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The 2015 Racial and Gender Report Card: National Football League

by Richard Lapchick

with Leroy Robinson

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EXECUTIVE SUMMARY

Orlando, FL – September 10, 2015... The National Football League achieved its sixth consecutive **A** for racial hiring practices and an improved **C+** for gender hiring practices in the 2015 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B** grade.

The NFL's score for race was its all-time best at 93.1 percent. The score for gender was 75 percent. The grade for race increased from 92.3 percent in 2014 while gender increased substantially from 69 percent. The overall grade for the NFL also increased from 80.6 percent to 83.9 percent resulting in a **B**.

Richard Lapchick, Director of TIDES and the primary author of the study, said, "The gender grade takes on special significance in this year for the NFL in light of the Ray Rice story. While there still is a long way to go, the gender grade increase of 6 percentage points and half a letter grade overall is significant."

Using data from the 2015 season, with the help of the NFL League Office, the Institute conducted an analysis of the racial and gender breakdown of managers, coaches, top team management, senior administration, professional administration, physicians, head trainers and broadcasters. For the first time, the NFL League Office provided us with an audit of our analysis, which enabled us to have up to date data as of August 21st, 2015. The player data for the 2015 NFL RGRC includes an analysis of the 2014 NFL rosters and was up to date as of July 1st, 2015.

Lapchick continued, "In a year when the NFL was under great scrutiny for a number of issues including gender, the NFL continued to have good results on racial hiring practices and a significant improvement in gender hiring at the senior level in the League Office. The example was being set at the League Office for the teams by continuing to make improvements in the hiring of women in senior positions. The

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percent of women at the management level increased by 0.7 of a percentage point, from 29.6 percent in 2014 to an all-time high of 30.3 percent in 2015. The percent of diverse employees at the management level decreased by 0.2 of a percentage point, from 28.2 percent in 2014 to 28 percent in 2015. The initiatives of Commissioner Roger Goodell and Executive Vice President for Human Resources and Chief Diversity Officer, Robert Gulliver, have continued to bring good results for the NFL at the League level.

Lapchick added, "There was a major breakthrough when Kim Pegula, an Asian American woman, joined NFL ownership on October 10, 2014 as an owner with the Buffalo Bills. Shahid Kahn became the first majority owner of color in the NFL after he purchased the Jacksonville Jaguars in 2012. Last year the San Francisco 49ers promoted Paraag Marathe to team president after Gideon Yu stepped down from the position. Gideon Yu was the first president of color in the history of the NFL. Four of the 12 teams making the 2014-15 playoffs had a person of color in the head coaching position." The coaches were Marvin Lewis of the Cincinnati Bengals, Ron Rivera of the Carolina Panthers, Jim Caldwell of the Detroit Lions, and Mike Tomlin of the Pittsburgh Steelers.

Lapchick continued, "There has been considerable concern among NFL officials and advocates for increased head coaching opportunities for people of color, as there were only five people of color in head coaching positions in 2014. This year provided some encouragement as one coach of color was hired resulting in six people of color as head coaches at the start of the 2015 NFL season. However, this remains below the all-time record which was eight coaches of color in 2011."

There were increases for people of color and women on NFL teams at the vice-president level and in senior administrator positions and professional positions. However, the percentages for women at the team level remain significantly below those at the league level.

The NFL continued to struggle with gender hiring practices at the team level while there was a slight improvement for gender at the league level where a B- was earned for the second consecutive year time.

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

The Institute for Diversity and Ethics in Sport (TIDES), located at the University of Central Florida (UCF), publishes the Racial and Gender Report Card annually to indicate areas of improvement, stagnation, and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletic department positions. The publication of the 2015 NFL Racial and Gender Report Card follows the publication of the reports on college sport, the National Basketball Association and Major League Baseball. The remaining reports for this year will be for the Women's National Basketball Association and Major League Soccer.

REPORT HIGHLIGHTS

- 2015 was an important milestone year for the National Football League. They have continued their emphasis on attracting and retaining diverse talent across the entire league. In 2015, this resulted in the League announcing the first female coach and the first female official.
- In the League Office, as a result of both hiring and promotions, the number of women and people of color at or above the vice president level continued to increase. The number of people of color at or above the VP level increased from 14 in 2014 to 21 in 2015. Similarly, the number of women at or above the VP level increased from 21 in 2014 to 31 in 2015.
- League Office initiatives continued to include the success of a Women's Interactive Network, as well as a partnership with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events. The League Office practices diversity training across the organization, diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the of creation talent management programs.
- Paraag Marathe of the San Francisco 49ers was the only NFL team president of color in 2015.
- There were seven African-American general managers in 2015. This marked the ninth consecutive year with at least five general managers who are people of color. Ozzie Newsome became the second African-American general manager to win a Super Bowl when the Baltimore Ravens won in 2013.
- Seven out of the last 16 Super Bowl teams have had either an African-American head coach or general manager. The coaches were Mike Tomlin (Steelers, twice) and Jim Caldwell (Colts). The GMs were Jerry Reese (Giants, twice), Rod Graves (Cardinals) and Ozzie Newsome (Ravens).
- There were six head coaches of color at the start of the 2015 season, up from five in 2014. This remains a significant concern among NFL officials. The all-time record of eight people of color as head coaches in the NFL was in 2011.
- The percent of people of color serving as vice presidents on NFL teams increased from 11.5 percent in 2014 to 13.7 percent in 2015. Although still low, the percent of female vice presidents increased substantially from 17.8 percent in 2014 to 22.9 percent in 2015.
- The percent of people of color who held senior administrator positions on NFL teams increased from 16.2 percent in 2014 to 19.3 percent in 2015. The percent of the total senior administrator positions on NFL teams held by women increased by 2.3 percentage points to 22.2 percent since the last report card.
- The percent of people of color who held professional positions on NFL teams increased from 18.4 percent in 2014 to 19.4 percent in 2015. The percent of women in professional administrative positions increased by 1.6 percentage points from 30.6 percent in 2014 to 32.2 percent in 2015.
- The percent of African-American players increased from 67.3 percent in the 2013 season to 68.7 percent in 2014. The percent of white players decreased from 31 percent in 2013 to 28.6 percent in

2014. Latinos, Asian/Pacific Islanders, and those classified as “other” made up 0.7 percent, 1.1 percent, and 0.9 percent of 2014 NFL rosters, respectively; one percent were international players.

OVERALL GRADES

The National Football League achieved its sixth consecutive **A** for racial hiring practices and a **C+** for gender hiring practices in the 2015 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B** grade.

The NFL’s score for race was its all-time best at 93.1 percent. The score for gender was 75 percent. The grade for race increased from 92.3 percent in 2014 while gender increased significantly from 69 percent. The overall grade for the NFL also increased from 80.6 percent to 83.9 percent resulting in a solid **B**.

For race, the NFL received an **A+** for players, the League Office, assistant coaches; an **A-** for general managers and team professional administrators; a **B+** for head coach, team senior administrators and a **B** for team vice presidents.

For gender hiring practices, the NFL received a **B** for team professional administration, a **B-** for the League Office, a **D+** for team vice presidents, and a **D** for team senior administrators.

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

GRADES BY CATEGORY

Players

During the NFL’s 2014 season, the percent of African-American players increased from 67.3 percent in the 2013 season to 68.7 percent in 2014. The percent of white players decreased from 31 percent in 2013 to 28.6 percent in 2014.

Latinos, Asian/Pacific Islanders, and those classified as “other” made up 0.7 percent, 1.1 percent, and 0.9 percent of 2014 NFL rosters, respectively; one percent of the 2014 NFL rosters were made up of international players. The NFL has the lowest percentage of international players among all the professional leagues.

NFL Grade for Players:

Race: A+ 71.4 percent

See Table 1.

NFL League Office

The leadership of the NFL League Office has laid the groundwork for a diverse and inclusive organization throughout all levels of the league. The League Office continued to maintain and introduce diversity initiatives each year. A full list of initiatives is outlined at the end of this report. They included the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events, diversity training across the league office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

In the League Office, as a result of both hiring and promotions, the number of women and people of color at or above the vice president level continued to increase. The number of people of color at or above the VP level increased from 14 in 2014 to 21 in 2015. Similarly, the number of women at or above the VP level increased from 21 in 2014 to 31 in 2015.

Overall, the percent of management positions for people of color in the League Office decreased slightly to 28 percent in 2015, down from 28.2 percent in 2014. The percent of African-Americans decreased from 9.7 percent in 2014 to 9.4 percent in 2015. Latinos showed an increase from 5.8 percent to 6.4 percent. Asians decreased from 9.2 percent in 2014 to eight percent in 2015. Native-Americans holding management positions remained at less than one percent.

The percent of management positions held by women increased to 30.3 percent in 2015 from 29.6 percent in 2014, becoming the highest percent in the report's history.

In 2015, there were 21 people of color who served as vice presidents in the League Office, which increased from 14 in 2014. There were 11 African-American males, three Asian males, two Latinos, three African-American females, one Asian female and one Latina. They include:

African-Americans:

- Tedescung Bandy, Vice President, Security
- Adolpho Birch III, Senior Vice President, Legal – Corporate & Litigation
- Johanna Faries, Vice President, Marketing
- Kimberly Fields, Vice President, Football Operations
- Roderick Graves, Senior Vice President, Player Personnel
- Robert Gulliver, Executive Vice President, Chief Human Resources & Diversity Officer
- Merton Hanks, Vice President, Football Operations
- Dwight Hollier, Vice President, Player Engagement
- Natara Holloway, Vice President, Consumer Products
- Byron Jones, Senior Vice President, Legal – Corporate & Litigation
- Michael Palmer, Vice President, Information Technology
- Kenneth Pimpton, Vice President, Internal Audit
- Troy Vincent, Executive Vice President, Football Operations
- Charles Way, Vice President, Player Engagement

Asians:

- Aniruddha Bose, Vice President, Broadcast Operations
- Robert Morrissey, Vice President, Player Engagement

- Vishal Shah, Vice President, Digital Media
- Linda Tong, Vice President, NFL.com

Latinos:

- Andres Astralaga, Vice President, Human Resources
- Steven Graciano, Vice President, NFL Network Marketing
- Belinda Lerner, Vice President, Legal – Corporate & Litigation

There were 31 women who served as vice presidents in the League Office (up from 21 in 2014); 26 were white, three were African-American, one was Asian and one was Latina. They were:

- Renie Anderson, Senior Vice President, Sponsorship
- Mary Pat Augenthaler, Vice President, Event Production
- Anastasia Danias, Senior Vice President, Chief Litigation Officer
- Johanna Faries, Vice President, Marketing
- Kimberly Fields, Vice President, Football Operations
- Lisa Friel, Senior Vice President, Legal
- Amanda Gibbison-Briggs, Vice President, Information Technology
- Nicole Gustafson, Vice President, Government Affairs
- Cynthia Hogan, Senior Vice President, Government Affairs
- Natara Holloway, Vice President, Consumer Products
- Dawn Hudson, Executive Vice President & Chief Marketing Officer
- Anna Isaacson, Senior Vice President, Social Responsibility
- Jennifer Langton, Vice President, Player Health and Safety
- Ronit Larone, Vice President, NFL Network
- Belinda Lerner, Vice President, Legal
- Jennifer Love, Vice President, Coordinating Director, NFL Network
- Rhiannon Madden, Vice President, Consumer Products
- Kim McFadden, Vice President, Human Resources
- Michelle McKenna, Senior Vice President, Information Technology
- Julie Moeller, Vice President, Digital Media
- Julie Perlish, Vice President, Consumer Insights and Research
- Tracy Perlman, Vice President, Entertainment Marketing & Promotions
- Tracie Rodburg, Vice President, Customer Marketing & Sales
- Rosemary Roser, Vice President, Controller
- Kennie Smith, Executive in Charge of Project Management*
- Linda Tong, Vice President, NFL.com
- Christine Vicari, Vice President, Treasury
- Jamie Weston, Senior Vice President, Marketing
- Tara Wood, Vice President, Human Resources
- Cathy Yancy, Vice President, Rights, Policies & Compliance, NFL Media Group
- Lorey Zlotnick, Senior Vice President, Network Marketing

*This title at NFL Films is equivalent to corporate vice president.

NFL Grade for League Office:

Race:	A+	28 percent
Gender:	B-	30.3 percent

See Table 2.

Ownership

The Jacksonville Jaguars and Buffalo Bills were the only NFL franchises to have a majority owner of color. Shahid Khan, a Pakistani-born American businessman, joined NFL ownership on January 4, 2012. Kim Pegula, an Asian American woman, joined NFL ownership on October 10, 2014.

The following women were either principal owners or held significant ownership stakes in NFL franchises:

- Kim Pegula, Buffalo Bills
- Virginia McCaskey, Chicago Bears
- Martha Ford, Detroit Lions
- Casey Foyt, Indianapolis Colts
- Carlie Irsay, Indianapolis Colts
- Kalen Irsay, Indianapolis Colts
- Carol Davis, Oakland Raiders
- Christina Weiss Lurie, Philadelphia Eagles
- Lucia Rodriguez, St. Louis Rams
- Linda Glazer, Tampa Bay Buccaneers
- Susan Lewis, Tennessee Titans
- Susie Smith, Tennessee Titans
- Amy Strunk, Tennessee Titans

Head Coaches

There was considerable concern among NFL officials and advocates for increased head coaching opportunities for people of color, as there were only five people of color in head coaching positions in 2014. This year provided some encouragement, as an additional coach of color was hired, resulting in six people of color as head coaches at the start of the 2015 NFL season. However, this was still below the all-time record of eight coaches of color, in 2011.

Mike Tomlin helped lead the Pittsburgh Steelers to 2011 Super Bowl, their second Super Bowl appearance in his tenure. In doing so, he became the first African-American head coach to lead a team to two Super Bowls. In 2010, Jim Caldwell helped lead the Indianapolis Colts to the Super Bowl in his first season as head coach. The Indianapolis Colts and Chicago Bears faced off in the 2007 Super Bowl with two African-Americans, Tony Dungy and Lovie Smith, leading their respective teams. It was the first time this had happened in the NFL. It has only happened once in the National Basketball Association, and it has never happened in Major League Baseball.

There were five African-American head coaches at the start of the 2015 season, increasing from four at the beginning of the 2014 season.

- Marvin Lewis, Cincinnati Bengals
- Jim Caldwell, Detroit Lions
- Mike Tomlin, Pittsburgh Steelers
- Lovie Smith, Tampa Bay Buccaneers
- Todd Bowles, New York Jets

Ron Rivera was the only Latino head coach in 2015. When hired in 2011 by the Carolina Panthers, Ron Rivera became the third Latino head coach in NFL history. Tom Fears was the NFL's first Latino head coach when he took over the New Orleans Saints in 1967.

The five head coaches of color in the 2014 season were:

- Marvin Lewis, Cincinnati Bengals
- Mike Tomlin, Pittsburgh Steelers
- Leslie Frazier, Minnesota Vikings
- Ron Rivera, Carolina Panthers
- Lovie Smith, Tampa Bay Buccaneers

The efforts of the Commissioner, as well as the diversity groups appointed by the NFL in the past several years, had brought about a dramatic change in the head coaching landscape. Former players formed the Fritz Pollard Alliance to add pressure to the league and create more momentum for change. Progress seemed to not only stagnate but reversed after an all-time high of eight head coaches of color lead teams in 2011. It went to six in 2012, four in 2013, five in 2014, and six in 2015.

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

NFL Grade for Head Coaches:

Race: B+ 18.7 percent

See Tables 3 and 4.

Assistant Coaches

The percent of assistant coaches of color increased from 31.6 percent to 37.9 percent in 2015.

At the start of the 2015 NFL season, there were 15 African-Americans holding coordinator positions. This was the same as the 15 African-American coordinators in 2014. The 2015 African-Americans holding coordinator positions were:

- Keith Armstrong, Atlanta Falcons, Special Teams Coordinator
- Harold Goodwin, Arizona Cardinals, Offensive Coordinator
- Dennis Thurman, Buffalo Bills, Defensive Coordinator
- Richard Rodgers, Carolina Panthers, Special Teams Coordinator
- Mel Tucker, Chicago Bears, Defensive Coordinator
- Hue Jackson, Cincinnati Bengals, Offensive Coordinator
- Teryl Austin, Detroit Lions, Defensive Coordinator
- Romeo Crennel, Houston Texans, Defensive Coordinator
- Pep Hamilton, Indianapolis Colts, Offensive Coordinator
- George Edwards, Minnesota Vikings, Defensive Coordinator
- Perry Fewell, New York Giants, Defensive Coordinator
- Kacy Rodgers, New York Jets, Defensive Coordinator
- Thomas McGaughey, New York Jets, Special Teams Coordinator
- Leslie Frazier, Tampa Bay Buccaneers, Defensive Coordinator
- Ray Horton, Tennessee Titans, Defensive Coordinator.

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

NFL Grade for Assistant Coaches:

Race: A+ 37.9 percent

See Table 5.

Top Management

CEOs/Presidents

For the start of the 2015 season, the number of CEOs/Presidents of color remained the same as 2014 at one. There were no women in this position in 2015.

Paraag Marathe, President of the San Francisco 49ers, was the only person of color as CEOs/Presidents at the start of the 2015 season.

See Table 6.

General Manager/Principal-in-Charge

For the start of the 2015 season, there were seven people of color who were general managers, the same as 2014.

The African-American general managers starting the 2015 season were:

- Ozzie Newsome, General Manager, Baltimore Ravens
- Doug Whaley, General Manager, Buffalo Bills
- Ray Farmer, General Manager, Cleveland Browns
- Martin Mayhew, General Manager and EVP of Football Operations, Detroit Lions
- Rick Smith, General Manager and EVP of Football Operations, Houston Texans
- Jerry Reese, Senior Vice President and General Manager, New York Giants
- Reggie McKenzie, General Manager, Oakland Raiders

Jerry Reese helped lead the Giants to a Super Bowl victory in 2008 and in 2012. Ozzie Newsome did the same with the Baltimore Ravens in 2013.

NFL Grade for General Manager/Principal-in-Charge:

Race A- 21.9 percent

See Table 7.

Team Vice Presidents

The percent of people of color serving as NFL team vice presidents increased from 11.5 percent in 2014 to 13.7 percent in 2015, while the percent of female vice presidents increased from 17.8 percent in 2014 to 22.9 percent in 2015. African-American vice presidents increased from 7.4 percent in 2014 to 8.9 percent in 2015. The percent of white vice presidents decreased from 88.5 percent in 2014 to 87.7 percent in 2015. Latino vice presidents decreased from 1.5 percent in 2014 to 1.4 percent in 2015, which included one Latina. Those who were classified as “other” represented 1.4 percent of vice presidents in the NFL.

There were 26 African-American vice presidents at the start of the 2015 season:

- Reggie Roberts, Vice President of Football Communications, Atlanta Falcons
- Ozzie Newsome, Executive Vice President and Player Personnel, Baltimore Ravens
- Chad Steele, Vice President of Public Relations, Baltimore Ravens
- Sashi Brown, Executive Vice President General Counsel, Cleveland Browns
- Morocco Brown, Vice President of Player Personnel, Cleveland Browns
- Kevin Griffin, Vice President of Fan Experience and Marketing, Cleveland Browns
- Peter John-Baptiste, Vice President of Communications, Cleveland Browns
- Cedric Saunders, Vice President of Football Operations, Detroit Lions
- Sheldon White, Vice President of Pro Personnel, Detroit Lions
- Rick Smith, General Manager & EVP of Football Operations, Houston Texans
- Jimmy Raye, Vice President of Football Operations, Indianapolis Colts
- Ted Crews, Vice President of Communications, Kansas City Chiefs
- Jason Jenkins, Vice President of Communications, Miami Dolphins
- Nat Moore, Senior Vice President/Special Advisor, Miami Dolphins
- Myles Pistorius, Senior Vice President & General Counsel, Miami Dolphins
- Kevin Warren, Vice President of Legal Affairs and CAO, Minnesota Vikings
- Khai Harley, Vice President of Football Operations, New Orleans Saints
- Ronnie Barnes, Senior Vice President, Medical Services, New York Giants
- Marc Ross, Vice President of Player Evaluation, New York Giants
- Keena Turner, Vice President of Football Affairs, San Francisco 49ers
- Ed Goines, General Counsel/ Vice President of Government Affairs, Seattle Seahawks

- Maurice Kelly, Vice President of Player Engagement, Seattle Seahawks
- Lake Dawson, Vice President of Player Personnel, Tennessee Titans
- Aaron Waller, Vice President of Administration & Operations, Washington
- Tony Wyllie, Senior Vice President of Communications, Washington

Qiava Martinez, Vice President of Premium Sales and Service, Oakland Raiders, was the only African-American female vice president at the start of the 2015 season.

