Total		263	Total		385			
2014			2007			1995		
White	72.3%	389	White	72.2%	342	White	72%	x
African-American	9.5%	51	African-American	11.2%	53	African-American	18%	x
Asian	3.2%	17	Asian	3.2%	15	Asian	1%	x
Latino	12.8%	69	Latino	13.1%	62	Latino	9%	x
Other	2.2%	12	Native American	0.4%	2	Women	54%	x
Women	29.4%	158	Women	42.0%	199	People of Color Total	28%	x
People of Color Total	27.7%	149	People of Color Total	26.8%	127	Total		141
Total		538	Total		474			
2013			2006			1994		
White	72.1%	380	White	72.6%	340	White	78%	x
African-American	9.3%	49	African-American	10.7%	50	African-American	16%	x
Asian	3.0%	16	Asian	3.0%	14	Asian	0%	x
Latino	12.9%	68	Latino	13.2%	62	Latino	6%	x
Other	2.7%	14	Native American	0.4%	2	Women	56%	x
Women	30%	157	Women	42.9%	201	People of Color Total	22%	x
People of Color Total	27.9%	147	People of Color Total	27.1%	127	Total		188
Total		527	Total		468			
2012			2005			Table 2		
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			

Majority Owners

As of December 31, 2018

	%	#		%	#		%	#
2018			2013			2009		
White	97.5%	39	White	98.0%	48	White	96.7%	29
African-American	0.0%	0	African-American	0.0%	0	African-American	0.0%	0
Latino	2.5%	1	Latino	2.0%	1	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
People of Color Total	2.5%	1	People of Color Total	2.0%	1	People of Color Total	3.3%	1
Women	0.0%	0	Women	16.3%	8	Women	0.0%	0
Total		40	Total		49	Total		30
2017			2012			2008		
White	97.5%	39	White	96.4%	53	White	96.7%	29
African-American	0.0%	0	African-American	1.8%	1	African-American	0.0%	0
Latino	2.5%	1	Latino	1.8%	1	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
People of Color Total	2.5%	1	People of Color Total	3.6%	2	People of Color Total	3.3%	1
Women	0.0%	0	Women	12.7%	7	Women	0.0%	0
Total		40	Total		55	Total		30
2016			2011			2007		
White	98.0%	48	White	97.5%	39	White	96.8%	30
African-American	0.0%	0	African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	2.5%	1	Latino	3.2%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	2.5%	1	People of Color Total	3.2%	1
Women	16.3%	8	Women	7.5%	3	Women	0.0%	0
Total		49	Total		40	Total		31
2015			2010			2006		
White	98.0%	48	White	98.0%	49	White	96.4%	27
African-American	0.0%	0	African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	2.0%	1	Latino	3.6%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	2.0%	1	People of Color Total	3.6%	1
Women	16.3%	8	Women	6.0%	3	Women	0.0%	0
Total		49	Total		50	Total		28
2014			<p><i>Note: Percentages may not equal 100 percent due to rounding.</i></p> <p style="text-align: center;">Table 3</p>					
White	98.0%	48						
African-American	0.0%	0						
Latino	2.0%	1						
Asian	0.0%	0						
Other	0.0%	0						
People of Color Total	2.0%	1						
Women	16.3%	8						
Total		49						