There were four Latino vice presidents at the start of the 2015 season:

- Luis Perez, Senior Vice President, Chief Financial Officer, Detroit Lions
- George Torres, Vice President of Ticket Sales and Retention, Miami Dolphins
- Jeff Fernandez, Vice President of Business Development and Ventures, New York Jets

Claudia Lezcano Del Campo, Senior Vice President/Chief Marketing Officer, Miami Dolphins, was the only Latina vice president at the start of the 2015 season.

There were eight Asian vice presidents at the start of the 2015 season:

- Lisa Chang, Senior Vice President of Human Resources, Atlanta Falcons
- Tom Horrom, Vice President of Technology, Detroit Lions
- Megha Parekh, Senior Vice President of General Counsel, Jacksonville Jaguars
- Karla Tai, Vice President, Human Resources, Oakland Raiders
- Sean Kundu, Vice President of New Ventures, San Francisco 49ers
- Stephen Choi, Chief Accounting Officer, Washington
- Chan Onechahn, Vice President of Operations, Washington
- Asheesh Kinra, Vice President of Information Technology, Washington

The Atlanta Falcons, Baltimore Ravens, Cleveland Browns, Detroit Lions, Miami Dolphins, New York Giants, Oakland Raiders, San Francisco 49ers, Seattle Seahawks and Washington were the only teams with more than one vice president of color.

Women held 67 of the vice president positions in 2015. Lisa Chang, Megha Parekh, Karla Tai, Qiava Martinez and Claudia Lezcano Del Campo were the only women of color who served as a vice president in 2015. The following women held vice president positions:

- Lisa Manning, Vice President of Marketing, Arizona Cardinals
- Lisa Chang, Senior Vice President of Human Resources, Atlanta Falcons
- Kim Shreckengost, Executive Vice President Chief of Staff, Atlanta Falcons
- Penelope McPhee, Vice President of Atlanta Falcons Youth, Atlanta Falcons
- Michelle Andres, Vice President of Digital Media, Baltimore Ravens
- Elizabeth Jackson, Vice President of Human Resources, Baltimore Ravens
- Gretchen Geitter, Vice President of Community Relations, Buffalo Bills
- Erica Muhleman, Vice President of Corporate Partnerships, Buffalo Bills
- Karen Murphy, Vice President & Chief Financial Officer, Chicago Bears
- Katie Blackburn, Executive Vice President, Cincinnati Bengals
- Renee Harvey, Vice President of Community Outreach, Cleveland Browns
- Dee Haslam, Vice President of Cleveland Browns Foundation, Cleveland Browns
- Charlotte Anderson, Executive Vice President of Brand Management, Dallas Cowboys

- Heidi Weingartner, Chief Human Resources Officer, Dallas Cowboys
- Jennifer Cadicamo, Vice President of Partnership Activation, Detroit Lions
- Martha Ford Morse, Vice Chair, Detroit Lions
- Sheila Ford Hamp, Vice Chair, Detroit Lions
- Elizabeth Ford Kontulis, Vice Chair, Detroit Lions
- Allison Maki, Vice President of Finance & Administration, Detroit Lions
- Elizabeth Parkinson, Senior Vice President of Marketing and Partnerships, Detroit Lions
- Kelly Urquhart-Kozole, Vice President of Events, Detroit Lions
- Cindy Kellogg, Vice President of Community Development, Denver Broncos
- Nancy Svoboda, Senior Vice President of Human Resources, Denver Broncos
- Gabrielle Dow, Vice President of Marketing/ Fan Development, Green Bay Packers
- Nicole Ledvina, Vice President of Human Resources, Green Bay Packers
- Jennifer Davenport, Vice President of Marketing, Houston Texans
- Jan Kelly, Vice President of Risk Management, Houston Texans
- Marilan Logan, Vice President and Chief Accounting Officer, Houston Texans
- Suzie Thomas, Executive Vice President, Houston Texans
- Stacy Johns, Vice President of Finance & Human Resources, Indianapolis Colts
- Kelly Flanagan, Vice President of Finance and Planning, Jacksonville Jaguars
- Megha Parekh, Senior Vice President of General Counsel, Jacksonville Jaguars
- Kirsten Krug, Vice President of Administration, Kansas City Chiefs
- Nicole Bienert, Vice President of Partnership Activation, Miami Dolphins
- Claudia Lezcano Del Campo, Senior Vice President/Chief Marketing Officer, Miami Dolphins
- Dawn Aponte, Executive Vice President of Football Administration, Miami Dolphins
- Tery Howard, Senior Vice President-Chief Technology Officer, Miami Dolphins
- Robin Boudreau, Vice President of Human Resources, New England Patriots
- Robyn Glaser, Vice President of the Kraft Group, New England Patriots
- Jennifer Ferron, Senior Vice President of Marketing and Brand Development, New England Patriots
- Jessica Gelman, Vice President of Customer Marketing and Strategy, New England Patriots
- Gayle Benson, Executive Officer, New Orleans Saints
- Vicky Neumeyer, Vice President/General Counsel, New Orleans Saints
- Allison Stangeby, Vice President of Community/Corporate Relations, New York Giants
- Christine Procops, Senior Vice President/Chief Financial Officer, New York Giants
- Karla Tai, Vice President, Human Resources, Oakland Raiders
- Qiava Martinez, Vice President, Premium Sales and Service, Oakland Raiders
- Molly Argobast, Vice President of Corporate Partnerships, Philadelphia Eagles
- Aileen Dagrosa, Senior Vice President of General Counsel, Philadelphia Eagles
- Laini DeLawter, Vice President of Ticket/Fan Services, Philadelphia Eagles
- Tina D'Orazio, Vice President for Office of the Chairman, Philadelphia Eagles
- Anne Gordon, Senior Vice President of Media and Communications, Philadelphia Eagles
- Christina Weiss Lurie, President of Eagles youth Partnership, Philadelphia Eagles
- Kristie Pappal, Vice President of Human Resources, Philadelphia Eagles
- Jeanne Bonk, Executive Vice President/Chief Financial Officer, San Diego Chargers
- Hannah Gordon, Vice President of Legal Affairs, San Francisco 49ers
- Cipora Herman, Chief Financial Officer, San Francisco 49ers
- Patty Inglis, Executive Vice President, San Francisco 49ers

- Ali Towle, Vice President of Marketing, San Francisco 49ers
- Karen Spencer, Chief Financial Officer, Seattle Seahawks
- Amy Sprangers, Vice President of Corporate Partnerships, Seattle Seahawks
- Cindy Kelley, Vice President of Human Resources & Administration, Seattle Seahawks
- Molly Higgins, Vice President of Corporate Communications & Civic Affairs, St. Louis Rams
- Brooke Ellenberger, Vice President of Ticketing, Tennessee Titans
- Jenneen Kaufman, Vice President/Chief Financial Officer, Tennessee Titans
- Nancy Hubacher, Vice President of Sales and Marketing, Washington
- Michelle Modzeleski, Vice President of Special Events, Washington

The Atlanta Falcons, Baltimore Ravens, Buffalo Bills, Cleveland Browns, Dallas Cowboys, Denver Broncos, Detroit Lions, Green Bay Packers, Houston Texans, Jacksonville Jaguars, Miami Dolphins, New England Patriots, New Orleans Saints, New York Giants, Oakland Raiders, Philadelphia Eagles, San Francisco 49ers, Seattle Seahawks, Tennessee Titans and Washington were the only teams in the NFL with more than one woman as a vice president.

NFL Grade for Team Vice-Presidents:

Race:	B	13.7 percent
Gender:	D+	22.9 percent

See Table 8.

Senior Administration

This category includes the following titles but is not restricted to: directors, assistant general managers, chief legal counsel, salary cap managers, public relations directors, and directors of community relations.

In 2015, the percent of people of color who held senior administrators at the NFL team level increased from 16.2 percent in 2014 to 19.3 percent in 2015. The percent of African-Americans in these positions increased from 11.2 percent in 2014 to 14.2 percent in 2015. Latinos remained the same in 2015 at 2.5 percent and Asians increased from 1.5 percent in 2014 to 1.6 percent in 2015.

Women held 22.2 percent of the senior administrator positions during the 2015 NFL season, which was an increase of 2.3 percentage points from 2014.

NFL Grade for Senior Administration:

Race:	B+	19.3 percent
Gender:	D	22.2 percent

See Table 9.

Professional Administration

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

In 2015, the percent of people of color in team professional administrative positions increased from 19.1 percent in 2014 to 19.4 percent in 2015. The percent of African-American professional administrators increased from 10.5 percent in 2014 to 11.1 percent in 2015. Latino professional administrators increased from 5.2 percent in 2014 to 5.4 percent in 2015. Asians in these same positions increased from 1.9 percent in 2014 to 2.1 percent in 2015.

Women in these positions increased from 30.6 percent in 2014 to 32.2 percent in 2015, which is the highest percent of women in professional administration positions since 2007.

NFL Grade for Professional Administration:

Race:	B+	19.4 percent
Gender:	B	32.2 percent

See Table 10.

Physicians

The percent of white physicians decreased from 86.3 percent in 2014 to 85.4 percent in 2015. African-Americans increased from 7.1 percent in 2014 to eight percent in 2015, Latinos decreased from 3.3 percent to 3.1 percent and Asians increased from 1.4 percent to 2.2 percent. The percent of “other” physicians decreased from 1.9 in 2014 to 1.3 percent in 2015.

The percent of female team physicians increased from 2.4 percent in 2013 to 2.7 percent in 2015.

See Table 11.

Head Trainers

In 2015, 58.7 percent of the head trainers in the NFL were white, which is a significant decrease from 2014 when it was 84.4 percent. African-Americans increased from 12.5 percent in 2014 to 26.1 percent in 2015. There were four Latinos, up from three in 2014, and three Asian head trainers for the 2015 season. There were no Asian trainers in 2014. There were no women who served as head trainers.

See Table 12.

Stacking

Most observers agree that the issue of stacking in the NFL is no longer a concern of significance. In the 2014 NFL season, African-Americans held 19 percent of the quarterback positions, increasing by 1.9 percentage points from 2013. The quarterback has been football’s central “thinking” position. Historically, the positions of running back, wide receiver, cornerback, and safety have had disproportionately high percentages of African-Americans. The latter positions rely a great deal on

speed and reactive ability. The quarterback position was the primary concern since it was so central to the game and now that African-Americans have broken down that barrier, concern about stacking has been greatly diminished.

The breakdown of all positions for African-Americans and whites is listed in *Tables 13, 14 and 15*.

National Football League - Game Officials

The NFL continued to have a diverse group of game officials. In 2015, the number of African-American, Latino and Native American officials remained at the all-time high of 36 recorded in 2014. On April 8 2015, the NFL announced that Sarah Thomas would become the first full-time female official in NFL History.

See Table 16.

NFL Diversity Initiatives

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

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

NFL Employee Programs and Employee Teams:

- **The NFL Diversity Council:** The NFL Diversity Council was established in 2002. Its mission is to collaborate with the Commissioner and NFL executive team to design and implement policies and programs to build diversity awareness and to foster an inclusive work environment. Council membership and executive sponsors include employees from across the league office representing three U.S. locations (New York, New Jersey and California) and our international offices. The NFL Diversity Council is comprised of three subcommittees: Recruitment and Partnerships, Programs and Growth and Integration and Outreach. The Council provides leadership and learning opportunities for its members as they lead important league Diversity initiatives. Additionally, the Council studies the business of all departments to integrate diverse practices into decision making and provides a vehicle for all employees to have their voices heard. The NFL Diversity Council represents, supports and celebrates diversity at all levels.
- **Women's Interactive Network (WIN):** In the spring of 2011, the Diversity Council and Human Resources launched the league's first women's affinity group. The mission of WIN is to help accelerate the career advancement of women at the NFL while deepening the engagement of all employees at the league. WIN (1) allows an opportunity for male and female employees in all office locations to educate each other on gender and diversity issues in the workplace; (2)

provides a peer network for participants and (3) helps foster the hiring, retention, career development and promotional opportunities of female employees. All NFL locations have WIN groups who continue to build on the NFL WIN mission and host events including leadership discussion, “Lunch & Learn” sessions with senior leaders, health and wellness classes and panels, and networking events. There are now more than 280 WIN members from across the NFL’s offices.

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

- **Human Resources and Player Engagement Annual Meeting:** The NFL hosted its Human Resources and Player Engagement executives from the league office and all 32 clubs for a two day business summit. The staff from these closely aligned departments engaged in best practices discussion focusing on creating a productive and healthy workplace environment as well as optimizing and revolutionizing the personal and professional growth of employees and players.
- **Flexible Work Arrangements:** The NFL offers Flexible Work Arrangements (FWAs) as a benefit to support diversity and inclusion, help employees address work/life balance challenges and to leverage diverse talent and perspectives. The FWAs help the NFL attract and retain diverse talent who can effectively manage their careers and personal needs. The NFL’s use of FWAs also facilitates the league’s ability to address the evolving needs of our multi-generational workforce. Our FWAs offer employees the option to alter the time/place to do their work on a temporary/regular basis. This benefit also provides the possibility of working from home, modifying the start/end times of the work day or working on a part-time basis.
- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support the NFL’s retention, development and advancement initiatives by creating a structured program in which experienced executives (mentors) can share their business insights and experiences with less experienced professionals (protégés).
- **NFL Special Teams:** The NFL Special Teams initiative was created by the NFL Diversity Council to provide a unique opportunity for NFL employees to build their skills, advance their career potential, and make greater contributions to the NFL. Each team is composed of employees from different departments, levels and demographic groups working inclusively toward a common goal - putting the NFL’s principles of inclusion, teamwork and innovation into practice. Teams work on project assigned by an internal “client.” At the end of the engagement, the team presents its recommendations to the Commissioner and executive team. Team projects to date have included increasing communication with fans; NFL Network programming for Black History Month; increasing numbers and engagement of female fans; Hispanic marketing; improving the game day experience; developing an annual employee recognition program;

leading league action planning around Engagement Survey outcomes and Super Bowl 50 planning.

NFL Employee Training and Development:

- **NFL Performance Management:** All EVPs, SVPs and Vice Presidents who lead departments are evaluated on how they have incorporated diversity and inclusion into their organizations through the Performance Management review process. NFL Diversity Council members, in partnership with NFL Human Resources, are paired with senior staff to work hand-in-hand to set diversity-related goals and track and measure progress against these objectives throughout the year.
- **NFL Talent Review:** Throughout the year the NFL's executive team identifies and reviews top performing employees at the director level and above who have demonstrated clear potential to assume broader responsibilities and more complex assignments. The NFL Talent Review process enables senior leadership to get a broad assessment and knowledge of the leadership "bench" focusing on a diverse pool of high performing and high potential talent. Now institutionalized at the league office, our talent review process yields formal development plans, rotational and stretch assignments and executive coaching for our high potential employees, including women and minority executives.
- **NFL Talent Mobility Initiative:** The purpose of our Talent Mobility Initiative is two-fold. First, it strengthens the resources available to departments by expanding their talent pool to employees in other NFL areas with the appropriate skills and talents. Second, the initiative provides an opportunity for interested, high-performing employees to enhance their careers by gaining experience in new roles at the NFL. A diversity lens is applied to all talent mobility discussions, analysis and decisions.
- **NFL Lead:** NFL Lead is an in-house professional development program designed to train selected Director-level employees for leadership and business challenges in their careers and facing the league. NFL executives create the program's real-time business learning opportunities and curriculum, pulling in NFL club executives and business partners for their business expertise and professional experience. The program promotes diversity and inclusion as fundamental business leadership principal.
- **Leadership Lecture Series:** The NFL Leadership Lecture Series is an informative career development program that serves as one of the NFL's core Talent Management initiatives. The series is designed to provide practical career and development guidance for NFL employees at all levels.

NFL Sponsored Training, Development and Partnerships:

- **Respect at Work Program:** Players, coaches, athletic trainers and other football staff of all 32 NFL clubs were required to attend a Respect in the Workplace Meeting designed to better educate participants about the importance of creating a culture of respect and reinforce the need for excellence in workplace conduct. NFL Ambassadors are former players who were

trained to facilitate the conversations about creating a culture of respect which embraces diversity and inclusion in the locker room, on the field and while working in the NFL.

- **NFL Career Development Symposium:** 70 potential head coaches and general managers participated in the 2014 NFL Career Development Symposium, at the University of Pennsylvania's Wharton School of Business. The goal of the symposium is to develop networking and career opportunities for aspiring head coach and general manager candidates. The Symposium fosters panel discussions, breakout sessions and informal networking opportunities with NFL owners, club presidents, coaches and general managers.
- **The NFL Career Advisory Panel:** This panel comprised of eight former coaches and general managers helps to identify top coaching candidates for these positions, with a special emphasis on minority candidates. The list is designed to complement the other resources clubs utilize when filling such positions. As such, teams looking to fill these positions may request the list and discuss the recommendations with panel members.
- **Stanford Program:** The Stanford Program is designed to help develop senior leaders at the 32 NFL clubs, as well as from the league office. The program also serves the vital need to develop a pipeline of women and minority candidates for front office positions at our clubs. Through this bi-annual program, club executives spend a week at Stanford Business School and learn about business trends in the sports industry, engage in group projects, and receive instruction from Stanford professors and sports industry leaders.
- **Bill Walsh Minority Fellowship Program:** The Bill Walsh NFL Minority Coaching Fellowship is an annual program administered by the NFL Management Council and NFL Football Operations Department. The program's objective is to use NFL clubs' training camps, off season workout programs and mini camps to give talented minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Designed as a vocational tool to increase the number of NFL full-time minority coaches, all 32 NFL clubs participate in the program on an annual basis. As part of the program's evolution, in 2012, the NFL announced a Bill Walsh Fellowship Advisory Council, comprised of a distinguished group of NFL coaches and general managers and as well as NFL executives who monitor the program's impact and recommend "best practices." In 2015, Jen Welter was the first female member of a NFL coaching staff when she joined the Arizona Cardinals through her participation in this program.
- **Fritz Pollard Alliance Partnership:** The Fritz Pollard Alliance was formed as an affinity group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions.
- **Wounded Warriors Career Development Initiative:** Members of the Wounded Warrior Project were invited for a professional development and networking opportunity. As part of the training, each Wounded Warrior participant identified a specific area of business interest and was given the opportunity to shadow an NFL executive in that particular business area for the day.

Recruitment:

- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was introduced in 2007. JRP was designed to build a strong, diverse, entry-level pipeline for the league, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Participants are assigned mentors, gain exposure to senior executives and network with professionals in the sports media and entertainment industry. We actively recruit candidates from diverse backgrounds for our JRP opportunities.
- **Summer Internship Program:** The league office's summer internship program allows for upcoming college seniors to get targeted work experience in their areas of study in a nine week structured program. Diversity recruiting and hiring is a strong component of this program. In addition, NFL Films continues to offer an educational on the job internship program, hosting two sessions of interns from a diverse population throughout the year.
- **Military Hiring Partnership:** The NFL partners with the U.S. Army on the Army Training with Industry (TWI) program which provides competitively selected officers and noncommissioned officers with an opportunity to have a one-year work experience in corporate America. The goal of TWI is to expose military personnel to private-sector procedures and practices not available through military training. Recently, two Staff Sergeants worked in the Communications department, sharing their military public affairs experience and expertise while learning the NFL approach to public and community relations.
- **Business of Sports School Networking Workshop:** The NFL hosted a day long Networking Skills Workshop for a team of students from the Business of Sports School, a NYC public high school, which specializes in teaching students about the fundamentals of business and entrepreneurship for success in college and the professional world. The students were coached and trained on effective interviewing techniques, provided in one-on-one mock interviewing and invited to network with NFL executives.
- **MBA Veterans Conference:** This past year, the NFL participated in the MBA Veterans Conference, which is a networking conference, where military veteran students in MBA programs connect with potential employers. The league also continues to access veteran MBA students for potential job opportunities via MBA Veterans Connect, the organization's official recruiting portal.
- **Digital Diversity Organization:** The NFL has an on-going relationship with the Digital Diversity Organization based in Los Angeles California. The league utilizes this website and networks with executives on the board when filling unique openings in the digital media area.
- **NACE link, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACE link, UCAN and Experience.com each of which can target specific schools and experience allowing the league to find the best qualified diverse applicants.

- **NFL.com Career Center:** The NFL internally posts all league office positions up through vice president. Postings can be accessed by external applicants via NFL.com.

Diversity Supplier Program:

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

HOW GRADES WERE CALCULATED

As in previous reports, the 2015 Racial and Gender Report Card data shows that professional sport's front office hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, The Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only nine percent. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent. The category of players was weighted at 20 percent, head and assistant coaches at 30 and 10 percent, respectively, general managers at 10 percent, team vice presidents at five percent, senior administration at 10 percent and professional administrators at 15 percent for race.

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

METHODOLOGY

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

Baseline data was gathered from the National Football League (NFL) media guides. The data was placed in spreadsheets; each team had its own spreadsheet, with each position broken down by race and gender. The data was then combined into one master spreadsheet and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes to statistics from previous years.

The report draft was sent to the League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The report covers the player data from the 2014 season for the National Football League. Listings of professional owners, presidents/ CEOs, general managers, head coaches, vice presidents, senior administrator positions, professional administrator positions, head trainers and physicians were up to date as of August 21, 2015.

ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 23rd issue of the Racial and Gender Report Card (RGRC), which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and the Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the eleventh time the Report Card is being issued sport-by-sport. Reports for MLB and the NBA have already been released. The complete RGRC, including all the leagues, will be issued after the release of subsequent individual reports on the WNBA and MLS.

The RGRC is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF. (Until 1998, the report was known as the Racial Report Card.) In addition to Lapchick, Leroy Robinson contributed greatly to the completion of the 2015 NFL Racial and Gender Report Card.

The Institute for Diversity and Ethics in Sport (TIDES)

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

The Institute's founder and director is Dr. Richard Lapchick, a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sports issues. Described as "the racial conscience of sport," Lapchick is Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF, where The Institute is located. In addition, Lapchick serves as President and CEO of the National Consortium for Academics and Sports (NCAS), a group of more than 220 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.

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues. It offers a dual-degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition

to the Master of Sport Business Management (MSBM) degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.

APPENDIX I

Players								
		%	#			%	#	
2014	White	28.6%	813	2005	White	31.50%	537	
	African-American	68.7%	1957		African-American	65.50%	1116	
	Latino	0.7%	19		Latino	<1%	10	
	Asian	1.1%	31		Asian	2%	34	
	Other	0.9%	27		Other	<1%	1	
	International	1.0%	30		International	1%	18	
2013	White	31.0%	866	2003	White	29%	516	
	African-American	67.3%	1883		African-American	69%	1228	
	Latino	0.6%	16		Latino	1%	9	
	Asian	0.7%	19		Asian	1%	22	
	Other	0.5%	14		Other	0%	0	
	International	1.5%	43					
2012	White	30.1%	820	2000	White	x	x	
	African-American	66.3%	1804		African-American	x	x	
	Latino	0.7%	20		Latino	x	x	
	Asian	1.1%	29		Other	x	x	
	Other	1.8%	48		1999	White	32%	x
	International	1.4%	39			African-American	67%	x
2011	White	31%	802	Latino		<1%	x	
	African-American	67%	1721	Other		<1%	x	
	Latino	1%	13	1998	White	32%	x	
	Asian	2%	40		African-American	66%	x	
	Other	1%	7		Latino	<1%	x	
	International	1%	20		Other	1%	x	
2010	White	31%	790	1997	White	33%	x	
	African-American	67%	1714		African-American	65%	x	
	Latino	1%	13		Latino	<1%	x	
	Asian	2%	39		Other	1%	x	
	Other	1%	7		1996	White	31%	x
	International	1%	20			African-American	66%	x
2009	White	30%	782	Latino		<1%	x	
	African-American	67%	1761	Other		2%	x	
	Latino	1%	24	1995	White	31%	x	
	Asian	2%	55		African-American	67%	x	
	Other	<1%	2		Latino	0%	x	
	International	2%	48		Other	<2%	x	
2008	White	31%	805	1994	White	31%	x	
	African-American	67%	1762		African-American	68%	x	
	Latino	1%	25		Latino	0%	x	
	Asian	2%	45		Other	1%	x	
	Other	<1%	1		1993	White	35%	x
	International	2%	63			African-American	65%	x
2007	White	31%	730	Latino		0%	x	
	African-American	66%	1566	1992		White	30%	x
	Latino	1%	30		African-American	68%	x	
	Asian	2%	44		Latino	<1%	x	
	Other	<1%	1		Other	1%	x	
	International	2%	43	1991	White	36%	x	
2006	White	31%	532		African-American	62%	x	
	African-American	67%	1131		Latino	2%	x	
	Latino	0.5%	8		1990	White	39%	x
	Asian	1.5%	25	African-American		61%	x	
	Other	0%	0	Latino		0%	x	
	International	1%	24					

League Office: NFL											
		Office Management		Support Staff Personnel				Office Management		Support Staff Personnel	
		%	#	%	#			%	#	%	#
2015						2009					
	White	72.0%	629	75.4%	132		White	75.2%	629	77.4%	82
	African-American	9.4%	82	12.0%	21		African-American	8.6%	72	12.3%	13
	Latino	6.4%	56	5.7%	10		Latino	4.7%	39	4.7%	5
	Asian	8.0%	70	6.3%	11		Asian	9.4%	79	2.8%	3
	Native American	0.2%	2	0.0%	0		Native American	0.2%	2	0.0%	0
	Other	4.0%	35	0.6%	1		Other	1.8%	15	2.8%	3
	Women	30.3%	265	32.6%	57		Women	27.6%	231	46.2%	49
	Total		874		175		Total	2.0%	836		106
2014						2003-2008					
	White	71.8%	635	75.1%	133		White	NFL did not			
	African-American	9.7%	86	10.7%	19		African-American				
	Latino	5.8%	51	6.2%	11		Latino				
	Asian	9.2%	81	6.8%	12		Asian				
	Native American	0.2%	2	0.0%	0		Other				
	Other	3.4%	30	1.1%	2		Women				
	Women	29.6%	262	30.5%	54		Total				
2013						2002					
	White	72.4%	596	77.8%	144		White	74%	150	51%	42
	African-American	9.2%	76	9.2%	17		African-American	14%	28	25%	21
	Latino	4.9%	40	5.4%	10		Latino	4%	9	19%	16
	Asian	10.1%	83	5.9%	11		Asian	8%	16	5%	4
	Native American	0.1%	1	0.0%	0		Other	0%	0	0%	0
	Other	3.3%	27	1.6%	3		Women	26%	53	54%	45
	Women	29.3%	241	31.4%	58		Total		203		83
	Total		823		185		2000				
2012							White	77%	140	57%	31
	White	74%	675	66%	40		African-American	14%	25	22%	12
	African-American	8%	76	18%	11		Latino	<3%	5	19%	10
	Latino	5%	49	10%	6		Asian	7%	12	2%	1
	Asian	9%	85	3%	2		Other	0%	0	0%	0
	Native American	0%	1	0%	0		Women	29%	53	56%	30
	Other	3%	26	3%	2		Total		182		54
	Women	28%	254	51%	31		1998				
	Total		912		61		White	79%	131	70%	40
2011							African-American	15%	25	19%	11
	White	75%	644	66%	48		Latino	2%	3	9%	5
	African-American	8%	69	19%	14		Asian	4%	6	2%	1
	Latino	5%	43	10%	7		Other	0%	0	x	x
	Asian	10%	87	1%	1		Women	26%	43	75%	43
	Native American	0%	1	0%	0		Total		165		57
	Other	2%	17	4%	3		1997				
	Women	28%	238	56%	41		White	80%	119	68%	34
	Total		861		73		African-American	15%	22	22%	11
2010							Latino	2%	3	8%	4
	White	75.1%	653	71.3%	67		Asian	3%	4	2%	1
	African-American	8.7%	76	17.0%	16		Other	0%	0	x	x
	Latino	4.6%	40	6.4%	6		Women	26%	39	84%	42
	Asian	9.4%	82	1.1%	1		Total		148		50
	Native American	0.2%	2	0.0%	0		1996				
	Other	1.8%	16	4.3%	4		White	82%	93	81%	56
	Women	27.5%	239	52.1%	49		African-American	14%	16	12%	8
	Total		869		94		Latino	<1.0%	1	4%	3
							Asian	2%	2	3%	2
							Other	<1.0%	1	x	x
							Women	22%	25	64%	44
							Total		113		69

x= Data not recorded

Note: Data provided by the NFL league office.

Table 2

Historical Listing of African-American Professional Head Coaches in the NFL			
	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004	1-4 (interim head coach)
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-present	100-90-2
Lovie Smith	Chicago	2004-2012	81-63
	Tampa Bay	2014-present	14-Feb
Romeo Crennel	Cleveland/Kansas City	2005-2008/2011^2012	28-55
Mike Tomlin	Pittsburgh	2007-present	82 - 46
Mike Singletary	San Francisco	2008-2009	18-21
Perry Fewell	Buffalo	2009	3-4 (interim head coach)
Jim Caldwell	Indianapolis	2009-2011	26-22
	Detroit Lions	2014-present	11 - 5
Raheem Morris	Tampa Bay	2009-2011	13-19
Eric Studesville	Denver	2010	1-3 (interim head coach)
Leslie Frazier	Minnesota	2010^*- 2014	21-32-1
Todd Bowles	N.Y. Jets	2015 - present	First Season
Hue Jackson	Oakland	2011	8-8

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

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

^* Served as interim head coach for last 6 games of the 2010 season

Table 3

Head Coaches								
		%	#			%	#	
2015	White	81.3%	26	2006	White	78%	25	
	African-American	15.6%	5		African-American	22%	7	
	Asian	0.0%	0		Asian	0%	0	
	Latino	3.1%	1		Latino	0%	0	
	Other	0.0%	0		Other	0%	0	
	Women	0.0%	0		Women	0%	0	
2014	White	84.4%	27	2005	White	81%	26	
	African-American	12.5%	4		African-American	19%	6	
	Asian	0.0%	0		Asian	0%	0	
	Latino	3.1%	1		Latino	0%	0	
	Other	0.0%	0		Women	0%	0	
	Women	0.0%	0		2003	White	91%	29
2013	White	88.0%	28	African-American		9%	3	
	African-American	9.0%	3	Asian		0%	0	
	Asian	0.0%	0	Latino		0%	0	
	Latino	3.0%	1	Women		0%	0	
	Other	0.0%	0	2001		White	94%	30
	Women	0.0%	0		African-American	6%	2	
2012	White	81.0%	26		Asian	0%	0	
	African-American	16.0%	5		Latino	0%	0	
	Asian	0.0%	0		Women	0%	0	
	Latino	3.0%	1		2000	White	90%	28
	Other	0.0%	0	African-American		10%	3	
	Women	0.0%	0	Asian		0%	0	
2011	White	75.0%	24	Latino		0%	0	
	African-American	22.0%	7	Women		0%	0	
	Asian	0.0%	0	1999		White	94%	29
	Latino	3.0%	1		African-American	6%	2	
	Other	0.0%	0		Asian	0%	0	
	Women	0.0%	0		Latino	0%	0	
2010	White	81.0%	26		Women	0%	0	
	African-American	19.0%	6		1997	White	90%	27
	Asian	0.0%	0	African-American		10%	3	
	Latino	0.0%	0	Asian		0%	0	
	Other	0.0%	0	Latino		0%	0	
	Women	0.0%	0	Women		0%	0	
2009	White	81.0%	26	1995		African-American	10%	3
	African-American	19.0%	6		Latino	0%	0	
	Asian	0.0%	0		1994	White	93%	28
	Latino	0.0%	0			African-American	7%	2
	Other	0.0%	0			Latino	0%	0
	Women	0.0%	0			1993	White	89%
2008	White	81.0%	26	African-American			7%	2
	African-American	19.0%	6	Latino			<4%	1
	Asian	0.0%	0	1992	White		89%	25
	Latino	0.0%	0		African-American		7%	2
	Other	0.0%	0		Latino		<4%	1
	Women	0.0%	0					
2007	White	81.0%	26					
	African-American	19.0%	6					
	Asian	0.0%	0					
	Latino	0.0%	0					
	Other	0.0%	0					
	Women	0.0%	0					
Table 4								

Table 4

Assistant Coaches							
		%	#				
2015				2006			
	White	62.1%	499		White	62%	269
	African-American	34.7%	279		African-American	35%	151
	Latino	1.5%	12		Latino	2%	10
	Asian	0.9%	7		Asian	1%	4
	Other	0.8%	6		Other	0%	0
	Women	0.0%	0		Women	0%	0
2014				2005			
	White	67.8%	497		White	66%	316
	African-American	29.6%	217		African-American	32%	154
	Latino	1.2%	9		Latino	1%	5
	Asian	0.8%	6		Asian	1%	3
	Other	0.5%	4		Other	0%	0
	Women	0.0%	0		Women	0%	0
2013				2003			
	White	68.4%	440		White	67%	341
	African-American	29.1%	187		African-American	30%	153
	Latino	1.1%	7		Latino	2%	8
	Asian	0.9%	6		Asian	0%	1
	Other	0.5%	3		Other	1%	7
	Women	0.0%	0		Women	0%	0
2012				2001			
	White	68%	364		White	71%	333
	African-American	31%	165		African-American	28%	132
	Latino	1%	4		Latino	<1%	6
	Asian	1%	3		Asian	<1%	1
	Other	0%	1		Other	0%	0
	Women	0%	0		Women	0%	0
2011				1999			
	White	68%	332		White	72%	330
	African-American	31%	159		African-American	28%	127
	Latino	1%	2		Latino	0%	0
	Asian	1%	4		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
2010				1997			
	White	68%	364		White	73%	311
	African-American	31%	165		African-American	26%	113
	Latino	1%	2		Latino	1%	3
	Asian	1%	3		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
2009				1996			
	White	64%	283		White	74%	307
	African-American	34%	148		African-American	25%	102
	Latino	1%	4		Latino	<1%	3
	Asian	1%	5		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Other	0%	0
2008				1995			
	White	64%	279		White	76%	289
	African-American	34%	148		African-American	23%	88
	Latino	2%	7		Latino	0%	0
	Asian	1%	5		Asian	0%	0
	Other	0%	0		Other	<1%	4
	Women	0%	0		Other	<1%	4
2007				1994			
	White	62%	284		White	77%	249
	African-American	36%	162		African-American	23%	73
	Latino	1%	5		Latino	<1%	1
	Asian	1%	5		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Other	0%	0
NOTE: Some percentages may not equal 100% due to rounding							
Table 1							

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

Table 5

CEO/President							
		%	#			%	#
2015				2008			
	White	97.1%	33		White	100%	29
	African-American	0.0%	0		African-American	0%	0
	Latino	0.0%	0		Latino	0%	0
	Asian	3.0%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	3%	1
2014				2007			
	White	94.1%	32		White	100%	30
	African-American	0.0%	0		African-American	0%	0
	Latino	0.0%	0		Latino	0%	0
	Asian	3.0%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	3%	1
2013				2006			
	White	97.0%	31		White	100%	35
	African-American	0.0%	0		African-American	0%	0
	Latino	0.0%	0		Latino	0%	0
	Asian	3.0%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	3%	1
2012				2003			
	White	100.0%	32		White	100%	32
	African-American	0.0%	0		African-American	0%	0
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	9%	3
	Women	3.0%	1	2000			
2011					White	100%	x
	White	100.0%	32		African-American	0%	x
	African-American	0.0%	0		Latino	0%	x
	Latino	0.0%	0		Asian	0%	x
	Asian	0.0%	0		Women	3%	x
	Other	0.0%	0	1999			
	Women	0.0%	0		White	100%	x
2010					African-American	0%	x
	White	100.0%	27		Latino	0%	x
	African-American	0.0%	0		Asian	0%	x
	Latino	0.0%	0		Women	3%	x
	Asian	0.0%	0	1998			
	Other	0.0%	0		White	100%	x
	Women	4.0%	1		African-American	0%	x
2009					Latino	0%	x
	White	100.0%	27		Asian	0%	x
	African-American	0.0%	0		Women	3%	x
	Latino	0.0%	0	1997			
	Asian	0.0%	0		White	100%	x
	Other	0.0%	0		African-American	0%	x
	Women	4.0%	1		Latino	0%	x
					Other	0%	x
					Women	0%	x
x= Data not recorded				Table 6			

Table 6

General Manager/Director of Player Personnel							
		%	#			%	#
2015	White	78.1%	25	2007	White	84%	26
	African-American	21.9%	7		African-American	16%	5
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	0%	0
2014	White	75.9%	22	2006	White	87%	28
	African-American	24.1%	7		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	0%	0
2013	White	81.0%	26	2005	White	87%	27
	African-American	19.0%	6		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0				
2012	White	81.0%	26	2003	White	94%	30
	African-American	19.0%	6		African-American	6%	2
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0				
2011	White	84.0%	27	2001	White	94	30
	African-American	16.0%	5		African-American	6	2
	Latino	0.0%	0		Latino	0	0
	Asian	0.0%	0		Asian	0	0
	Other	0.0%	0		Women	0	0
	Women	0.0%	0				
2010	White	83.0%	25	1999	White	87%	27
	African-American	17.0%	5		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0				
2009	White	84.0%	27	1998	White	87%	27
	African-American	16.0%	5		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0				
2008	White	83.0%	25	1997	White	87%	26
	African-American	17.0%	5		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0				
	White	83.0%	25	1996	White	83%	25
	African-American	17.0%	5		African-American	17%	5
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0				
	Other	0.0%	0				
	Women	0.0%	0				
	White	87%	26	1995	White	87%	26
	African-American	13%	4		African-American	13%	4
	Latino	0%	0		Latino	0%	0
x= Data not recorded							
Table 7							