Managers								
As of April 1, 2018								
	%	#		%	#		%	#
2018			2009			1999		
White	86.7%	26	White	66.7%	20	White	90.0%	27
African-American	0.0%	0	African-American	16.7%	5	African-American	6.7%	2
Asian	0.0%	0	Asian	3.3%	1	Asian	0.0%	0
Latino	10.0%	3	Latino	13.3%	4	Latino	3.3%	1
Other	3.3%	1	Total People of Color	33.3%	10	Total People of Color	10.0%	3
Total People of Color	13.3%	4	Women	0.0%	0	Women	0.0%	0
Women	0.0%	0	Total		30	Total		30
Total		30						
2017			2008			1998		
White	90.0%	27	White	73.3%	22	White	86.7%	26
African-American	3.3%	1	African-American	13.3%	4	African-American	10.0%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.3%	1	Latino	13.3%	4	Latino	3.3%	1
Other	3.3%	1	Total People of Color	26.7%	8	Total People of Color	13.3%	4
Total People of Color	10.0%	3	Women	0.0%	0	Women	0.0%	0
Women	0.0%	0	Total		30	Total		30
Total		30						
2016			2007			1997		
White	90.0%	27	White	80.0%	24	White	85.7%	24
African-American	3.3%	1	African-American	6.7%	2	African-American	10.7%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.3%	1	Latino	13.3%	4	Latino	3.6%	1
Other	3.3%	1	Total People of Color	20.0%	6	Total People of Color	14.3%	4
Total People of Color	10.0%	3	Women	0.0%	0	Women	0.0%	0
Women	0.0%	0	Total		30	Total		28
Total		30						
2015			2006			1996		
White	93.3%	28	White	83.3%	25	White	85.7%	24
African-American	3.3%	1	African-American	10.0%	3	African-American	10.7%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.3%	1	Latino	6.7%	2	Latino	3.6%	1
Total People of Color	6.7%	2	Total People of Color	16.7%	5	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		28
2014			2005			1995		
White	83.3%	25	White	76.7%	23	White	85.7%	24
African-American	10.0%	3	African-American	13.3%	4	African-American	10.7%	3
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	6.7%	2	Latino	10.0%	3	Latino	3.6%	1
Total People of Color	16.7%	5	Total People of Color	23.3%	7	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		28
2013			2004			1994		
White	86.7%	26	White	76.7%	23	White	82.1%	23
African-American	10.0%	3	African-American	10.0%	3	African-American	14.3%	4
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	3.3%	1	Latino	13.3%	4	Latino	3.6%	1
Total People of Color	13.3%	4	Total People of Color	23.3%	7	Total People of Color	17.9%	5
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		28
2012			2002			1993		
White	83.3%	25	White	67.7%	21	White	78.6%	22
African-American	6.7%	2	African-American	25.8%	8	African-American	14.3%	4
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	10.0%	3	Latino	6.5%	2	Latino	7.1%	2
Total People of Color	16.7%	5	Total People of Color	32.3%	10	Total People of Color	21.4%	6
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		31	Total		28
2011			2001			1992		
White	80.0%	24	White	78.1%	25	White	88.5%	23
African-American	6.7%	2	African-American	18.8%	6	African-American	7.7%	2
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Latino	13.3%	4	Latino	3.1%	1	Latino	3.8%	1
Total People of Color	20.0%	6	Total People of Color	21.9%	7	Total People of Color	11.5%	3
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		32	Total		26
2010			2000			1991		
White	69.0%	20	White	83.3%	25	White	88.5%	23
African-American	13.8%	4	African-American	13.3%	4	African-American	7.7%	2
Asian	3.4%	1	Asian	0.0%	0	Asian	0.0%	0
Latino	13.8%	4	Latino	3.3%	1	Latino	3.8%	1
Total People of Color	31.0%	9	Total People of Color	16.7%	5	Total People of Color	11.5%	3
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		29	Total		30	Total		26

Note: Percentages may not equal 100 percent due to rounding.

Table 4

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"

Historical Listing of Managers of Color Major League Baseball (Ammended)

(32 managers)