Table 7

Vice Presidents							
		%	#			%	#
2015	White	87.7%	256	2007	White	92.0%	141
	African-American	8.9%	26		African-American	8.0%	12
	Latino	1.4%	4		Latino	0.0%	0
	Asian	2.7%	8		Asian	0.0%	0
	Other	0.7%	2		Other	0.0%	0
	Women	22.9%	67		Women	11.0%	17
2014	White	88.5%	238	2006	White	92%	152
	African-American	7.4%	20		African-American	8%	13
	Latino	1.5%	4		Latino	0%	0
	Asian	0.7%	2		Asian	0%	0
	Other	1.9%	5		Other	0%	0
	Women	17.8%	48		Women	12%	18
2013	White	86.5%	224	2005	White	90%	143
	African-American	8.5%	22		African-American	10%	16
	Latino	1.9%	5		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	3.1%	8		Women	8%	13
	Women	15.1%	39		2003	White	89%
2012	White	91.0%	196	African-American		10%	14
	African-American	6.0%	13	Latino		1%	2
	Latino	1.0%	3	Asian		0%	0
	Asian	0.0%	0	Women		7%	10
	Other	1.0%	3	2001		White	92%
	Women	17.0%	37		African-American	7%	9
2011	White	92.0%	145		Latino	1%	1
	African-American	8.0%	12		Asian	0%	0
	Latino	1.0%	1		Women	9%	11
	Asian	0.0%	0		1999	White	92%
	Other	0.0%	0	African-American		8%	11
	Women	15.0%	23	Latino		0%	0
2010	White	88.0%	137	Asian		0%	0
	African-American	10.0%	16	Women		7%	10
	Latino	1.0%	1	1997		White	90%
	Asian	0.0%	0		African-American	10%	11
	Other	0.0%	0		Latino	0%	0
	Women	15.0%	25		Asian	0%	0
2009	White	90.0%	146		Women	7%	8
	African-American	9.0%	15		1996	White	88%
	Latino	0.0%	0	African-American		12%	10
	Asian	1.0%	1	Latino		0%	0
	Other	0.0%	0	Other		0%	0
	Women	15.0%	25	Women		12%	10
2008	White	93.0%	137	1995		White	95%
	African-American	7.0%	11		African-American	5%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Other	0%	0
	Other	0.0%	0		Women	6%	5
	Women	14.0%	20				

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

Table 8

Senior Administrators								
		%	#			%	#	
2015				2008				
	White	80.7%	592		White	82.0%	424	
	African-American	14.2%	104		African-American	14.0%	71	
	Latino	2.5%	18		Latino	2.0%	10	
	Asian	1.6%	12		Asian	2.0%	8	
	Other	1.1%	8		Other	<1%	3	
2014	Women	22.2%	163	2007	Women	19.0%	96	
	White	83.8%	570		White	82%	421	
	African-American	11.2%	76		African-American	14%	73	
	Latino	2.5%	17		Latino	2%	9	
	Asian	1.5%	10		Asian	1%	7	
2013	Other	1.0%	7	2006	Other	<1%	2	
	Women	19.9%	135		Women	18%	94	
	White	83.0%	595		White	84%	421	
	African-American	12.1%	87		African-American	12%	61	
	Latino	2.1%	15		Latino	2%	8	
2012	Asian	1.4%	10	2005	Asian	2%	8	
	Other	1.4%	10		Other	0%	1	
	Women	18.8%	135		Women	17%	86	
	White	84.7%	510		White	86%	424	
	African-American	11.6%	70		African-American	12%	60	
2011	Latino	1.8%	11	2003	Latino	1%	6	
	Asian	0.8%	5		Asian	<1%	2	
	Other	1.0%	6		Other	<1%	2	
	Women	19.9%	120		Women	16%	80	
	White	85.0%	395		2000	White	84%	351
African-American	12.0%	54	African-American	13%		52		
Latino	2.0%	8	Latino	<1%		3		
Asian	1.0%	6	Asian	<1%		4		
Other	<1%	2	Women	17%		70		
Women	20.0%	91						
2010				1999				
	White	84.0%	420		White	90%	x	
	African-American	13.0%	65		African-American	9%	x	
	Latino	2.0%	8		Latino	1%	x	
	Asian	1.0%	5		Asian	<1%	x	
	Other	<1%	1		Women	28%	x	
2009	Women	21.0%	104					
	White	83.0%	412	White	86%	x		
	African-American	14.0%	69	African-American	14%	x		
	Latino	2.0%	9	Latino	0%	x		
	Asian	1.0%	7	Asian	0%	x		
	Other	<1%	1		Women	14%	x	
	Women	17.0%	87					
x= Data not recorded								
Note: Percentages may not equal 100 percent due to round								
Table 9								

Professional Teams: Administration							
		%	#				
2015				2006			
	White	80.6%	2481		White	86%	805
	African-American	11.1%	341		African-American	9%	83
	Latino	5.4%	167		Latino	3%	27
	Asian	2.1%	64		Asian	1%	13
	Other	0.8%	24		Other	1%	5
	Women	32.2%	992		Women	33%	310
2014				2005			
	White	81.6%	2452		White	89%	873
	African-American	10.5%	316		African-American	8%	79
	Latino	5.2%	157		Latino	2%	21
	Asian	1.9%	58		Asian	1%	10
	Other	0.8%	23		Other	<1%	3
	Women	30.6%	919		Women	32%	311
2013				2003			
	White	81.0%	2363		White	87%	1024
	African-American	11.7%	342		African-American	9%	101
	Latino	4.4%	127		Latino	2%	20
	Asian	1.9%	55		Asian	<1%	6
	Other	1.1%	32		Other	2%	20
	Women	27.2%	794		Women	31%	362
2012				1999			
	White	81.0%	1033		White	84%	x
	African-American	11.0%	135		African-American	15%	x
	Latino	5.0%	66		Latino	<1%	x
	Asian	1.0%	13		Asian	<1%	x
	Other	2.0%	22		Women	19%	x
	Women	29.0%	363	1998			
2011					White	87%	x
	White	88.0%	749		African-American	10%	x
	African-American	9.0%	76		Latino	2%	x
	Latino	2.0%	19		Asian	1%	x
	Asian	1.0%	8		Women	24%	x
	Other	<1%	2	1997			
	Women	30.0%	259		White	87%	x
2010					African-American	10%	x
	White	86.0%	746		Latino	2%	x
	African-American	10.0%	89		Asian	1%	x
	Latino	3.0%	24		Women	34%	x
	Asian	1.0%	5	1996			
	Other	<1%	3		White	90%	x
	Women	29.0%	254		African-American	8%	x
2009					Other	2%	x
	White	84.0%	766		Women	18%	x
	African-American	10.0%	93	1995			
	Latino	4.0%	35		White	88%	x
	Asian	1.0%	13		African-American	11%	x
	Other	<1%	3		Other	1%	x
	Women	28.0%	251		Women	15%	x
2008				1994			
	White	83.0%	789		White	89%	x
	African-American	11.0%	108		African-American	11%	x
	Latino	4.0%	36		Latino	<1%	x
	Asian	1.0%	13		Asian	0%	x
	Other	<1%	3		Other	<1%	x
	Women	29.0%	272		Women	12%	x
2007				1993			
	White	85.0%	753		White	88%	x
	African-American	10.0%	86		African-American	9%	x
	Latino	3.0%	30		Latino	1%	x
	Asian	1.0%	13		Asian	<1%	x
	Other	<1%	3		Other	<1%	x
	Women	34.0%	297				
x= Data not recorded							
Table 10							

x= Data not recorded

Table 10

Physicians							
		%	#			%	#
2015				2007			
	White	85.4%	193		White	92.0%	112
	African-American	8.0%	18		African-American	4.0%	5
	Latino	3.1%	7		Latino	1.0%	1
	Asian	2.2%	5		Asian	2.0%	3
	Other	1.3%	3		Other	1.0%	1
2014	Women	2.7%	6	2006	Women	5.0%	6
	White	86.3%	183		White	95%	109
	African-American	7.1%	15		African-American	1%	1
	Latino	3.3%	7		Latino	1%	1
	Asian	1.4%	3		Asian	3%	3
2013	Other	1.9%	4	2005	Other	1%	1
	Women	2.4%	5		Women	5%	6
	White	88.0%	162		White	94%	117
	African-American	4.9%	9		African-American	1%	1
	Latino	0.5%	1		Latino	2%	2
2012	Asian	3.8%	7	2003	Asian	2%	3
	Other	2.7%	5		Other	1%	1
	Women	4.3%	8		Women	7%	9
	White	86.0%	118		White	94%	118
	African-American	4.0%	5		African-American	2%	2
2011	Latino	1.0%	1	2001	Latino	0%	0
	Asian	4.0%	6		Asian	2%	3
	Other	6.0%	8		Other	2%	3
	Women	2.0%	3		Women	2%	2
	White	87.0%	96		White	96%	94
2010	African-American	5.0%	5	1998	African-American	1%	1
	Latino	1.0%	1		Latino	1%	1
	Asian	5.0%	5		Asian	1%	1
	Other	3.0%	3		Women	2%	2
	Women	4.0%	4				
2009	White	86.0%	82	1997	White	95%	52
	African-American	5.0%	5		African-American	0%	0
	Latino	2.0%	2		Latino	4%	2
	Asian	4.0%	4		Asian	1%	1
	Other	2.0%	2		Women	0%	0
	Women	3.0%	3				
2008				1996	White	91%	38
	White	89.0%	110		African-American	2%	1
	African-American	5.0%	6		Latino	7%	3
	Latino	2.0%	2		Asian	0%	0
	Asian	2.0%	3		Women	0%	0
	Other	2.0%	2				
2007	Women	3.0%	4	1995	White	96%	45
					African-American	2%	1
	White	90.0%	115		Latino	2%	2
	African-American	5.0%	6		Other	0%	0
	Latino	2.0%	2		Women	0%	0
	Asian	3.0%	4				
2006	Other	<1%	1	1994	White	100%	44
	Women	3.0%	4		African-American	0%	0
					Latino	0%	0
					Other	0%	0
					Women	0%	0
				Table 11			

Table 11

Head Trainers							
		%	#				
2015				2007			
	White	58.7%	27		White	85.0%	50
	African-American	26.1%	12		African-American	15.0%	9
	Latino	8.7%	4		Latino	0.0%	0
	Asian	6.5%	3		Asian	0.0%	0
	Other	0.0%	0		Other	0.0%	0
	Women	0.0%	0		Women	0.0%	0
2014				2006			
	White	84.4%	27		White	86%	48
	African-American	12.5%	4		African-American	13%	7
	Latino	3.1%	1		Latino	0%	0
	Asian	0.0%	0		Asian	2%	1
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	0%	0
2013				2005			
	White	84.4%	27		White	88%	52
	African-American	12.5%	4		African-American	12%	7
	Latino	0.0%	0		Latino	0%	0
	Asian	3.1%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	0%	0
2012				2003			
	White	83.3%	25		White	18%	26
	African-American	16.7%	5		African-American	16%	5
	Latino	0.0%	0		Latino	3%	1
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	0.0%	0		Women	0%	0
2011				2001			
	White	86.0%	51		White	88%	28
	African-American	12.0%	7		African-American	13%	4
	Latino	0.0%	0		Latino	0%	0
	Asian	2.0%	1		Other	0%	0
	Other	0.0%	0		Women	0%	0
	Women	0.0%	0	1998			
2010					White	87%	27
	White	83.0%	49		African-American	13%	4
	African-American	17.0%	10		Latino	0%	0
	Latino	0.0%	0		Other	0%	0
	Asian	0.0%	0		Women	0%	0
	Other	0.0%	0	1997			
	Women	0.0%	0		White	87%	26
2009					African-American	10%	3
	White	83.0%	48		Latino	0%	0
	African-American	17.0%	10		Other	3%	1
	Latino	0.0%	0		Women	0%	0
	Asian	0.0%	0	1996			
	Other	0.0%	0		White	90%	27
	Women	0.0%	0		African-American	10%	3
2008					Other	0%	0
	White	83.0%	48	1995			
	African-American	17.0%	10		White	89%	25
	Latino	0.0%	0		African-American	7%	2
	Asian	0.0%	0		Other	4%	1
	Other	0.0%	0				
	Women	0.0%	0				
Table 12							

Table 12

NFL Offense								
		QB	RB	WR	TE	OT	OG	C
2014	White	80.2%	12.5%	10.8%	54.7%	47.0%	45.1%	81.2%
	African-American	19.0%	85.0%	88.2%	42.5%	52.0%	48.2%	15.8%
2013	White	82.1%	15.0%	14.0%	59.0%	46.0%	53.0%	84.0%
	African-American	17.1%	82.8%	84.0%	38.0%	49.0%	42.0%	11.0%
2012	White	79.0%	6.0%	12.0%	56.0%	41.0%	48.0%	78.0%
	African-American	21.0%	92.0%	87.0%	38.0%	57.0%	46.0%	18.0%
2011	White	78.0%	10.0%	13.0%	57.0%	48.0%	49.0%	82.0%
	African-American	21.0%	89.0%	86.0%	41.0%	51.0%	46.0%	14.0%
2010	White	83.0%	12.0%	15.0%	54.0%	51.0%	51.0%	87.0%
	African-American	16.0%	86.0%	84.0%	43.0%	48.0%	43.0%	9.0%
2009	White	81.0%	11.0%	11.0%	58.0%	45.0%	51.0%	75.0%
	African-American	16.0%	87.0%	87.0%	39.0%	54.0%	42.0%	18.0%
2008	White	82.0%	14.0%	10.0%	58.0%	47.0%	53.0%	74.0%
	African-American	17.0%	85.0%	89.0%	39.0%	51.0%	42.0%	20.0%
2007	White	76.0%	9.0%	10.0%	56.0%	49.0%	59.0%	77.0%
	African-American	19.0%	89.0%	89.0%	42.0%	49.0%	35.0%	18.0%
2006	White	82.0%	10.0%	8.0%	54.0%	43.0%	53.0%	70.0%
	African-American	16.0%	88.0%	91.0%	43.0%	57.0%	42.0%	26.0%
2005	White	82.0%	9.0%	9.0%	57.0%	44.0%	54.0%	69.0%
	African-American	16.0%	89.0%	91.0%	40.0%	55.0%	39.0%	24.0%
2003	White	77.0%	13.0%	14.0%	55.0%	44.0%	56.0%	85.0%
	African-American	22.0%	86.0%	86.0%	42.0%	55.0%	41.0%	12.0%
2002	White	76.0%	16.0%	12.0%	56.0%	45.0%	56.0%	83.0%
	African-American	24.0%	82.0%	88.0%	41.0%	53.0%	41.0%	14.0%
2000	White	78.0%	13.0%	10.0%	56.0%	48.0%	48.0%	70.0%
	African-American	21.0%	86.0%	90.0%	41.0%	30.0%	50.0%	25.0%
1999	White	81.0%	13.0%	9.0%	55.0%	42.0%	55.0%	75.0%
	African-American	18.0%	86.0%	91.0%	42.0%	55.0%	42.0%	20.0%

"Note: 68.7 % of all players in the NFL are Black. 28.6% of all players are White. 2.7% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 13

NFL Defense						
		CB	S	LB	DE	DT
2014						
	White	0.6%	20.3%	22.8%	17.0%	9.1%
	African-American	99.4%	78.9%	74.1%	81.1%	79.8%
2013						
	White	2.0%	16.0%	23.0%	13.0%	10.0%
	African-American	97.0%	82.0%	74.0%	83.0%	82.0%
2012						
	White	2.0%	14.0%	27.0%	15.0%	13.0%
	African-American	97.0%	83.0%	70.0%	80.0%	79.0%
2011						
	White	2.0%	18.0%	25.0%	19.0%	10.0%
	African-American	97.0%	79.0%	73.0%	81.0%	85.0%
2010						
	White	2.0%	15.0%	26.0%	21.0%	11.0%
	African-American	98.0%	84.0%	71.0%	76.0%	82.0%
2009						
	White	2.0%	16.0%	24.0%	21.0%	16.0%
	African-American	98.0%	81.0%	72.0%	76.0%	79.0%
2008						
	White	2.0%	14.0%	24.0%	20.0%	18.0%
	African-American	97.0%	84.0%	73.0%	77.0%	77.0%
2007						
	White	2.0%	13.0%	26.0%	21.0%	18.0%
	African-American	97.0%	84.0%	71.0%	73.0%	76.0%
2006						
	White	4.0%	14.0%	24.0%	24.0%	18.0%
	African-American	96.0%	85.0%	73.0%	75.0%	75.0%
2005						
	White	5.0%	14.0%	26.0%	24.0%	20.0%
	African-American	95.0%	83.0%	71.0%	75.0%	75.0%
2003						
	White	2.0%	19.0%	17.0%	22.0%	20.0%
	African-American	98.0%	81.0%	80.0%	77.0%	76.0%
2002						
	White	1.0%	13.0%	19.0%	20.0%	23.0%
	African-American	98.0%	87.0%	78.0%	78.0%	78.0%
2000						
	White	7.0%	13.0%	22.0%	25.0%	26.0%
	African-American	93.0%	87.0%	76.0%	73.0%	73.0%
1999						
	White	4.0%	10.0%	23.0%	21.0%	20.0%
	African-American	96.0%	90.0%	74.0%	77.0%	68.0%
Note: 68.7 % of all players in the NFL are Black. 28.6% of all players are White. 2.7% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.						

Table 14

NFL Special Teams		
		K/P
2014	White	97.8%
	African-American	1.1%
	Latino	1.1%
	International	3.2%
2013	White	97.0%
	African-American	1.0%
	Latino	2.0%
	International	8.0%
2012	White	98.0%
	African-American	2.0%
	Latino	0.0%
	International	0.0%
2011	White	98.0%
	African-American	1.0%
	Latino	1.0%
	International	7.0%
2010	White	97.0%
	African-American	1.0%
	Latino	2.0%
	International	8.0%
Note: 68.7 % of all players in the NFL are Black. 28.6% of all players are White. 2.7% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.		
Table 15		

Officials					
	%	#		%	#
2015			2009		
White	70.5%	86	White	73%	88
African-American	27.0%	33	African-American	25%	30
Latino	1.7%	2	Latino	1%	1
Asian	0.0%	0	Asian	0%	0
Other	0.8%	1	Other	1%	1
Women	0.8%	1	Women	0%	0
2014			2008		
White	69.7%	83	White	77%	92
African-American	28.6%	34	African-American	22%	26
Latino	0.8%	1	Latino	1%	1
Asian	0.0%	0	Asian	0%	0
Other	0.8%	1	Other	1%	1
Women	0.0%	0	Women	0%	0
2013			2007		
White	71.0%	85	White	78%	94
African-American	28.0%	33	African-American	20%	24
Latino	0.0%	0	Latino	1	1
Asian	0.0%	0	Asian	0	0
Other	1.0%	1	Other	1%	1
Women	0.0%	0	Women	0%	0
2012			2006		
White	71.9%	87	White	81%	97
African-American	26.4%	32	African-American	18%	21
Latino	0.8%	1	Latino	1%	1
Asian	0.0%	0	Asian	0%	0
Other	0.8%	1	Other	1%	1
Women	0.0%	0	Women	0%	0
2011			2005		
White	72.0%	87	White	83%	99
African-American	26.0%	32	African-American	16%	19
Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0	0
Other	1.0%	1	Other	1%	1
Women	0.0%	0	Women	0%	0
2010			2004		
White	72.0%	86	White	81%	97
African-American	26.0%	31	African-American	18%	21
Latino	1.0%	1	Latino	1%	1
Asian	0.0%	0	Asian	0	0
Other	1.0%	1	Other	1%	1
Women	0.0%	0	Women	0%	0

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

Table 16

APPENDIX II

NFL Off-Field Initiatives: Football and community are two pillars of the NFL. Whether nationally at the league level, locally at the team level or individually through the volunteerism and philanthropy of players, coaches and team owners, a powerful commitment to giving back exists throughout the NFL. NFL Giving encompasses the many ways that the National Football League, including its clubs, owners and players, strengthen communities nationwide. While representing our heritage of community commitment and charitable engagement, NFL Giving encourages long-term health and wellness in our communities; fosters community citizenship and philanthropy; advances sports-related medical research and education; and supports the health and well-being of athletes at every level.

National Football League Foundation

The National Football League (NFL) Foundation is a non-profit organization that represents the 32 NFL clubs and supports the health and safety of athletes, youth football and the communities, which support our game. The NFL Foundation was launched in December 2012 following the restructuring of the league's previous charitable arms – NFL Charities and the NFL Youth Football Fund. As a result of this change, the NFL is able to devote more resources to its goal of making a difference in the lives of those touched by football – from players at all levels of the game to the broader community.

Commissioner Roger Goodell appointed Charlotte Jones Anderson as chairwoman of the NFL Foundation Board. She is the first woman to serve in this capacity for an NFL charitable institution and the first woman to represent club ownership as a leader of a major professional sports league foundation.

In addition to Ms. Anderson, other NFL Foundation Board members include Michael Bidwill, President of the Arizona Cardinals; Shahid Khan, Owner of the Jacksonville Jaguars; Mary Owen, EVP of Strategic Planning for the Buffalo Bills, Art Rooney II, President of the Pittsburgh Steelers; Jason Taylor, former NFL player and Walter Payton NFL Man of the Year winner; and Leonard Wilf, Owner/Vice Chairman of the Minnesota Vikings.

YOUTH FOOTBALL/HEALTH & SAFETY

USA Football

The NFL Foundation endows **USA Football**, an independent, non-profit organization which serves as the sport's national governing body on youth and amateur levels. As the Official Youth Football Development Partner of the NFL, USA Football leads the game's development, inspires participation and ensures a positive experience for youth, high school and amateur players. The organization partners with leaders in medicine, child advocacy and sport to establish important standards rooted in education. USA Football advances coaching education and player skill development for safer play and a positive football experience.

USA Football is the only official youth football development partner that the NFL has had in its history. Leading football players and coaches in all 50 states in strengthening their skills through digital membership resources, USA Football also directs and administers America's premier flag football experience for young athletes with NFL FLAG powered by USA Football.

USA Football hosts more than 80 football training events annually for coaches, players and youth football league commissioners, offering the most advanced resources focused on coaching education, league enhancement, health and safety education and officiating development. Many USA Football events also involve the commitment of NFL teams. USA Football also offers youth league volunteer background check subsidies and manages U.S. national teams for international competition via the International Federation of American Football.

In March 2014, The NFL Foundation approved a \$45 million grant to USA Football to support the growth of youth football over the next five years. The grant is intended to expand USA Football's Heads Up Football initiative to the more than 10,000 youth football leagues across the nation, as well as high school football programs. This will help provide continuity in fundamentals, terminology and health and safety protocols throughout the development of young players. The grant will also support USA Football operations; several programs which encourage healthy and active lifestyles, sportsmanship and teamwork, including NFL FLAG powered by USA Football and NFL Punt, Pass & Kick, which also is managed by USA Football; and a \$1 million contribution for the distribution of USA Football Equipment Grants to youth and high school football programs in need across the country. As part of the NFL Foundation's \$45 million commitment, nearly \$9 million was awarded to USA Football in order to help expand its development resources and player health and safety offerings to help strengthen the sport nationwide.

Several other important USA Football initiatives are as follows:

- In 2014, 72 current and former NFL players partnered with USA Football to host **USA Football FUNDamentals Clinics** which are designed to introduce children ages 7-14 to football by teaching basic football skills in a non-contact, fun and energetic environment. These camps were

supported through a grant from the NFL Foundation. All skills and drills selected are based on USA Football's Player Progression Development Model, ensuring youth players learn in an age appropriate manner based on their cognitive and physical maturity. The USA Football FUNDamentals program is an official program of NFL PLAY 60 – the NFL's campaign to encourage kids to be active for 60 minutes every day.

- **USA Football's Protection Tour** is a health and safety event within USA Football's Heads Up Football program that educates youth football players, parents, coaches and administrators on the importance of proper equipment fitting, tackling fundamentals and concussion awareness. At each tour stop, USA Football, with the support of the NFL club in that market, conducts a free, one-day event for local youth football leagues that will deliver expert-driven health and safety content for coaches, parents and players. Each event session is limited to 250 athletes and their parents and six Protection Tour stops occurred in 2014.
- 26 NFL players also earned their way onto the fifth annual **USA Football All Fundamentals Team** in January 2014 which honors NFL players exhibiting exemplary football techniques for youth players to emulate. The All Fundamentals Team is chosen by a selection panel comprised of former NFL player and coaching greats, media members and former NFL executives, to recognize NFL players at each offensive and defensive position as well as four special teams positions. Employing proper technique, particularly when blocking and tackling, fosters better on-field performance and promotes inherent safety benefits. Each NFL player chosen to the All Fundamentals team received a \$1,500 equipment grant from USA Football to donate to the youth or high school football program of his choice.
- NFL clubs across the country have also hosted **Youth Football Forums** in partnership with USA Football to support the implementation of Heads Up Football in their communities. The free events were open to youth football association presidents and commissioners, and provided an opportunity for attendees to share best practices, learn more about the latest in health and safety in sports including concussion legislation, and learn more about Heads Up Football.
- The USA Football **Youth Football Player Safety Surveillance Study** results were released in February 2014 following a two year independent analysis conducted by the Datalys Center for Sports Injury and Prevention. The independent scientific study of 4,000 players in 13 leagues across six states is believed to be the first of its scope in youth football's 80-plus year history. The Datalys Center placed athletic trainers at the leagues' practice and game fields to manage and document player health. Datalys concluded that leagues and individual teams within leagues were the strongest predictors of injury after controlling for factors such as age, player size, plays per game, and playing standards. This finding indicates coach behavior impacts player safety, and coach and player education that includes proper tackling, limited contact drills and injury recognition, should be mandatory in football and possibly other sports. The primary purpose of the study was to compare the level of safety across leagues assigning players to teams by age, or by their age with most consideration on their weight. The study found that there was no difference in the level of safety between these two approaches to assigning youth players to teams. Other results included: nearly 90% of players did not sustain an injury that resulted in missing a game or practice; bruises were the most common injuries (34%) followed by ligament sprains (16%); 4.3% of players in the study sustained a concussion; players were more likely to sustain an injury during games than in practices; and no catastrophic head, neck or heat-related injuries were reported among the more than 4,000 players during the study's two-year span.

- USA Football recently created a **Medical Advisory Committee** to advance player safety at the high school and youth levels. This committee, comprised of 10 medical experts from seven states and Washington D.C., will assist in the continued development of USA Football's education resources and player safety development. USA Football's Medical Advisory Committee members include Dr. John Bergfeld, Orthopedic Surgery, Cleveland Clinic; Dr. Douglas Casa, Kinesiology and Exertional Heat Stroke, Korey Stringer Institute at the University of Connecticut; Dr. Johnathan Drezner, Sports Medicine and Sports Cardiology, University of Washington; Dr. Gerald Gioia, Pediatric Neuropsychology, Children's National Medical Center; Dr. Andrew Gregory, Pediatric Sports Medicine, Vanderbilt University Medical Center; Dr. Stanley Herring, Rehabilitation, Spine and Concussion Care, University of Washington-Harborview Medical Center; Dr. Tamerah Hunt, Athletic Training, Ohio State University; Dr. Patrick Kersey, Sports Medicine, St. Vincent Sports Performance; Dr. Margot Putukian, Sports Medicine, Princeton University; and Dr. Gail Rosseau, Neurosurgery, NorthShore University HealthSystem.
- Each year, NFL clubs celebrate **USA Football Month** to recognize the sport's youngest participants by inviting youth football leagues from their regions to a preseason game. Throughout the preseason, NFL teams will celebrate USA Football Month by displaying USA Football logos and messages on helmets, playing fields, end zone banners and in-stadium video boards. Dozens of special activities by NFL clubs and football leaders will salute the league-wide initiative. The initiative is focused on making the game better and safer and will promote the Heads Up Football program. NFL clubs again will donate approximately 150,000 preseason game tickets to players in Heads Up Football leagues, and also will have their Heads Up Football former NFL player Ambassador surprise youth football leagues with free tickets to a USA Football Month game. USA Football messages promoting better and safer play during preseason telecasts and youth football scrimmages in NFL stadiums prior to or during halftime of preseason games also will occur.
- **NFL Punt, Pass & Kick**, which began in 1961, is the nation's longest-running and largest grassroots sports skills competition. Managed by USA Football, the program allows boys and girls, ages 6-15, to compete against their peers in punting, passing and place kicking contests in a fun and engaging forum. This free national skills competition serves as a platform for teaching the game's fundamentals in a non-contact environment.
- **NFL FLAG, powered by USA Football**, is a non-contact version of traditional football and is offered for boys and girls ages 5-17 in communities nationwide. This past year, a record number of 220,000 boys and girls participated in NFL FLAG, powered by USA Football, which emphasizes safety, fun, teamwork, self-esteem, dedication and discipline. The program also includes a certification course for flag football coaches. In February 2014, 32 teams from across the country competed in the NFL FLAG powered by USA Football National Championships at AT&T Stadium in Arlington, Texas. Eight teams in each division (9-10 coed, 11-12 coed, 13-14 boys and 13-14 girls) participated in the annual flag football event. Teams qualified for the national championships by winning regional tournaments hosted by NFL clubs.

- Girls continue to head to the football field as female participation in America's most popular sport grows across the country. Through the **NFL-USA Football Girls Flag Program**, the NFL and USA Football remain committed to helping establish girls' flag football as a high school sport throughout the country and aims to encourage schools to offer flag football as a varsity sport for girls. In 2013, the Fort Hamilton High School Tigers (Brooklyn, NY) of the Public Schools Athletic League (PSAL) saw its girls team reach the flag football final for the second consecutive season. In its second year as a varsity sport, PSAL flag football boasts 31 teams in all five New York City boroughs, up from 29 in its inaugural season. In 2008, the NFL identified 10 cities with high levels of interest in recreational girls' flag football and selected one girl in each city to advocate for the establishment of girls flag football as a high school sport. The NFL worked with each one of these representatives as she championed for the establishment of girls flag football in her school district. The NFL helped subsidize the programs for every high school that agreed to sanction girls' flag programs, providing free equipment as well as coaching and officiating manuals. With the help of those representatives and others, programs were established in several states nationwide. More than 30,000 girls now participate in high school flag football.

USA Football - Heads Up Football

USA Football's **Heads Up Football (HUF)** initiative is a comprehensive youth and high school football membership program developed by USA Football and supported by the NFL and more than two dozen medical, child advocacy and sport organizations. The initiative was launched in 2013 with a \$1.5 million grant from the NFL Foundation. The core elements of the program are:

Heads Up Tackling	USA Football's Heads Up Tackling Technique, endorsed by medical and football experts, teaches players to keep their heads up and out of the line of contact.
Coaching Certification	All participating coaches are trained to teach the game's fundamentals by completing USA Football's nationally accredited Level 1 Coaching Certification Course. <i>These are the highest national coaching standards for youth football.</i>
Concussion Recognition and Response	Coaches learn and are assessed on the Centers for Disease Control and Prevention (CDC) concussion recognition and response protocols through USA Football's Level 1 Coaching Certification Course. Coaches, parents and players are taught concussion-related protocols at the start of the season at a league-wide clinic. These protocols are reinforced throughout the season by the Player Safety Coach, who will monitor their leagues' practices and games in addition to using on-site clinics and

	mentoring.
Player Safety Coach	Appointed by each participating Heads Up Football youth organization, this individual is trained by USA Football to implement Heads Up Football's player safety protocols, including coaching certification. Player Safety Coaches also conduct safety clinics for coaches, parents and players.
Equipment Fitting	Coaches, parents and players are taught proper helmet and shoulder pad fitting.

In the first year of Heads Up Football in 2013, more than 2,700 youth leagues registered for the program, representing approximately 600,000 players and 90,000 coaches. USA Football also piloted HUF in 35 high schools in 10 states in 2013. Maryland became the first state to officially endorse HUF and implement the program in high schools statewide.

USA Football estimates that, by the start of the 2014 season, 5,800 youth football organizations representing 150,000 coaches and 900,000 players will join 750 high schools across 44 states as part of the HUF program. This represents more than half of all youth football organizations in the country.

The American College of Sports Medicine (ACSM), National PTA and the National Athletic Trainers Association (NATA) have partnered with USA Football and the NFL to advance youth and high school football player safety by officially supporting the Heads Up Football program. Combined, these organizations represent more than 85,000 medical professionals and millions of families, students, teachers, administrators and business and community leaders devoted to health, safety and educational successes of children and the promotion of family involvement in schools.

Other organizations that support USA Football and its Heads Up Football program include the National Federation of State High School Associations (NFHS); the American Football Coaches Association; the Atlantic Coast Conference; the Big 12, Big Ten and Pac-12 conferences; AAU Football; the Boys & Girls Clubs of America; the National Association of Police Athletic Leagues (National PAL); Sports Safety International; the NFL and NFL Foundation; Pop Warner Little Scholars, Inc.; and the Sports and Fitness Industry Association.

Heads Up Football Advisory Committee

HUF is guided by an **Advisory Committee** of 22 individuals representing youth football experts, current and former coaches from all levels, retired NFL players, educators, medical professionals and parents of football players. The committee works to advance HUF's mission to promote player safety by providing feedback and direction on further development of the program.

22 youth football experts, current and former coaches from all levels, retired NFL players, educators, medical professionals and parents of football players represent the HUF Advisory Committee membership. The committee provides feedback and direction on further development of the HUF program. In February 2014, members of the Advisory Committee gathered with representatives from USA Football and the NFL at the USA Football National Conference in Indianapolis.

HUF Advisory Committee members represent a diverse range of backgrounds and expertise, including:

- LaVar Arrington, Former NFL Player
- Dr. Mitchell Berger, President, American Association of Neurological Surgeons; Member, NFL Head, Neck and Spine Committee
- Cris Collinsworth, Former NFL player; NBC Sports football analyst
- Bill Cowher, Former NFL player and head coach; CBS Sports football analyst
- Brett Favre, Former NFL player; high school football coach
- Whoopi Goldberg, Actress, comedian, singer-songwriter, author, talk show host
- Christine Golic, Mother of two football players; wife of former NFL player
- Catherine Graves, Team Mom, Severna Park (Maryland) Green Hornets Football
- Merrill Hoge, Former NFL player; former youth coach; ESPN football analyst
- Leroy Hollins, Youth football commissioner, Louisiana Youth Football League
- Chuck Kyle, Head football coach, Cleveland St. Ignatius High School
- Marvin Lewis, Head football coach, Cincinnati Bengals
- Diane Long, Lawyer, author, wife of former NFL player, mother of two current NFL players
- Howie Long, Pro Football Hall of Fame Member, Los Angeles/Oakland Raiders; father of two current NFL players
- Dr. Elizabeth Pieroth, Psy.D., ABPP, Head Injury Consultant, Chicago Bears and Neuropsychologist, NorthShore University HealthSystem
- Liz Raeburn, Teacher; wife of college football head coach
- Amanda Rodriguez, Blogger
- Erin Zammett Ruddy, Magazine writer and blogger
- Barry Sanders, Pro Football Hall of Fame Member, Detroit Lions
- Deion Sanders, Pro Football Hall of Fame Member; NFL Network analyst
- Michael Strahan, Former NFL player; co-host "Live with Kelly and Michael"
- Otha Thornton, President-elect, National Parent Teacher Association

NFL Legends as Heads Up Football Master Trainers and Ambassadors

More than 140 former NFL players will serve as **Master Trainers and Ambassadors** to teach and reinforce HUF to youth leagues and high schools nationwide during the 2014 season.

Master Trainers include some of the top high school coaches in the nation and several former NFL and college football players. They are trained to prepare **Player Safety Coaches** to implement HUF within their leagues and schools. Player Safety Coaches are responsible for the on-the-ground implementation of HUF, educating coaches, parents and players within each league through dedicated clinics. Player Safety Coaches also monitor their league's practices and games throughout the season and work alongside league commissioners, coaches, parents and players to implement the protocols of Heads Up Football.

At the launch of HUF, there were 30 Master Trainers who worked with leagues around the country to implement Heads Up Football. Of USA Football's current roster of 78 Master Trainers, 17 played in the NFL, bringing knowledge and insight gained from competing at the sport's highest level. Master Trainers lead full-day instructional sessions for high school and youth programs nationwide, teaching the HUF **curriculum to high school and youth league-appointed Player Safety Coaches**. USA Football conducted its first **Master Trainer workshop** in Indianapolis in March 2014, instructing 21 of the top high school football coaches in the nation, as well as former NFL and college players, on the proper elements of the Heads Up Football program.

In addition, 127 former NFL players will serve as Heads Up Football Ambassadors, visiting practices and games of teams that participate within the program. Ambassadors work with youth football leagues in their community to strengthen awareness and reinforce HUF messages and standards. They support commissioners and coaches while helping parents and players understand the importance of developing such fundamentals at an early age. By using their unique perspective as former players and role models as community leaders, HUF Ambassadors continue to advocate the goals of Heads Up Football.

USA Football National Conference

Youth football commissioners from 331 of the top 500 largest youth football organizations traveled to Indianapolis in February 2014 for the first **USA Football National Conference**. The two-day conference focused on the core elements of Heads Up Football. Commissioners had the opportunity to interact with leaders in the sport. The conference also provided access to the NFL Combine and an on-field Heads Up Tackling session at Lucas Oil Stadium.

Moms Clinics:

Parents, especially moms, are actively involved in their children's sports activities and want the latest information on how to keep their young athletes safe. For this reason, the NFL created **Moms Clinics** – events designed specifically to educate moms on sports health and safety, including the HUF program.

Moms Clinics provide a unique opportunity for attendees to learn firsthand from experts in sports medicine, hear from NFL club and USA Football representatives, connect with Heads Up Football Advisory Board Members, and hit the field for drills. Centered on the HUF program, these interactive

and free clinics educate moms about how the game is being played safer and better than ever before, and empower moms to act as educated advocates for their child's sports safety. Clinics are typically hosted at an NFL or university football practice facility and provide an opportunity for moms to learn from leading medical experts, get on the practice field to learn USA Football's Heads Up Tackling technique, and engage with other moms on issues of mutual interest regarding youth sports safety.

Leading the Moms Clinic charge is NFL Consultant on Youth Football and Heads Up Football Advisory Committee member, Christine Golic. She is the wife of former NFL defensive lineman and current ESPN broadcaster Mike Golic as well as a mother of two former Notre Dame football players and a daughter who swims at Notre Dame.

Last year, several NFL clubs hosted Moms Clinics including the Atlanta Falcons, Arizona Cardinals, Carolina Panthers, Chicago Bears, Indianapolis Colts, Kansas City Chiefs, New England Patriots, New York Giants, Pittsburgh Steelers and San Francisco 49ers.

Golic has been a featured panelist at numerous Moms Clinics across the league, including the Patriots clinic this past May which was hosted by NFL Commissioner Roger Goodell and New England Patriots Chairman and CEO Robert Kraft. At a Chicago Bears Moms Clinic in November, team neuropsychologist Dr. Elizabeth Pieroth and Dr. Mehmet Oz addressed the crowd on concussion awareness and the proven rewards of sports participation. Moms in attendance also heard from Bears Chairman George McCaskey, Commissioner Goodell, Golic, Heads Up Football Advisory Committee member Diane Long and the family of the late Walter Payton. At the Kansas City Chiefs Moms Clinic, Chiefs head athletic trainer Rick Burkholder and equipment manager Allen Wright taught moms about concussion awareness and proper equipment fitting. Hundreds of moms attended the event, which was hosted by Commissioner Goodell and Chiefs Chairman and CEO Clark Hunt. Moms also learned proper Heads Up tackling and participated in a Q&A session that featured Golic and Long.

Many NFL teams will host Moms Clinics during the 2014 season, including the Arizona Cardinals, Buffalo Bills, Miami Dolphins, Minnesota Vikings and Tennessee Titans. Through events like these, and continued outreach, the NFL will continue to involve parents in the conversation about health and safety at all levels of the game and across all sports.