	Team	Year(s)	Record
Manny Acta	Washington Nationals	2007-2009	158-252
	Cleveland Indians	2010-2012	214-266
Felipe Alou	Montreal Expos	1992-01	691-717
	San Francisco Giants	2003-2006	342-304
Dusty Baker	San Francisco Giants	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati Reds	2008-2013	509-463
	Washington Nationals	2016-2017	192-132
Don Baylor	Colorado Rockies	1993-98	440-469
	Chicago Cubs	2000-02	187-220
Cecil Cooper	Houston Astros	2007-2009	171-170
Alex Cora	Boston Red Sox	2018-present	N/A
Larry Doby	Chicago White Sox	1978	37-50
Cito Gaston	Toronto Blue Jays	1989-97	683-636
	Toronto Blue Jays	2008-2010	211-201
Preston Gomez	San Diego Padres	1969-72	180-316
	Houston Astros	1974-75	128-161
	Chicago Cubs	1980	38-52
Fredi Gonzalez	Florida Marlins	2007-2010	276-279
	Atlanta Braves	2011-2016	434-413
Mike Gonzalez	St. Louis Cardinals	1938, 1940	9-13
Ozzie Guillen	Chicago White Sox	2004-2011	678-617
	Miami Marlins	2012	69-93
Davey Lopes	Milwaukee Brewers	2000-2002	144-195
Jerry Manuel	Chicago White Sox	1997-2003	500-471
	New York Mets	2008-2010	204-213
Lloyd McClendon	Pittsburgh Pirates	2001-2005	336-446
	Seattle Mariners	2014-2015	163-161
Hal McRae	Kansas City Royals	1991-94	286-277
	Tampa Bay Devil Rays	2001-02	113-196
Tony Pena	Kansas City Royals	2002-2005	198-285
Tony Perez	Cincinnati Reds	1993	20-24
	Florida Marlins	2001	54-60
Lou Piniella	New York Yankees	1986-1988	224-193
	Cincinnati Reds	1990-1992	255-231
	Seattle Mariners	1993-2002	840-711
	Tampa Bay Devil Ray	2003-2005	200-285
	Chicago Cubs	2007-2010	316-293
Bo Porter	Houston Astros	2012-2015	110-190
Luis Pujols	Detroit Tigers	2002	55-100
Willie Randolph	New York Mets	2005-2008	302-253
Frank Robinson	Cleveland Indians	1975-1977	186-189
	San Francisco Giants	1981-1984	264-277
	Baltimore Orioles	1988-1991	230-285
	Montreal Expos	2002-2004	233-253
	Washington Nationals	2005-2006	152-172
Rick Renteria	Chicago Cubs	2014-2015	73-89
	Chicago White Sox	2017-present	N/A
Dave Roberts	Los Angeles Dodgers	2016-present	198-136
Edwin Rodriguez	Florida Marlins	2010-2011	78-85
Cookie Rojas	California Angels	1988	75-79
Jerry Royster	Milwaukee Brewers	2002	53-94
Carlos Tosca	Toronto Blue Jays	2002-04	191-191
Don Wakamatsu	Seattle Mariners	2009-2010	127-147
Ron Washington	Texas Rangers	2007-2015	664-611
Maury Wills	Seattle Mariners	1980	26-56

Table 5

Richard E. Lapchick, Director

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“MAKING WAVES OF CHANGE”