Additional Youth/High School Football Programs and Health & Safety Initiatives

- The **NFL Foundation Grassroots Program** provides non-profit, neighborhood-based youth organizations and high schools with financial and technical assistance to improve the quality, safety and accessibility of football fields in underserved areas. A partnership between the NFL Foundation and LISC, the NFL Grassroots Program has supported the construction or renovation of 290 football fields nationwide since 1998. During that time, the NFL Foundation has granted nearly \$37 million to revitalize playing fields in more than 70 cities nationwide. The NFL Foundation Grassroots Program recently awarded \$2.5 million in field grants to underserved neighborhoods in 17 NFL team cities, building new fields or renovating existing fields in need of improvement. Projects also include various levels of support including irrigation systems, lights,

bleachers, scoreboards, goal posts and turf. Grassroots grants are issued once established funding thresholds are reached for each project. The NFL Foundation also works with its member clubs to support field construction and renovation projects initiated by teams in their home cities.

- NFL club foundations may apply for **NFL Club Matching Field Grants** up to \$200,000 to create youth football fields/stadiums at NFL team facilities dedicated to the support and development of youth and high school football, or to refurbish community youth or high school football fields located in respective team markets. Several field grants also have been awarded via the NFL Foundation's Super Bowl Legacy Grant Program in various Super Bowl host cities/regions. To date, the NFL Foundation has refurbished 416 fields across the country through its field grant programs.
- In May 2014, at the first-ever Healthy Kids and Safe Sports Concussion Summit at the White House, President Obama announced the NFL Foundation is committing \$25 million to test and expand health and safety projects over the next 3 years. That commitment includes \$1 million to fund athletic trainers in underserved high schools nationwide via the **NFL Foundation Club Matching Athletic Trainer Grant Program**. The grant is part of a collaboration with the National Athletic Trainers Association (NATA) and the Professional Football Athletic Trainers Society (PFATS). This funding is in addition to the \$45 million grant provided by the NFL Foundation in support of USA Football and the Heads Up Football program. A recent study from the American Academy of Pediatrics showed that the presence of athletic trainers (ATs) can have a significant positive impact on student-athlete health, resulting in lower injury rates, improved diagnosis and return-to-play decisions for concussion and other injuries, and fewer recurrent injuries. Currently, only 55 percent of high school student athletes nationwide have access to a full-time certified AT. The AT outreach program, which was piloted by the Chicago Bears during the 2013 season, will provide certified athletic trainers in NFL communities where they are most urgently needed, as identified by NFL clubs.
- In May 2014, the American Heart Association/American Stroke Association (AHA/ASA) joined the NFL and National PTA's Back to Sports initiative for its second year. Made possible by a grant from NFL Foundation, the addition of AHA/ASA will extend the breadth of the program by focusing on how to remove safety concerns as a barrier to youth sports participation. The **NFL/AHA Back to Sports Youth Safety Clinics** include the convening of medical and scientific experts to address families on topics such as heat and hydration, musculoskeletal and cardiac injury, and concussion awareness and proper equipment fit. PTA leaders across the country currently support Heads Up Football education and training, as well as other safety-focused programs, for young athletes and their families. Through events like these, and continued outreach, the NFL will continue to involve parents in the conversation about health and safety at all levels of the game, and across all sports.
- Through its **NFL Player Matching Youth & High School Football Grant Program** and **NFL Youth Football Camp Grant Program**, the NFL Foundation supports youth and high school football programs across the country, as well as free youth football camps where NFL players serve as positive role models for young athletes. Between these two initiatives, the NFL Foundation

invested more than \$1.26 million in 2013 to provide opportunities for youngsters to participate in youth and high school football programs nationwide. The NFL Foundation also kicked off summer in 2014 by supporting 252 free, non-contact youth football camps through its Youth Football Camp Grant program. \$750,000 was awarded to support current and former NFL players and coaches hosting camps for children nationwide. All camp coaches must complete an online education course with instruction on injury prevention, including heat and hydration and concussion awareness. Additionally, the NFL Foundation continues to incorporate additional player health and safety standards in the Player Matching Grant program. In 2014, all applying youth football organizations must be signed up as a Heads Up Football league in order to be eligible for Player Matching Grant funding. And while grant awards must be earmarked for non-salary or non-personnel related costs (e.g., purchase of new football helmets and equipment, helmet and equipment reconditioning, etc.), approved grant recipients may provide stipends to certified athletic trainers so that they may assist in the prevention and treatment of injuries during play, and be present on the field during football practices and games.

- **The NFL Foundation Club Matching Youth Football Grant Program** allows NFL club foundations to apply to the NFL Foundation for matching funds of up to \$20,000 to develop and implement youth football programs and initiatives in underserved areas of their markets. NFL clubs identify youth and high school football needs and growth opportunities in respective NFL cities and states while also assisting other clubs to replicate successful and creative youth football programs in their own markets. In 2014, all youth football leagues that would benefit from such funding must be signed up for Heads Up Football in order to ensure proper football fundamentals instruction and health and safety protocols.
- In 2014, the NFL Foundation awarded the **Korey Stringer Institute (KSI)** with a three-year grant totaling \$300,000 to help promote and execute the NFL's health and safety priorities and initiatives within youth sports. KSI is named after the former Minnesota Vikings player who died tragically from heat stroke during training camp in 2001. Since the league assisted in the creation of KSI in 2010, the NFL has made annual contributions to the organization to assist in its growth and development. KSI will participate in and support the NFL/AHA Back to Sports Safety Clinics and Mom's Football Safety Clinics; promote Heads Up Football in youth and high schools nationwide; convene a meeting of the heads of all states' high school associations and state medical advisory committees to promote best practices for sports safety; and conduct surveys and studies to support youth health and safety.
- This past year, the NFL Foundation also awarded a \$32,000 grant to the Professional Football Athletic Trainers Society (PFATS) Foundation to support the **NFL/PFATS Ethnic Minority Scholarship Program**. The goal of the program is to provide undergraduate and graduate ethnic minority athletic training students with an opportunity to work with an NFL team during training camp, and ultimately increase the number of minorities working as athletic trainers. An additional focus of the 2014 program will include extending scholarship opportunities to women. The program is open to all undergraduate and graduate ethnic minority and female athletic training students who possess an overall cumulative grade point average of 2.4 or above. To date, approximately 300 ethnic minority students have participated in the program which has been in existence since 1993. Many scholarship recipients have earned positions with NFL teams, other professional sports teams and colleges based on their program experience.

- The **NFL Club High School Football Coach of the Week Program** aids and promotes high school football by recognizing and honoring high school football coaches who, through their hard work and dedication to young people, create successful football teams and players both on and off the field. Each NFL club also creates a voting panel to consider coach nominees' activities/philosophies to advance and promote player health and safety in their programs. This may include a range of considerations including if they hold any health and safety certifications, preach the importance of teaching proper football fundamentals, actively promote and integrate concussion education and management protocols with their players and parents, incorporate proper heat and hydration practices, etc. Winning coaches receive \$1,000 grants from the NFL Foundation to help support their football programs. Eligible coaches are located in the 32 NFL markets and the program reaches nearly 400 high schools and 17,000 high school football players each year. More than \$6.5 million has been contributed to this program since its inception.
- In 2010, the NFL created the Don Shula Award, to honor high school football coaches that display the integrity, achievement, and leadership exemplified by the winningest coach in NFL history, Don Shula. The 2013 **Don Shula NFL High School Coach of the Year Award** winner was Mike Grant of Eden Prairie, Minnesota who received a \$25,000 grant and was honored during Super Bowl week in New York/New Jersey. The other finalists were George Gilbert of Kirklin, Indiana and Gary Joseph of Katy, Texas. Each finalist received a \$2,500 cash award and a \$5,000 grant for their high school football programs. The 2014 Don Shula NFL High School Coach of the Year again will be celebrated at Super Bowl 49 in Arizona.
- The **NFL's High School Player Development (HSPD) Program** is a direct link to all high school football programs serving as a resource for each of them, and is designed to address issues that face high school football programs across the United States through 5-session character development and specific football skill camps. An outgrowth of the HSPD program, the National 7-on-7 Tournament allows high school football players from all 32 NFL markets to showcase the skills learned in HSPD during a 3-day national competition. Following the 2014 7-on-7 event in Indianapolis, the HSPD Lineman Challenge competition unfolded. The Lineman Challenge incorporates character development, community service, and showcases the skills lineman learned in HSPD camps. HSPD continued to grow its Leadership Program this year as well. These programs focus on character development, community service, and leadership competitions with the National Guard. Of the 20 HSPD Leadership programs held throughout the country, five incorporated both male and female student-athletes. HSPD partners with the National Guard through the NFL Foundation to provide its programs to high school football players nationwide. In 2014, with the continued partnership of the National Guard, HSPD held nearly 140 camps for more than 32,000 participants.
- In October 2013, the NFL joined some of the largest youth sports organizations in the nation to form the **National Sports Concussion Coalition**, which aims to partner with concussion experts and athletic medicine professionals to establish best practices for diagnosing and treating young athletes. Coalition members will share findings from their sport-specific concussion research, pool financial resources for joint studies, and coordinate outreach programs to educate athletes and parents about concussions. The founding members of the coalition include organizations

such as the American College of Sports Medicine, the NCAA, Datalys Center for Sports Injury and Prevention, National Council of Youth Sports, Pop Warner Little Scholars, USA Football, USA Hockey, USA Basketball, US Lacrosse, US Youth Soccer, Amateur Softball Association/USA Softball and the Sports Concussion Institute. The NFL is the only professional sports league to join the coalition, and is joined by the NFL Players Association and National Football Foundation.

- To ensure that young athletes are protected from head injury and treated appropriately when they are suspected of injury, NFL league representatives, NFL clubs and former NFL players have advocated for passage of the **Lystedt Law** throughout the country. The law is named for Zackery Lystedt who, in 2006, suffered a brain injury following his return to a middle school football game after sustaining a concussion. Zackery, his family and a broad range of medical, business and community partners lobbied the Washington state legislature for a law to protect young athletes in all sports from returning to play too soon after head injuries. The Lystedt Law contains three essential elements including: athletes parents and coaches must be educated about the dangers of concussions each year; if a young athlete is suspected of having a concussion, he/she must be removed from a game or practice and not be permitted to return to play; and a licensed health care professional must clear the young athlete to return to play in the subsequent days or weeks. Over the past four years, the NFL has advocated on behalf of young athletes across the country for the passage of the Lystedt or similar law to protect against a return to play too soon after sustaining a concussion. With support from the NFL, youth concussion legislation has now been passed in all 50 states. In January 2014, the Mississippi Youth Concussion Act was signed into law, marking the final state to achieve this goal and the success of the league's pledge to lobby state governments until all youth athletes are protected.

Medical Research Initiatives

The NFL continues to make strides in player safety at all levels of the game and across all sports. A sampling of several medical research initiatives are as follows:

National Institutes of Health

In 2012, the NFL announced a \$30 million grant to the Foundation for the National Institutes of Health (FNIH) for research on brain injuries, especially among athletes and veterans. Through the Sports and Health Research Program, a collaboration with FNIH and NIH to administer NFL-funded grants, eight projects received financial awards during the 2013-2014 season.

The initial round of awards supports projects designed to advance the ability to identify concussions and predict how individuals recover from brain injury, including identifying patients at risk for progressive brain degeneration. This round of funding was divided between large-scale "cooperative agreements" that bring together teams of independent scientists and multiple smaller pilot programs as follows:

- Two \$6-million cooperative agreements, dedicated to defining the long-term changes that occur in the brain after a head injury or multiple concussions

- Six pilot projects, financed at more than \$2 million total, that show early-stage promise in sports-related concussion research

The two cooperative agreements focus research on different aspects of TBI with the design of inter-institution collaboration to develop diagnostic criteria for identifying the chronic features of the entire scope of brain trauma from mild TBI to full-blown chronic traumatic encephalopathy (CTE). The cooperative awards bring together two teams of independent scientists and form a partnership between the National Institute of Neurological Disorders and Stroke (NINDS), the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) and a host of academic medical centers. Ten neuropathologists from eight universities will coordinate to study brain tissue, and investigators will also help the NIH develop a registry of individuals with a history of TBI who are interested in donating brain and spinal cord tissue for study after their death.

The six pilot studies focus on improving the diagnosis of concussion and identifying potential biomarkers that can be used to track recovery. If results are encouraging, they may become the basis for more comprehensive projects. Currently, they are managed jointly between the NINDS, NICHD and the National Institute on Deafness and Other Communication Disorders (NIDCD).

The Brain Research through Advancing Innovative Neurotechnologies (BRAIN) Initiative, part of a new presidential focus on improving understanding of the brain, presented its long-term vision for the program in a final working group report to the NIH Director's Advisory Committee in June 2014. The program will focus on mapping the circuits of the brain, measuring fluctuating patterns of electrical and chemical activity flowing within those circuits, and understanding how this interplay creates cognitive and behavioral capabilities. The committee endorsed the report, and has already committed \$40 million within fiscal year 2014 to the project.

As part of the NFL's \$30 million grant to the FNIH, the NIH committed \$16 million to support research into the chronic effects of repetitive concussions at the first-ever Healthy Kids and Safe Sports Concussion Summit hosted by President Obama at the White House in May 2014. The findings of this longitudinal research could provide useful direction for clinical trials focused on preventing or slowing long-term effects from the injury. This second wave of funding fulfills the \$30 million commitment the NFL made to the NIH in 2012 and will accompany projects already underway at cutting-edge medical institutions across the country.

GE Head Health Initiative

In March 2013, the NFL announced with General Electric (GE) the **Head Health Initiative**, an innovative, four-year, \$60 million collaboration to speed diagnosis and improve treatment for mild traumatic brain injury as well as find ways to better prevent against the injury. The goal of the program, guided by healthcare experts, is to improve the safety of athletes, members of the military, and society overall.

The initiative includes a four-year, \$40 million research and development program to improve diagnosis that would allow for targeting treatment therapy for patients with mild traumatic brain injury. In addition to the research program, the NFL has partnered with GE and Under Armour to launch two open innovation challenges to invest up to \$20 million in research and technology development to better understand, diagnose and protect against brain injury via the Head Health Challenge. More than 400 submissions representing 27 countries occurred with the first Head Health Challenge. In January 2014, the NFL and GE presented 16 winners from around the world with grant awards of \$300,000 each. Those winners also will have an opportunity to win another \$500,000 next year. Breakthrough ideas include: a blood test designed to rapidly identify and measure traumatic brain injury; a brain imaging technique to identify connections broken in the brain after a traumatic brain injury; and an electroencephalography (EEG) that could become an in-the-field imaging test. Expert judges representing the military and NIH have stated that the 16 winners have a realistic chance to make a difference in the diagnosis and prognosis of traumatic brain injury in a short period of time.

The second challenge application cycle, which focused on methods for protecting the brain from injury, closed this past February. The website received more than 40,000 visitors from more than 100 countries. In the end, inventors, entrepreneurs, academics and others submitted more than 450 ideas representing 19 different countries around the world. Challenge II will award up to \$10 million for new innovations and materials that can protect the brain from traumatic injury and for new innovations and materials that can protect the brain from traumatic injury and for new tools for tracking head impacts in real time. Following review of the submissions, grant awards will be made this September.

CDC Foundation Youth Research Grant Study

Federal agencies and others have sponsored research exploring the scope, causes, and consequences of concussions. Research has also been directed toward the biomechanics of head injury and the effects of selected helmet designs and other sports equipment. Currently, there is no clear scientific evidence that could identify biological factors (e.g., hormonal, genetic, metabolic) that predispose an individual to concussion (other than prior history of concussive injuries) or that could correlate injury to specific variables such as force of impact, location of injury or other criteria.

In 2012, the Centers for Disease Control (CDC) Foundation spearheaded a medical research project to conduct a portion of a study on sports-related concussions in youth, from elementary school through young adulthood. The NFL Foundation provided \$75,000 to help launch the CDC Foundation Youth Research Grant Study which was conducted by the Board on Children, Youth, and Families (BCYF) of the Institute of Medicine (IOM) and the National Research Council. The resulting consensus report will drive improvements in the science base and allow for greater collaboration among researchers and practitioners working on sports concussion issues.

A multidisciplinary committee of 15 members convened and met four times over the course of the study which ended in October 2013. Findings show that much remains unknown about all facets of concussion diagnosis, management and prevention in youth. Citing a lack of data in the overall incidence of sports-related youth concussions, the report called for further research and intensified effort from a number of groups, including a national surveillance system to track sports-related brain injury, further studies to examine consequences of head impact and biomechanical factors that influence injury risk, and knowledge improvement efforts to increase understanding and awareness among the athletic community.

NFL & U.S. Army Partnership

The NFL's Salute to Service campaign unites a variety of programs dedicated to honoring and supporting the military. Traumatic brain injury (TBI) is one of the most common injuries to troops in Iraq and Afghanistan; studies show that 20 percent of all veterans of these wars have sustained a concussion, and that number is much higher for frontline troops. Through Salute to Service, the NFL and U.S. Army in 2012 launched a long-term initiative to enhance the health of soldiers and players through shared culture change, information exchange, education and increased awareness of concussion-related issues that affect athletes, the armed forces and the broader public.

In June 2014, NFL senior vice president of health and safety policy Jeff Miller led the league's health and safety team to the National Intrepid Center of Excellence (NICoE) Spirit at Fort Belvoir, Va., to visit with Army Medicine experts, including Dr. Stephanie Maxfield-Panker, TBI program manager, Office of the Surgeon General; Brig. Gen. Patrick Sargent, deputy chief of staff, operations of the U.S. Army Medical Command; and Dr. Heechin Chae, the NICoE Spirit director. The team's discussions centered around expansion of the NFL-Army collaboration on traumatic brain injury and concussion awareness and healthy behavioral change related to sleep, activity and nutrition. The primary focus for both sides has been an increase in information sharing between soldiers and athletes to help combat the stigma associated with seeking treatment for concussion, and health and safety officials are looking to continue this shared approach to culture change.

The NFL continues to work with the Army to advance its TBI partnership through the sharing of medical information. Culture change with respect to head injuries remains at the forefront of both organizations.

NFL Total Wellness

NFL Total Wellness (TW) is a comprehensive initiative that supports cultural change through an emphasis on family safety, lifestyle, wellness and transition. TW approaches the player with specific efforts to reduce various forms of stigma associated with behavioral health problems; measures to ensure better living through health and safety education; a strong social marketing campaign promoting cultural change; and development of life skills critical for transition to "new normal conditions" of psychological, emotional, relational and spiritual fitness.

As a part of the TW program, and to provide the NFL family, including former players, NFL employees, and their respective families, with a year-round support system that is needed once the fourth quarter ends, **Q5** was created. Created for players and by players, Q5 helps the NFL family achieve total wellness through four core pillars: Physical Strength, Emotional Strength, Personal Strength, and Financial Strength. NFL players and their families have access to such information via www.nflplayerengagement.com.

Physical Strength

Physical strength means more than just how much a player can bench press or how fast he can run a 40 yard dash. Physical Strength ensures that NFL players and their family members have resources to successfully manage their physical health.

Through Q5 and the Player Engagement website (www.nflplayerengagement.com), NFL players have access to information on health topics and important links to resources, including the USDA's daily food plan and tracker, a Men's Health Quiz from the U.S. Department of Health and Human Services, a BMI calculator and more.

NFL Personal Health Care Team: Chronic Health Management

Chronic health conditions can affect anyone. To aid in the often challenging management of chronic conditions, the NFL provides a dedicated NFL Personal Health Care Team of specialists for players and their family members. Once contacted through the NFL Player's Health plan hotline, a Personal Health Care Team specialist will serve as a "health coach," working alongside the NFL player to create a personal care plan, help to understand medication or doctor's orders, identify health risks that affect their condition, aid in making educated decisions about treatment options, and explain what players should expect if hospital care is needed.

Personal assistance through this health coach is available for the following chronic conditions:

- Cardiovascular (e.g., acute myocardial infarction, angina, cardiovascular disease, congestive heart failure, coronary artery disease, peripheral arterial disease)
- Type I and Type II Diabetes
- Metabolic Syndrome
- Respiratory (e.g., asthma, COPD, emphysema and chronic bronchitis)
- Bone and Joint (e.g., osteoarthritis, lower back pain)
- Mental Health (e.g., anxiety, bipolar disorder, depression)

Close the Gap – Reversing Heart Disease Trends

NFL Total Wellness has teamed with Boston Scientific's health equity program **Close the Gap** to increase awareness of heart disease, which remains the most frequent cause of death in Americans, including NFL players. Close the Gap will provide educational tools and risk assessments about heart disease to improve heart health for NFL players and their families.