Coaches								
As of December 31, 2018								
	%	#		%	#		%	#
2018			2010			2000		
White	52.5%	563	White	71.1%	172	White	70.2%	139
African-American	7.5%	80	African-American	12.0%	29	African-American	19.2%	38
Asian	1.0%	11	Latino	16.5%	40	Latino	10.6%	21
Latino	33.6%	360	Asian	0.4%	1	Asian	0.0%	0
Native American	0.3%	3	Other	0.0%	0	Other	0.0%	0
Women	0.5%	5	Total People of Color	28.9%	70	Total People of Color	29.8%	59
People of Color Total	43.9%	471	Women	0.0%	0	Women	0.0%	0
Total		1073	Total		242	Total		198
2017			2009			1999		
White	53.0%	527	White	68.4%	158	White	70.9%	129
African-American	8.9%	88	African-American	13.9%	32	African-American	18.1%	33
Latino	35.9%	357	Latino	17.3%	40	Latino	10.4%	19
Asian	0.6%	6	Asian	0.4%	1	Asian	0.5%	1
Other	1.6%	16	Other	0.0%	0	Other	0.0%	0
Voluntary Non-Disclosure	2.4%	24	Total People of Color	31.6%	73	Total People of Color	29.1%	53
Total People of Color	47.0%	467	Women	0.0%	0	Women	0.0%	0
Women	0.3%	3	Total		231	Total		182
Total		994						
2016			2008			1998		
White	53.6%	517	White	67.0%	152	White	74.8%	151
African-American	8.8%	85	African-American	11.9%	27	African-American	16.8%	34
Latino	33.5%	323	Latino	20.7%	47	Latino	7.9%	16
Asian	0.4%	4	Asian	0.4%	1	Asian	0.5%	1
Other	3.6%	35	Other	0.0%	0	Other	0.0%	0
Voluntary Non-Disclosure	2.1%	20	Total People of Color	33.0%	75	Total People of Color	25.2%	51
Total People of Color	44.3%	427	Women	0.0%	0	Women	0.0%	0
Women	0.2%	2	Total		227	Total		202
Total		964						
2015			2007			1997		
White	61.8%	175	White	68.2%	150	White	74.5%	120
African-American	10.6%	30	African-American	13.3%	30	African-American	14.3%	23
Latino	25.1%	71	Latino	17.3%	39	Latino	11.2%	18
Asian	0.0%	0	Asian	0.4%	1	Asian	0.0%	0
Other	2.5%	7	Other	0.0%	0	Other	0.0%	0
Total People of Color	38.2%	108	Total People of Color	31.1%	70	Total People of Color	25.5%	41
Women	0.7%	2	Women	0.0%	0	Women	0.0%	0
Total		283	Total		220	Total		161
2014			2006			1996		
White	63.0%	167	White	69.8%	150	White	73.9%	119
African-American	9.8%	26	African-American	15.8%	34	African-American	18.0%	29
Latino	25.7%	68	Latino	13.5%	29	Latino	7.5%	12
Asian	0.0%	0	Asian	0.9%	2	Asian	0.6%	1
Other	1.5%	4	Other	0.0%	0	Other	0.0%	0
Total People of Color	37.0%	98	Total People of Color	30.2%	65	Total People of Color	26.1%	42
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		265	Total		215	Total		161
2013			2005			1995		
White	58.8%	147	White	70.6%	154	White	72.2%	114
African-American	10.0%	25	African-American	15.1%	33	African-American	18.4%	29
Latino	30.0%	75	Latino	13.8%	30	Latino	8.9%	14
Asian	0.4%	1	Asian	0.5%	1	Asian	0.0%	0
Other	0.8%	2	Other	0.0%	0	Other	0.6%	1
Total People of Color	41.2%	103	Total People of Color	29.4%	64	Total People of Color	27.8%	44
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		250	Total		218	Total		158
2012			2004			1994		
White	60.9%	143	White	73.0%	165	White	77.8%	126
African-American	13.2%	31	African-American	12.4%	28	African-American	13.6%	22
Latino	24.7%	58	Latino	13.7%	31	Latino	8.0%	13
Asian	0.4%	1	Asian	0.9%	2	Asian	0.0%	0
Other	0.9%	2	Other	0.0%	0	Other	0.6%	1
Total People of Color	39.1%	92	Total People of Color	27.0%	61	Total People of Color	22.2%	36
Women	0.4%	1	Women	0.0%	0	Women	0.0%	0
Total		235	Total		226	Total		162
2011			2002			1993		
White	68.8%	161	White	71.8%	150	White	79.6%	133
African-American	13.7%	32	African-American	16.3%	34	African-American	13.2%	22
Latino	16.7%	39	Latino	11.0%	23	Latino	6.0%	10
Asian	0.9%	2	Asian	1.0%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	1.2%	2
Total People of Color	31.2%	73	Total People of Color	28.2%	59	Total People of Color	20.4%	34
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		234	Total		209	Total		167

Note: Percentages may not equal 100 percent due to rounding.