The NFL Healthy Babies Program

Programs that support the four pillars of Q5 and NFL Total Wellness are intended for all members of the NFL family, including those that are “on their way.” To provide NFL moms-to-be with assistance, the NFL created the NFL Healthy Babies Program. The program promotes good health for mothers and their babies, identifies and monitors high-risk pregnancies, and prevents premature births. NFL moms-to-be receive assistance that includes information on pregnancy and prenatal care, up to \$600 for pregnancy-related expenses if they enroll within the first 14 weeks of pregnancy, and specialty case management for high-risk pregnancies and neonatal care.

24-Hour Health Information Line

Because health issues can strike anytime and anywhere, the NFL Total Wellness provides players and their families’ with a free 24-hour health information line staffed by registered nurses available to answer health-related questions and provide referrals for services. Any member of the NFL family can call the NFL Health Plan line at 1-800-635-9671.

Each month on the NFL Player Engagement website, the Featured Health Topic will highlight a preventable health issue and provide the NFL family with the information, tools and resources needed to assess risks and control health conditions.

Emotional Strength

In order to support the Emotional Strength of NFL players and their families, the NFL provides resources through Q5 and the NFL Player Engagement website with information from the Centers for Disease Control and Prevention (CDC) and the National Institutes of Health and Substance Abuse and Mental Health Services Administration. NFL Player Assistance and Counseling services has a wide range of resources for all members of the NFL family, including crisis counseling, up to eight face-to-face sessions with a counselor per issue per year, assistance in finding in-network counselors near the individual, and referrals to emotional health resources within their community.

NFL Life Line: A Resource for All Members of the NFL Family

In 2012, recognizing the impact of personal and emotional crisis, the NFL established NFL Life Line as a free, independent and confidential phone consultation service (1-800-506-0078) and website (NFLLifeLine.org). All members of the NFL family, including current and former players, coaches, league staff, and their families have complete access to the Life Line and its staff of trained mental health experts 24 hours a day, every day of the year.

The NFL Life Line is managed by a team of leading experts in crisis counseling and health communications: Link2Health Solutions, a national leader in administering broad-scale crisis support programs, including the National Suicide Prevention Lifeline and Veterans Crisis Line; The Jed Foundation; and the Education Development Center. Other contributing collaborators are the Substance Abuse and Mental Health Services Administration (SAMHSA) and the National Action Alliance for Suicide Prevention. The NFL Life Line is independently operated by Link2Health Solutions in

partnership with crisis center experts at Centerstone and the Mental Health Association of New York City. Federal evaluations of hotlines similar to this service have shown that they can effectively reduce emotional distress and suicidal thinking in callers.

NFLLifeLine.org also includes the following resources:

- **Education:** Information on the signs and symptoms of emotional distress, assisting users in determining if they or a friend, teammate or family member would benefit from mental health support.
- **A Self-Check Quiz:** Designed by the National Suicide Prevention Lifeline, this anonymous and confidential “self-check” quiz enables the individual to determine if stress or depression might be affecting them or someone they know. Crisis counselors are on call to personally respond to the quiz-taker through the website or in person.
- **Live Online Chat:** This function allows individuals to immediately and confidentially interact with professionals that are specifically trained in personal and emotional crises. Users can link the results from their “self-check” quiz to the chat request, providing the crisis counselor with a more detailed profile of their specific needs.
- **NFL Player Videos:** Several former NFL players, including Michael Strahan, Brett Favre, Cris Carter and Michael Irvin, recorded call-to-action video messages that appear on the Life Line website encouraging fellow players to seek help and recognize that, as a member of the NFL family, they are not alone in addressing emotional issues.

NFL Life Line was recognized by the American Foundation for Suicide Prevention (AFSP), the leading national non-profit organization exclusively dedicated to understanding and preventing suicide through research, education and advocacy. In 2013, the NFL received the Humanitarian Award from the AFSP for its work to “encourage help-seeking behavior among its players” through its establishment of NFL Life Line and its support of the advancement of neurological research that will help in understanding the impact of traumatic brain injuries on mental health.

Personal Strength

Personal Strength is more than following the rules, it’s about keeping things in perspective and staying focused on what really matters — like family, friends and the future.

The NFL provides its family a number of resources to build their Personal Strength. For players with families, resources are available to assist in searching for the best child care services, creating a family’s education plan, finding information on raising children, and providing assistance with adoption services. Q5 and the NFL Player Engagement website also provide resources on relationship management,

including All Pro Dad (AllProDad.com), an innovative program available to NFL fathers that can assist them in their unique role in their family's life.

Women's Resource Initiative

NFL Player Engagement's Women's Resource Initiative provides research, resources, tools and inspiration for women in the football community. The Women's Resource Initiative was launched in May 2013 through NFL Player Engagement to connect women with their peers to share knowledge, experiences and opportunities in career, service, health and wellness, and lifestyle. Available on the Player Engagement Website, the Women's Resource Initiative also provides information specifically tailored to women's health issues, including breast and gynecologic cancers.

Financial Strength

Financial health is closely related to general wellness. NFL players and their families' have financial services and tools through Q5's pillar of Financial Strength, including:

- **24/7 confidential financial support** through Money Management International, the largest non-profit, full-service credit counseling agency in the U.S. It can assist in addressing and preventing a variety of financial challenges.
- **Investment Fraud Avoidance and Financial Tools** through the Financial Industry Regulatory Authority (FINRA), a non-profit organization dedicated to investor education, tools and education are provided to NFL players to outsmart scam artists that may target them.
- **Financial, Legal and Identify Theft Services** through NFL Player Assistance and Counseling Services equips NFL players with critical information to enhance their financial decision making.

Financial Strength comprises more than sound financial education and tools. It's also about helping to provide former players with opportunities for rewarding employment after their NFL experiences end.

Post-Career Health and Safety Programs

The landmark 2011 NFL Collective Bargaining Agreement (CBA) included additional funding of approximately \$1 billion for retiree benefits. The largest single amount, \$620 million, is being used for the Legacy Fund, which has increased pensions for pre-1993 retirees.

The Bert Bell/Pete Rozelle Player Pension Plan, which also includes disability benefits for qualifying players, is just one component of the benefits and services provided to former players. In the last 12 months, more than \$200 million was paid to retired NFL players and their families through pension payments, pre-1993 Legacy benefits and disability claims alone.

Retirees also have access to the following programs and benefits, among others:

- The **NFL Player Care Foundation (PCF)**, which was created in 2007 in partnership with the NFL, NFLPA, Pro Football Hall of Fame and NFL Alumni Association, is an independent organization dedicated to helping retired players improve their quality of life. PCF addresses all aspects of life – medical, emotional, financial, social and community – providing programs and assistance in each area. PCF carries out its mission through an individualized case management process that connects each former player with a PCF representative who will listen to the concerns of the applicant and provide a personalized, respectful and confidential care program for their needs. Services provided by the PCF include free cardiovascular and prostate screenings for retirees as well as research grants for studies relating to medical issues that are relevant to NFL retirees. This past year, the Cleveland Clinic was named the medical screening partner of PCF's Healthy Body and Mind Program, providing free comprehensive cardiovascular and prostate evaluations to former NFL players. More than 500 former players are expected to be screened for heart disease and urological issues at various events, including Super Bowl, NFLPA and NFL Alumni meetings and during Pro Football Hall of Fame week. And in an effort to improve the overall health and quality of life of former NFL players, the screening program also provides mental health resources and education through the Satcher Health Leadership Institute at Morehouse University. PCF has served more than 500 players and their families through research grants and financial assistance totaling more than \$8 million.
- Named for Pro Football Hall of Famer and NFL legend John Mackey, the **88 Plan** is the first program of its kind in the United States. The 88 Plan provides retired players with up to \$100,000 per year, an increase provided by the new CBA over the prior \$88,000 figure, for medical and custodial care resulting from dementia, Alzheimer's, ALS and Parkinson's. Funding for dementia research is also being provided via the plan. More than \$31 million has been distributed to affected players and their families through this benefit since its inception in 2007.
- The **NFL Former Player Life Improvement Plan** is a key component to the retiree benefits provided by the league and the NFLPA via the CBA. The plan includes the NFL Joint Replacement Program, Spine Treatment Program, Neurological Care Program and also provides access to discounted prescription drugs and a supplemental Medicare insurance benefit for qualifying players.
- The NFL introduced a new benefit for its former players, **Long Term Care Insurance** through Transamerica Life Insurance Company, in March 2011. This valuable program is tailored for eligible former players vested in the Bert Bell/Pete Rozelle Player Pension Plan between the ages of 50-75.
- **NFL Life Line** is a free, independent and confidential 24/7/365 phone consultation service and website developed and manned by third-party mental health professionals. NFL Life Line provides support to all members of the NFL family, including retirees and their loved ones, in times of need and is administrated by a group of national mental health experts.

The **Gridiron Greats Assistance Fund** (GGAF) is a 501(c)(3) non-profit foundation that provides medical and social services support for former NFL players and their dependent family members who are in dire need. The foundation works to identify, analyze, stabilize and assist retired players and their families in overcoming short-term challenges and to provide a bridge for long-term independence. Programming includes dire need emergency services, pro-bono medical, dental and professional (e.g., legal) services, social services assistance, job training and placement. These programs have been found to fill the holes that NFL-generated programs (e.g., Player Care Foundation) do not yet cover. In 2012, the NFL Foundation awarded GGAF with a \$325,000 grant to support its medical and dental programs as well as a one-time grant to allow the Fund to add two part-time positions to assist with fundraising, program development and social services. The NFL Foundation also provided a \$250,000 grant to the GGAF in 2013, and another \$250,000 grant award in 2014 to help GGAF continue its programming and services.

In line with advancing **sports-related medical research and education**, the NFL launched www.nflevolution.com – a website that houses information on the partnerships, programs and initiatives the NFL supports to protect the health of current and former NFL players and to promote safe play and healthy lifestyles at all levels of football and other sports.

NFL Player Engagement & Professional Development Programs

As NFL players transition through the athletic life cycle, **NFL Player Engagement** provides education and resources emphasizing personal and professional development, financial knowledge and total wellness. Its mission is to empower players to reach their highest potential both on and off the field through guidance, support and resources for all phases and aspects of their career and personal life.

To reflect the distinct phases of the NFL playing experience, the Player Engagement team focuses on three areas:

- **NFL Prep**, providing student athletes and future NFL players with the foundation essential to a successful life. Tools are focused on awareness, prevention and education in areas of player health and safety, on-field technique, off-field leadership and academic and athletic experiences.
- **NFL Life**, engaging current NFL players with personal and professional development resources.
- **NFL Next**, offering services that foster a successful transition from the playing experience to life after football.

NFL Life (current players) and NFL Next (Formers) reach more than 2,000 NFL players and spouses each year through a variety of programs and services focused on career development, financial and continuing education, as well as personal, psychological, and physical wellness. NFL Prep provides high-

school and college student-athletes of all sports with tools to help them succeed in life, focused on awareness, prevention, and education.

During this past offseason, Player Engagement hosted four professional development programs aimed at offering current and former players training in various industries for their post-NFL career. The 2014 series included the Consumer Products Boot Camp, the Business Management & Entrepreneurship Program (BM&E), Sports Journalism & Communications Boot Camp and Broadcast Boot Camp.

The inaugural **Consumer Products Boot Camp** gave 15 current and former players an opportunity to take an in-depth look at the consumer products industry for players looking to transition into the business. Players heard from industry experts and interacted with NFL licensees through a combination of lecture style presentations, interactive discussion panels and a live trade show experience. The program was developed jointly with NFL Player Engagement, the NFL consumer products department and the University of Maryland Robert H. Smith School of Business. Participants also worked in teams to develop a product and pitch their concept to a group of NFL executives and licensees.

The **Business Management & Entrepreneurial Program** welcomed 26 current and former players to the University of Notre Dame for an intensive course on building and sustaining strong business ventures. Participants heard from Notre Dame faculty members and former NFL players on topics such as business plan development, financial literacy and analysis, investing for social impact and perfecting the business pitch. Participants split into teams to workshop one another's ideas and try their hand at constructing and pitching a business plan to potential investors.

Current and former players aspiring to be journalists and communications professionals attended the **NFL Sports Journalism & Communications Boot Camp**. The four-day program focused on improving each player's writing skills for newspapers, radio and the expanding digital media industry. Panel discussions, breakout sessions and writing labs covered everything from press conference prep to ethics in sports journalism. Attendees also built their portfolios and received feedback and mentoring from industry leaders and faculty at Bowling Green (OH) State University. Participants got the full experience of writing, editing and publishing their work through posting articles to the NFL Player Engagement blog (nflpe.sportsblog.com) throughout the program.

Player Engagement concluded this season's career development series with one of the most popular programs, **Broadcast Boot Camp** hosted at NFL Films. The four-day program, directed in conjunction with the NFL Broadcasting department, covered a wide range of topics with instructors from each of the NFL's broadcast partners – CBS, FOX, NBC, ESPN, NFL Network, SiriusXM and WestwoodOne Radio.

Sessions included hands-on work in areas such as tape study, editing, show preparation, radio production, studio preparation, production meetings, field reporting and game preparation. Each player also recorded game analyst segments

alongside CBS Sports commentator James Brown. Of the 168 players who took part in Broadcast Boot Camp from 2007- 2013, more than one-third have earned broadcasting jobs as a result of their participation in the program.

The **NFL Transition Assistance Program (TAP)** is the first of its kind in professional sports. TAP marks the evolution of the successful and player-acclaimed NFL Career Transition Program (CTP), which hosted more than 250 former NFL players from 2010-2013. TAP has been created in a partnership with former players and Georgia Tech faculty experts. The purpose of TAP is to provide transitioning players and their significant others peer to peer support through relationships with trained NFL Transition Coaches (former players) who will emphasize a holistic approach to Total Wellness. The NFL recognizes that spouses and significant others play an integral role in the health and wellness of the family unit. TAP is the first program opened to spouses and significant others, granting them the opportunity to discuss transition with one another and gain a greater insight into their family's needs and goals going forward. All attendees will chart their specific course with conversations with others who have experienced the physical, psychological, and social aspects of transition. The curriculum also features sessions pertaining to fitness, nutrition, career development, financial success and much more. Following the program, players and spouses can expect to remain in contact with their fellow attendees, NFL staff members and NFL Transition Coaches to ensure they are on course for success beyond the field of play. TAP has been optimized for recently retired players but because transition is a spectrum, all former players and their spouses are invited to attend.

In 2014, Player Engagement hosted its second TAP event at Georgia Tech, where former players and their spouses learned how to prepare for the psychological, social, physical and financial aspects of transitioning out of the NFL. Attendees worked in small groups and individually with Transition Coaches, former players who have undergone a rigorous training program and facilitate peer-to-peer engagement as players move into their next phase.

In 2013, the NFL tapped 19 former players to serve as ambassadors for the **NFL Legends** program which recognizes the contributions former players have made to the success of the game. The program is designed to connect former players with each other, their former teams and the NFL. The players work to make other former players aware of the various programs and services the NFL has to offer after their playing careers are over. They also will participate in the league's calendar events and fan platforms as additional ways to remain connected to the game.

The Legends Program is built on a peer-to-peer model used in other NFL Player Engagement programs, fostering deeper relationships between generations of NFL players. Legends work closely with existing club-designated alumni directors, communicate with groups representing former players, and help develop and participate in team and league events.

In 2014, 20 Legends will lead the outreach and assist the NFL in administering the NFL Legends Community.

PREP 100 is an invitation only, one-day seminar designed to enhance the personal and athletic development of high school football players. Participants engage in focused classroom sessions focused on academic preparation, character development and decision-making skills led by athlete development professionals and NFL Ambassadors, and position-specific on-field training coached by NFL Legends. PREP 100 attendees are selected based on academic performance, athletic involvement, leadership potential, and coach and teacher recommendations. The 2014 PREP 100 Series expanded to eight cities this year: Atlanta, Baltimore, Cleveland, Dallas, Houston, Miami, New Orleans and Oakland.

In addition, NFL Player Engagement leads the annual **Rookie Symposium**, a multi-day orientation for rookies that emphasizes the sport's legacy, tradition of character and leadership, as well as social and professional responsibility. The core teaching principles are NFL history, total wellness, experience, and professionalism. The sessions include presentations, videos and workshops focused on these principles as well as other topics, including player health and safety, decision making and maintaining positive relationships. This year's event also featured a history session at the Pro Football Hall of Fame in Canton, Ohio. Guest speakers and presenters at the 2014 Rookie Symposium included former and current NFL players.

A few weeks after college athletes embarking on their professional careers were selected in the 2014 NFL Draft, nearly 70 aspiring NFL head coach and general manager candidates, all at different stages in their careers, took part in the annual **NFL Career Development Symposium** at the Wharton School of the University of Pennsylvania. The program was directed by NFL Executive Vice President and Chief Human Resources Officer Robert Gulliver and NFL Executive Vice President Troy Vincent. The three-day symposium featured presentations, panel discussions, breakout sessions and networking opportunities with owners, club presidents, coaches, general managers and league executives. Program session titles included "Expectations of Ownership," "Building Relationships/Managing Expectations," "Respect at Work," "Managing Key Relationships," "Managing and Coaching Today's Players," "Brand Building/Media Training" and "Enhancing Your Leadership with

Emotional Intelligence.” NFL owners in attendance – including Katie Blackburn (Cincinnati Bengals), Jimmy Haslam (Cleveland Browns) and Stephen Ross (Miami Dolphins) – stressed the value of networking and developing relationships at all levels of the organization. Haslam last year hired general manager Ray Farmer and head coach Mike Pettine following their participation in the 2013 Symposium. Coaches in attendance included Andy Reid (Kansas City Chiefs), Ron Rivera (Carolina Panthers) and Mike Zimmer (Minnesota Vikings). Zimmer also was a participant in the 2013 Symposium. The coaches focused on the importance of building and managing relationships with players and as well as maintaining an open locker room.

The **NFL Officiating Development Program** kicked off its second season this past April with a clinic for 21 high potential college game officials in Newark, New Jersey. The program is designed to train top college football officials in all aspects of NFL officiating, enabling those that ultimately earn a position in the NFL to be better prepared for officiating success at the highest level of the sport. Participants are identified by NFL officiating scouts, supervisors and trainers and invited to join the program based on their proficiency as collegiate officials. The 2014 group of participants included two females: Sarah Thomas, a line judge who returns to the program for a second year, and Maia Chaka, a head linesman in her first year in the NFL program.

Other NFL development initiatives include:

- **Bill Walsh NFL Minority Coaching Fellowship** (April-June 2014; July-August 2014), which provides opportunities at all 32 NFL clubs for minority coaches to observe, participate and gain coaching experience.
- **NFL-NCAA Coaches Academy** (February 2014), which offered 58 coaches/coaching prospects – including 28 current and former NFL players -- with tools and networking opportunities for potential careers as football coaches.
- **NFL Video Interview Program** (February 2014), for those who have been identified as potential head coaches or general managers. The program gives clubs the ability to view an informational interview conducted by an executive search firm.
- **NFL-NCAA Future Football Coaches Academy** (January 2014), for those who have recently completed their collegiate eligibility and are interested in becoming a college football coach.
- **NFL-NCAA Champion Forum** (June 2014) for those who have been identified as potential head coaches by college administrators, this program simulates the intercollegiate interview process from researching the position to their first staff meeting after becoming a head coach.