Table 6

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"

CEO/President								
As of December 31, 2018								
	%	#		%	#		%	#
2018			2011			2005		
White	100.0%	26	White	100.0%	27	White	100.0%	33
African-American	0	0	African-American	0.0%	0	African-American	0.0%	0
Latino	0	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0	0	Asian	0.0%	0	Asian	0.0%	0
Other	0	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	0.0%	0
Women	0	0	Women	3.7%	1	Women	6.1%	2
Total		26	Total		27	Total		33
2017			2010			2004		
White	100.0%	26	White	100.0%	31	White	96.9%	31
African-American	0	0	African-American	0.0%	0	African-American	3.1%	1
Latino	0	0	Latino	0.0%	0	Latino	0.0%	0
Asian	0	0	Asian	0.0%	0	Asian	0.0%	0
Other	0	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	3.1%	1
Women	0	0	Women	3.2%	1	Women	3.1%	1
Total		26	Total		31	Total		32
2016			2009			2002		
White	100.0%	26	White	100.0%	29	White	100.0%	x
African-American	0	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0	0	Latino	0.0%	0	Latino	0.0%	x
Asian	0	0	Asian	0.0%	0	Asian	0.0%	x
Other	0	0	Other	0.0%	0	Other	0.0%	x
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	0	0	Women	3.4%	1	Women	3.0%	x
Total		26	Total		29	Total		x
2015			2008			2001		
White	100.0%	26	White	100.0%	29	White	100.0%	x
African-American	0	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0	0	Latino	0.0%	0	Latino	0.0%	x
Asian	0	0	Asian	0.0%	0	Asian	0.0%	x
Other	0	0	Other	0.0%	0	Other	0.0%	x
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	0	0	Women	6.9%	2	Women	3.0%	x
Total		26	Total		29	Total		x
2014			2007			2000		
White	100.0%	37	White	100.0%	26	White	100.0%	x
African-American	0	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0	0	Latino	0.0%	0	Latino	0.0%	x
Asian	0	0	Asian	0.0%	0	Asian	0.0%	x
Other	0	0	Other	0.0%	0	Other	0.0%	x
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	0	0	Women	7.7%	2	Women	3.0%	x
Total		37	Total		26	Total		x
2013			2006			1999		
White	100.0%	39	White	100.0%	32	White	100.0%	x
African-American	0	0	African-American	0.0%	0	African-American	0.0%	x
Latino	0	0	Latino	0.0%	0	Latino	0.0%	x
Asian	0	0	Asian	0.0%	0	Asian	0.0%	x
Other	0	0	Other	0.0%	0	Other	0.0%	x
Total People of Color	0	0	Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	0	0	Women	6.3%	2	Women	3.0%	x
Total		39	Total		32	Total		x
2012			<i>x = Data not recorded, totals may not equal 100 percent</i>					
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	0.0%	0						
Total		26						

Table 7

General Manager/President of Baseball Operations								
As of December 31, 2018								
	%	#		%	#		%	#
2018			2010			2001		
White	86.7%	26	White	80.8%	21	White	96.7%	29
African-American	6.7%	2	African-American	11.5%	3	African-American	3.3%	1
Latino	3.3%	1	Latino	7.7%	2	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	19.2%	5	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		26	Total		30
2017			2009			2000		
White	86.7%	26	White	83.3%	25	White	100.0%	30
African-American	6.7%	2	African-American	10.0%	3	African-American	0.0%	0
Latino	3.3%	1	Latino	6.7%	2	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	16.7%	5	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		30
2016			2008			1999		
White	86.7%	26	White	86.7%	26	White	100.0%	30
African-American	6.7%	2	African-American	10.0%	3	African-American	0.0%	0
Latino	3.3%	1	Latino	3.3%	1	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	13.3%	4	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		30
2015			2007			1998		
White	90.0%	27	White	93.3%	28	White	100.0%	30
African-American	3.3%	1	African-American	3.3%	1	African-American	0.0%	0
Latino	6.7%	2	Latino	3.3%	1	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	6.7%	2	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		31	Total		30	Total		30
2014			2006			1997		
White	90.0%	27	White	93.3%	28	White	96.7%	29
African-American	3.3%	1	African-American	3.3%	1	African-American	3.3%	1
Latino	6.7%	2	Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	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	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		30
2013			2005			1996		
White	90.0%	27	White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.3%	1	African-American	3.6%	1
Latino	6.7%	2	Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	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	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		30	Total		30	Total		29
2012			2004			1995		
White	90.3%	28	White	93.3%	28	White	96.4%	27
African-American	6.5%	2	African-American	3.3%	1	African-American	3.6%	1
Latino	3.2%	1	Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	9.7%	3	Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0	Women	0.0%	0
Total		31	Total		30	Total		28
2011			2002			Note: Percentages may not equal 100 percent due to rounding. Table 8		
White	85.7%	24	White	93.3%	28			
African-American	10.7%	3	African-American	3.3%	1			
Latino	3.6%	1	Latino	3.3%	1			
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	6.7%	2			
Women	0.0%	0	Women	0.0%	0			
Total		28	Total		30			

Vice President								
As of December 31, 2018								
2018	%	#		%	#		%	#
White	85.2%	381	White	86.2%	287	White	87.5%	223
African-American	6.3%	28	African-American	6.0%	20	African-American	4.3%	11
Asian	1.6%	7	Latino	5.7%	19	Latino	5.1%	13
Latino	5.4%	24	Asian	1.2%	4	Asian	3.1%	8
Native Hawaiian	0.9%	4	Native Hawaiian	0.9%	3	Total People of Color	12.5%	32
Women	19.2%	86	Total People of Color	13.8%	46	Other	0.0%	0
People of Color Total	14.1%	63	Women	17.7%	59	Women	14.5%	37
Total		447	Total		333	Total		255
2017			2011			2004		
White	85.9%	371	White	87.6%	290	White	87.9%	218
African-American	6.5%	28	African-American	5.7%	19	African-American	4.0%	10
Latino	5.1%	22	Latino	4.8%	16	Latino	4.8%	12
Asian	1.4%	6	Asian	1.8%	6	Asian	3.2%	8
Other	0.9%	4	Total People of Color	12.4%	41	Total People of Color	12.1%	30
Voluntary Nondisclosure	0.2%	1	Other	0.0%	0	Other	0.0%	0
Total People of Color	13.9%	60	Women	17.2%	57	Women	12.5%	31
Women	18.5%	80	Total		331	Total		248
Total		432						
2016			2010			2002		
White	88.3%	445	White	90.1%	247	White	88.4%	199
African-American	5.6%	28	African-American	4.0%	11	African-American	4.9%	11
Latino	4.6%	23	Latino	4.0%	11	Latino	4.4%	10
Asian	1.0%	5	Asian	1.8%	5	Asian	2.2%	5
Other	0.6%	3	Total People of Color	9.9%	27	Total People of Color	11.6%	26
Total People of Color	11.7%	59	Other	0.0%	0	Other	0.0%	0
Women	16.3%	82	Women	18.2%	50	Women	14.2%	32
Total		504	Total		274	Total		225
2015			2009			2000		
White	86.1%	358	White	83.3%	250	White	90.4%	170
African-American	6.0%	25	African-American	7.7%	23	African-American	5.3%	10
Latino	5.3%	22	Latino	6.7%	20	Latino	3.2%	6
Asian	1.7%	7	Asian	2.3%	7	Asian	1.1%	2
Other	1.0%	4	Total People of Color	16.7%	50	Total People of Color	9.6%	18
Total People of Color	13.9%	58	Other	0.0%	0	Other	0.0%	0
Women	17.8%	74	Women	18.7%	56	Women	6.4%	12
Total		416	Total		300	Total		188
2014			2008			1999		
White	85.6%	322	White	90.4%	246	White	91.7%	176
African-American	6.6%	25	African-American	3.7%	10	African-American	4.7%	9
Latino	5.1%	19	Latino	4.0%	11	Latino	2.1%	4
Asian	1.6%	6	Asian	1.8%	5	Asian	1.6%	3
Native Hawaiian	0.5%	2	Total People of Color	9.6%	26	Total People of Color	8.3%	16
Two or More Races	0.5%	2	Other	0.0%	0	Other	0.0%	0
Total People of Color	14.4%	54	Women	16.5%	45	Women	8.3%	16
Women	17.3%	65	Total		272	Total		192
Total		376						
2013			2007			1998		
White	79.3%	298	White	90.0%	225	White	91.8%	123
African-American	6.1%	23	African-American	3.6%	9	African-American	5.2%	7
Latino	5.1%	19	Latino	4.4%	11	Latino	1.5%	2
Asian	1.3%	5	Asian	2.0%	5	Asian	1.5%	2
Native Hawaiian	0.8%	3	Total People of Color	10.0%	25	Total People of Color	8.2%	11
Native American	0.0%	0	Other	0.0%	0	Other	0.0%	0
Total People of Color	14.4%	50	Women	15.6%	39	Women	4.5%	6
Women	17.5%	61	Total		250	Total		134
Total		348						

Note: Percentages may not equal 100 percent due to rounding.

Table 9

Richard E. Lapchick, Director

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“MAKING WAVES OF CHANGE”

Senior Administrators**As of December 31, 2018**

	%	#		%	#		%	#
2018			2013			2008		
White	80.0%	1615	White	79.7%	1301	White	83.0%	323
African-American	5.3%	107	African-American	6.6%	107	African-American	6.7%	26
Latino	9.7%	195	Latino	10.0%	163	Latino	8.0%	31
Asian	2.7%	55	Asian	2.5%	41	Asian	2.1%	8
Other	1.3%	27	Other	1.23%	20	Other	0.3%	1
Voluntary Non-Disclosure	0.6%	13	Total People of Color	20.3%	331	Total People of Color	17.0%	66
Total People of Color	19.4%	392	Women	26.5%	432	Women	18.0%	70
Women	28.6%	577	Total		1632	Total		389
Total		2020						
2017			2012			2007		
White	79.7%	1544	White	80.1%	1231	White	81.7%	290
African-American	5.4%	105	African-American	6.9%	106	African-American	7.9%	28
Latino	10.2%	197	Latino	9.2%	142	Latino	9.0%	32
Asian	2.7%	53	Asian	2.9%	45	Asian	1.1%	4
Other	1.7%	32	Other	0.8%	13	Other	0.3%	1
Voluntary Non-Disclosure	0.4%	7	Total People of Color	19.9%	306	Total People of Color	18.3%	65
Total People of Color	20.0%	387	Women	26.9%	414	Women	18.9%	67
Women	27.7%	536	Total		1537	Total		355
Total		1938						
2016			2011			2006		
White	80.1%	1485	White	82.8%	328	White	84.4%	248
African-American	5.5%	101	African-American	5.8%	23	African-American	6.8%	20
Latino	10.0%	185	Latino	9.3%	37	Latino	7.5%	22
Asian	2.6%	48	Asian	1.5%	6	Asian	1.0%	3
Other	1.8%	13	Other	0.5%	2	Other	0.3%	1
Voluntary Non-Disclosure	0.3%	5	Total People of Color	17.2%	68	Total People of Color	15.6%	46
Total People of Color	19.6%	363	Women	17.9%	71	Women	20.1%	59
Women	27.0%	500	Total		396	Total		294
Total		1853						
2015			2010			2005		
White	80.7%	1469	White	85.1%	395	White	84.2%	246
African-American	5.4%	99	African-American	4.7%	22	African-American	7.5%	22
Latino	9.8%	178	Latino	7.8%	36	Latino	6.2%	18
Asian	2.4%	44	Asian	1.9%	9	Asian	2.1%	6
Other	1.7%	31	Other	0.4%	2	Other	0.0%	0
Total People of Color	19.3%	352	Total People of Color	14.9%	69	Total People of Color	15.8%	46
Women	27.5%	500	Women	18.1%	84	Women	17.8%	52
Total		1821	Total		464	Total		292
2014			2009			2004		
White	80.5%	1370	White	84.3%	370	White	83.5%	217
African-American	6.0%	102	African-American	5.0%	22	African-American	9.6%	25
Latino	10.0%	170	Latino	8.2%	36	Latino	4.6%	12
Asian	2.2%	37	Asian	2.1%	9	Asian	2.3%	6
Other	1.3%	22	Other	0.5%	2	Total People of Color	16.5%	43
Total People of Color	19.5%	331	Total People of Color	15.7%	69	Other	0.0%	0
Women	27.2%	463	Women	18.9%	83	Women	13.8%	36
Total		1701	Total		439	Total		260
Note: Percentages may not equal 100 percent due to rounding.			2001			White	86.0%	x
						African-American	10.0%	x
						Latino	4.0%	x
						Asian	<1%	x
						Women	<15%	x

Table 10

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"

Team Professional Administration**As of December 31, 2018**

	%	#		%	#		%	#
2018			2013			2008		
White	75.1%	1468	White	77.8%	1081	White	85.7%	407
African-American	6.0%	118	African-American	7.0%	97	African-American	7.8%	37
Latino	11.0%	215	Latino	10.3%	143	Latino	4.6%	22
Asian	4.1%	81	Asian	3.7%	52	Asian	1.3%	6
Other	2.1%	41	Other	1.2%	17	Other	0.6%	3
Voluntary Non-Disclosure	1.3%	25	Total People of Color	22.2%	309	Total People of Color	14.3%	68
Total People of Color	23.6%	462	Women	27.1%	376	Women	28.6%	136
Women	26.0%	508	Total		1390	Total		475
Total		1955						
2017			2012			2007		
White	77.1%	1490	White	78.1%	1061	White	88.6%	357
African-American	5.9%	115	African-American	6.9%	94	African-American	5.5%	22
Latino	10.6%	205	Latino	10.0%	136	Latino	4.2%	17
Asian	3.7%	71	Asian	4.0%	54	Asian	1.5%	6
Other	1.8%	35	Other	1.0%	14	Other	0.2%	1
Voluntary Non-Disclosure	1.0%	21	Total People of Color	21.9%	298	Total People of Color	11.4%	46
Total People of Color	22.0%	426	Women	26.3%	357	Women	38.5%	155
Women	27.7%	536	Total		1359	Total		403
Total		1937						
2016			2011			2006		
White	77.1%	1244	White	84.3%	510	White	85.0%	273
African-American	7.6%	122	African-American	7.3%	44	African-American	5.0%	16
Latino	9.5%	153	Latino	6.0%	36	Latino	7.8%	25
Asian	3.5%	56	Asian	0.7%	4	Asian	1.9%	6
Other	1.4%	22	Other	1.8%	11	Other	0.3%	1
Voluntary Non-Disclosure	1.0%	16	Total People of Color	15.7%	95	Total People of Color	15.0%	48
Total People of Color	21.9%	353	Women	30.1%	182	Women	24.3%	78
Women	28.1%	453	Total		605	Total		321
Total		1613						
2015			2010			2005		
White	77.5%	1192	White	87.0%	529	White	90.0%	243
African-American	8.0%	123	African-American	5.8%	35	African-American	3.7%	10
Latino	9.3%	143	Latino	5.9%	36	Latino	5.2%	14
Asian	3.9%	60	Asian	1.0%	6	Asian	1.1%	3
Other	1.3%	20	Other	0.3%	2	Other	0.0%	0
Total People of Color	22.5%	346	Total People of Color	13.0%	79	Total People of Color	10.0%	27
Women	27.0%	416	Women	32.4%	197	Women	29.6%	80
Total		1538	Total		608	Total		270
2014			2009			2004		
White	77.5%	1115	White	85.7%	522	White	85.4%	537
African-American	7.7%	111	African-American	7.6%	46	African-American	6.7%	42
Latino	9.4%	135	Latino	5.4%	33	Latino	6.5%	41
Asian	4.0%	57	Asian	1.0%	6	Asian	1.4%	9
Other	1.4%	20	Other	0.3%	2	Total People of Color	14.6%	92
Total People of Color	22.5%	323	Total People of Color	14.3%	87	Other	0.0%	0
Women	28%	402	Women	30.7%	187	Women	27.7%	174
Total		1438	Total		609	Total		629
Note: Percentages may not equal 100 percent due to rounding.			2002			White	87.0%	x
						African-American	7.0%	x
						Latino	4.0%	x
						Asian	1.0%	x
						Total People of Color	12.0%	x
						Other	1.0%	x
						Women	22.0%	x
						Total		x

Table 11

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"