COMMUNITY

NFL PLAY 60

Through **NFL PLAY 60**, which is the NFL’s commitment to youth health and fitness, the league and teams are responding to the nation’s youth obesity crisis by encouraging kids to be active for at least 60

minutes every day. One-third of our nation's children are overweight or obese, and with this condition comes a significantly increased likelihood for health problems such as diabetes, hypertension and heart disease. Research also shows that increased physical activity and better nutrition can lead to improved academic performance. To combat the childhood obesity epidemic, the NFL and its clubs are providing in-school programming, building fields and playgrounds and reviving physical education programs, particularly in the communities most affected by the childhood obesity epidemic – low income and minority communities.

NFL PLAY 60 showcases the league's long-standing commitment to the health of the next generation. It includes partnerships, public service announcements, school-based programs and team involvement. NFL PLAY 60 is implemented locally, as all 32 NFL clubs drive campaign and program efforts in their markets.

Since the launch of the NFL PLAY 60 initiative in 2007, the NFL and its clubs have built more than 200 Youth Fitness Zones and committed more than \$300 million to youth health and fitness programming, grants and media time for public service announcements. Last year, the NFL and its teams held more than 2,000 PLAY 60 events.

The NFL Foundation also has supported the PLAY 60 initiative via **NFL Foundation Impact Grants** to the American Heart Association (AHA) and The Cooper Institute. The NFL has worked with the AHA since 2006 and provided \$6 million in funding via NFL Charities to promote physical activities and healthy environments for youngsters nationwide through programs such as the "NFL PLAY 60 Challenge," which remains the core, in-school and NFL-club activated component of the NFL PLAY 60 initiative. In 2012, the NFL Foundation approved a three-year grant to the AHA totaling \$2,665,000 to significantly grow the **PLAY 60 Challenge** program via improved technology, increased school engagement with professional training opportunities, further engagement with Hispanic populations, increased advocacy opportunities and improved measurement and program evaluation.

The NFL also has worked with The Cooper Institute for the past several years and provided a three-year, \$1.8 million NFL Charities Impact Grant in 2009 to implement its **FITNESSGRAM** physical fitness assessment tool which measures student fitness levels in more than 1,100 schools in the 32 NFL markets. In 2012, the NFL Foundation approved a three-year, \$2,222,000 grant to The Cooper Institute to increase public awareness and implementation of the PLAY 60 campaign, provide quantitative and qualitative data for the NFL and its teams to better analyze PLAY 60's effectiveness and develop a leadership and staff infrastructure that will sustain over 10 years to support PLAY 60 programming in NFL markets nationwide.

The NFL's other PLAY 60 in-school program is **Fuel Up to PLAY 60**, which is in more than 73,000 schools, reaching more than 38 million kids per year. Fuel Up to PLAY 60 is comprised of youth teams aimed at getting schools healthy in partnership with the National Dairy Council. Last year, Fuel Up to PLAY 60 allowed 14 million students to make better food choices by selecting nutritious food options, and get more physically active during the school day.

Thanksgiving is a key time of the year when NFL PLAY 60 is celebrated across NFL stadiums throughout the country. Traditions such as food, family, football and philanthropy will come to life as we celebrate youth and our goals to keep kids active and healthy. Each team will designate one game following Thanksgiving as their "PLAY 60 Game," and in stadium celebrations will showcase the outstanding impact of PLAY 60 over the past eight seasons. Many clubs will also hold their Team Championships for NFL Punt, Pass & Kick – a program of PLAY 60 – and recognize their local finalists during this game as well.

In 2014, the NFL introduced the **NFL PLAY 60 app**. Created in collaboration with the American Heart Association and funded by the NFL Foundation, the app is designed to get kids moving and active while at the same time enjoying an interactive game experience.

PLAY 60 has also collaborated with new organizations this year to extend the campaign to youth nationwide. PLAY 60 was present at the **Special Olympics International Games** engaging with flag football athletes through an interactive experience and supporting all athletes participating in the games. Additionally, PLAY 60 is now the new **official champion of Play at St. Jude**, supporting the needs of its Child Life program, which helps children cope with the stress of their illness through therapeutic play and other activities, promoting development, self-expression and peer interaction among other benefits. Child Life is an integral part of the medical team at St. Jude and is visible in every clinical arena.

NFL PLAY 60 is the league's main corporate social responsibility platform under which several youth health and fitness initiatives fall. Efforts in this area include:

- **Fuel Up to PLAY 60:** School-based, youth teams aimed at getting schools healthy in partnership with the National Dairy Council. Serves as the nutritional arm of NFL PLAY 60 and allows school and community leaders to create healthy school environments and earn grant money for making positive changes in their school;
- **Hometown Huddle:** Annual league-wide day of service on October 21 with United Way;
- **NFL FLAG Football powered by USA Football:** Youth football league for boys and girls ages 5-17 in collaboration with USA Football;
- **NFL PLAY 60 Bus Contest:** Awards one deserving community with a refurbished play space to allow its youth to be more active and healthy. Communities nationwide are asked to describe how the NFL PLAY 60 Bus could help the youth in their town be more active. NFL players, coaches, cheerleaders and team mascots arrive to the winning school or community center on

the NFL PLAY 60 Bus with items donated by the NFL to celebrate with students. Special NFL PLAY 60 activity kits are sent to 24 runner-up schools and communities that entered the contest.

- **NFL PLAY 60 FITNESSGRAM:** Health and fitness assessment tool for schools nationwide;
- **NFL PLAY 60 Super Bowl Contest:** Recognizes 34 kids across the country for their efforts to PLAY 60 every day and live a healthy lifestyle with one grand-prize winner being awarded a unique Super Bowl experience. Youngsters are selected based on the short essay they submit about the role health and wellness plays in their lives and are named “PLAY 60 Super Kids” in their local market. One child from the 34 will be named the national “NFL PLAY 60 Super Kid” and will have the chance to run the game ball onto the field and hand it to the referee in front of millions before Super Bowl Kickoff;
- **NFL PLAY 60 Youth Football Festivals:** Engages local youth with the game of football and healthy living messaging around key NFL events such as the Draft, Kickoff, Pro Bowl and Super Bowl. PLAY 60 Youth Football Festivals bring together approximately 1,000 local, underserved youth from the host community for multiple days of physical activity, football skills and interaction with NFL players, coaches and leadership.
- **NFL Punt, Pass & Kick:** National skills competition for boys and girls ages 6-15 in collaboration with USA Football;
- **NFL PLAY 60 Challenge:** In-school curriculum of NFL PLAY 60 in partnership with the American Heart Association and funded by the NFL Foundation. Program teaches educators to integrate health and fitness into daily classroom lessons through short activity breaks;
- **NFL PLAY 60 Pro Bowl Community Blitz:** During Pro Bowl week, the NFL and its Pro Bowl players and coaches all come together for a series of simultaneous community projects across the Pro Bowl host city/region, with an emphasis on projects that leave a sustainable legacy for youth and families across underserved communities.
- **Youth Fitness Zones:** Playgrounds, gyms and other new places for kids to be active built by the NFL and its 32 clubs
- **NFL PLAY 60 Invention Contest:** Challenges kids to come up with new and innovative ideas or product inventions that enable youth to get active and healthy

NFL Community Tuesdays & Hometown Huddle

NFL Community Tuesdays is a program that raises awareness for volunteerism and the charitable activities of NFL players and teams. Tuesday is the traditional day off for players during the season, and on any given Tuesday, many NFL players, coaches and team executives can be found getting active in their communities, helping those in need and thanking fans for their support. **Hometown Huddle** is an NFL-wide day of service in partnership with United Way that is held annually on a Tuesday in October and features significant involvement by NFL players, coaches, staff and wives who participate in a variety of community service activities. In recent years, Hometown Huddle projects have focused on health and fitness as part of the NFL’s PLAY 60 initiative. More than 200 PLAY 60 Fitness Zones have been built over the past five years in NFL markets as part of the Hometown Huddle initiative.

NFL Foundation Club Community Grants

The \$1.82 million **NFL Club Community Grants** category allows the NFL Foundation to support the community initiatives of the 32 NFL clubs. These funds support the league's national initiatives with local implementations in team markets. Such grant offerings support volunteerism initiatives including **Hometown Huddle** events, **NFL PLAY 60** community youth health and fitness initiatives, **Youth Fitness Zone** builds and the **National Partnership Fund** which encourages broadened partnerships between NFL clubs and local non-profit organizations that support Breast Cancer Awareness and Military Appreciation. In 2014, the NFL Foundation added a **Youth Football Program Grant** offering to this category that allows NFL club foundations to apply for grant funds to support youth and high school football programs and initiatives in their communities.

Additionally, this category funds the prestigious **Walter Payton NFL Man of the Year** award which is given by the NFL and is administered by the NFL Foundation. It is unique among NFL honors because it is the only award that recognizes a current NFL player for outstanding community service activities as well as excellence on the field. Established in 1970, the award was renamed in 1999 after the late Chicago Bears' running back Walter Payton, who represented the very best of the NFL as an athlete on the field and as a role-model off the field. There is no greater distinction an NFL player can achieve than being named the Walter Payton NFL Man of the Year.

NFL Foundation Grants for Players' Nonprofit Organizations

Through its **Player Foundation Grant** program, the NFL Foundation seeks to support the charitable and community service activities of both current and former NFL players by awarding grants to their non-profit organizations that either fund and implement programs or function as grant-making foundations to other charitable organizations. Player foundations offer a wide range of programs and services that meet critical needs of underserved individuals and groups nationwide including educational and youth literacy services, programs that encourage youth to learn, to stay in school and to complete one's education; mentorship, psychological, therapeutic and/or necessary services to support recovery; substance and/or physical/emotional abuse prevention and/or assistance programs; programs that promote good health, nutrition, participation in athletics and physical fitness; medical care, hospice and/or long-term health support services for youth and their families, etc.

NFL Foundation Pro Bowl Community Grants

In conjunction with the 2014 Pro Bowl, the NFL Foundation awarded \$100,000 in **Pro Bowl Community Grants** to Hawaiian non-profit organizations that focus on youth education, health and physical fitness. These grants help support the hard work conducted by non-profit organizations that are committed to serving the needs of the Hawaii community affected by social, physical and emotional issues. Grantees

were honored at a recognition ceremony during Pro Bowl week at Aloha Stadium. NFL grants to Hawaiian nonprofits total more than \$1.6 million.

Super Bowl Legacy Grants

Since 1993, the NFL has provided Super Bowl Host cities with an annual \$1 million **Super Bowl Legacy Grant** aimed at making a lasting difference in the lives of youth in at-risk neighborhoods of that city. As part of this initiative, NFL Youth Education Towns (YETs) had been constructed in these Super Bowl cities to positively impact underserved youth while serving as lasting legacies of the game. Presently, 13 YETs exist in 11 cities nationwide and include classrooms, physical fitness zones, technology and multimedia labs, athletic and recreation fields. Each Super Bowl Host Committee collaborated with the NFL's charitable foundation on the project and gained public and private support to raise the required \$1 million in match funding. Such support also helped the Host Committees establish a 10-year operating and fundraising plan to ensure that each YET remains viable in the community long after the Super Bowl has been played.

The NFL has since moved from funding the establishment of new YETs (and/or utilizing the full Super Bowl Legacy Grant total for support of existing YETs) in order to maximize community impact on underserved youth in a Super Bowl Host Community. Contributions may include youth football field refurbishment projects, capital improvements, youth football support and development and impactful youth health and wellness program campaigns - all in conjunction with the NFL club(s) and Host Committee in a Super Bowl market.

The Super Bowl 48 Legacy Grant initiative in February 2014 included a \$1 million contribution from the NFL Foundation which was more than matched by the NY/NJ Super Bowl Host Committee's Snowflake Youth Foundation to fund charitable projects throughout New York and New Jersey to provide children with places to be active and healthy. 17 Super Bowl Legacy Grants were awarded to support projects that included youth football field refurbishments, playground builds, and capital improvements to after school centers and play structures – and the replacement of youth football equipment – due to major damage as a result of Super Storm Sandy.

Super Bowl Legacy Grant Projects that received funding support this past year in New York and New Jersey include:

- The Sandy Ground – Playground Builds (projects designed to memorialize the victims of the Sandy Hook shootings as well as benefit communities hit hard by Super Storm Sandy by building 26 playgrounds in areas, one for each Sandy Hook victim, where play areas were destroyed during the hurricane. Three playgrounds constructed using funds from the NFL Foundation: Bridgeport, CT, built in memory of Josephine Gay; Belmar, NJ, built in memory of Avielle Richman; and Roxbury, NY, built in memory of Mary Sherlach
- BCAC Shamrocks Heads Up Football League – Youth Football Equipment Donation (Broad Channel, Queens)
- Boys and Girls Club Central Ward – Renovation (Newark, NJ)
- Boys and Girls High School – Football Field Refurbishment (Bedford Stuyvesant, Brooklyn)
- Caven Point Field – Refurbishment (Jersey City, NJ)
- Educational Alliance Boys & Girls Club – Indoor/Outdoor Play Area Refurbishment (Lower East Side, Manhattan)
- Hammel Community Center – Refurbishment (Far Rockaway, Queens)
- Highlands Recreation Center – Restoration (Highlands, NJ)
- Kipps Bay Boys & Girls Club Field – Restoration (Bronx)
- Mahoney Playground – Refurbishment (Staten Island)
- Rahway Community Action Center – Playroom Build (Rahway, NJ)
- Sayreville Leprechauns Heads Up Football League – Youth Football Equipment Donation (NJ)
- TEAM Charter School – Turf Football Field Build (Newark, NJ)
- YCS George Washington School – Gym Refurbishment (Hackensack, NJ)

The NFL Foundation also continues to support existing **NFL YETs** with program grants and NFL-identified programming and resources for continued youth health and fitness support. It also will distribute Super Bowl Legacy Grants in conjunction with Super Bowl 49 in Arizona.

Additionally, throughout the weeks preceding Super Bowl 48, more than 35 charitable activities and community outreach events enlivened and enriched the community and provided lasting legacies. A sampling of these initiatives include:

- The NFL partnered with the Children’s Museum of Manhattan to create a new interactive experience called ***You Make the Call: Learn to be An NFL Official*** during Super Bowl week. The multimedia exhibit and program helped families understand how developing both executive function skills including planning, organizing and focusing on task, as well as physical fitness, lead to valuable leadership and social success. The exhibit and programs emphasized the process of developing critical thinking skills that lead to making more informed decisions.

- NFL players visited three different schools in New York and New Jersey to reward them for successfully completing the **Super Bowl 48 edition of the NFL PLAY 60 Challenge**. The NFL hosted special fitness activities at each of the schools and awarded them each with \$2,500 grants to support their health and fitness education efforts. In total, more than 10,000 6th graders from the New York, New Jersey area participated in the Challenge in the months leading up to Super Bowl week. Additionally, Xbox, on behalf of the NFL, donated Kinect Bundles to 25 schools that successfully completed the challenge.
- The NFL hosted a healthy cooking demonstration for 200 predominantly Hispanic youth who are involved in the Fuel Up to PLAY 60 program. The event was led by celebrity chef Aaron Sánchez and followed a 90 minute **NFL PLAY 60 Character Camp** led by Pro Football Hall of Famer Anthony Muñoz. The NFL PLAY 60-themed event was designed to be a fun, active and engaging experience for NY/NJ area Hispanic youth. Chef Sánchez, Anthony Muñoz and participating players spoke to the youth about the importance of exercise, proper nutrition and healthy diet.
- NFL PLAY 60 and Scholastic have been working together for the past three years to hold week-long **Scholastic Read & Rise Book Fairs** at schools across the country to help put books into the hands of children who need them most, predominantly in Hispanic-populated communities. The NFL, Scholastic and United Way hosted a special Super Bowl 48 literacy event in New York that included a week-long Scholastic Book Fair and a Family Night event that included special reading sessions with United Way Team NFL players, an NFL PLAY 60 activity event with celebrity trainer Ari Nunez and a bilingual parent-focused session. As part of the event, NFL PLAY 60 donated a reading certificate to every student to purchase a new book at the Scholastic Book Fair.
- Through the assistance of the NFL, **Make-A-Wish®** granted the wishes of 12 children to attend Super Bowl 48. Attending the Super Bowl continues to be a wish that transcends generations. Every year since 1982, one or more wish kids have wished to attend the big game. Wish children and their families participated in several activities related to Super Bowl week and attended the game at MetLife Stadium.
- The NFL and the NY/NJ Super Bowl Host Committee hosted the **Super Bowl 48 Business Leadership Forum** during Super Bowl week. The event served as the culmination of 18 months of NFL-led business outreach initiatives and was designed to encourage and empower the entrepreneurial spirit that characterizes the business community in each Super Bowl host community. John Harmon, President & CEO of the New Jersey Black Chamber of Commerce; Tory Johnson, Good Morning America contributor; NFL player and business owner Will Witherspoon; and other national and local business leaders shared their perspectives and business strategies with an emphasis on brand importance and distinction. The event also celebrated the importance of the small business and their impact on the local communities.

- The NFL and **Habitat for Humanity New York City** invited volunteers, community members and NFL players to join together for an event that aimed to strengthen awareness about Habitat NYC's mission to build homes with families in need in New York City, create buzz for the incredible hands-on volunteer experiences available and generate additional community support to help Habitat NYC give a hand up to even more families.
- Rebuilding Together joined its local Bergen County affiliate during Super Bowl week for the 19th Annual "**Kickoff to Rebuild**" project in Moonachie, NJ. Rebuilding Together, a national nonprofit that rebuilds 10,000 homes for low-income homeowners each year, has worked to revitalize low-income communities in Super Bowl cities for nearly 20 years. The organization helped repair extensive damage caused by Super Storm Sandy at a total of 12 homes and two community spaces at no cost to the recipients. These residents included seniors and families who have lived in the neighborhood for more than 50 years.

Hispanic Outreach

The NFL has created a 360-degree platform of customized offerings for its strong and growing Hispanic fan base, with a special emphasis on youth and community-focused programming. Additionally, the NFL continues to enhance its customized media offerings for Hispanic fans by continuing to grow its multi-year, cross-platform Spanish-language media partnerships with Univision, Telemundo, ESPN Deportes, FOX Deportes and ImpreMedia, as well as its customized social media channels, providing even more customized NFL programming in Spanish to Hispanic fans across the year. Additional details on the NFL's Hispanic-focused outreach initiatives are as follows:

- **The NFL's celebration of Hispanic Heritage Month** is the NFL's biggest and most visible Hispanic-focused platform, through which the League and all 32 Clubs celebrate and honor Hispanic fans, players and communities nationwide. The annual celebration includes League-designated national games and surrounding festivities, as well as local celebrations across NFL clubs, incorporating elements such as player visits to schools and community centers serving predominantly-Hispanic youth, honoring of local Hispanic community leaders in-stadium, legacy projects in Hispanic communities, flag football clinics for Hispanic youth, and more. The NFL will focus its celebration of Hispanic Heritage Month during Weeks 3 and 4 of the 2014 season.
- For the fourth consecutive year, the NFL and the Hispanic Heritage Foundation will partner to present the **NFL Hispanic Heritage Leadership Awards**, recognizing the contributions of Hispanic leaders in all 32 NFL markets. Leaders who exhibit success in elevating and empowering their local Hispanic communities will be selected and recognized in-stadium during each Club's respective Hispanic Heritage game. Each award recipient will also select a 501(c)(3) non-profit

organization of their choice that serves the local Hispanic community to receive a \$2,000 donation from the NFL. One national leader will also be selected and honored at the national Hispanic Heritage Awards in Washington, DC in September.

- For the third year in a row, the NFL has partnered with Pro Football Hall of Famer Anthony Muñoz and the Muñoz Agency to host the **NFL PLAY 60 Character Camps** series. The non-contact football camps are hosted in 14 NFL markets to provide predominantly-Hispanic youth from local organizations the opportunity to play and experience the game of football. Each camp welcomes 400 predominantly-Hispanic boys and girls, ages 7-13, who have little or no football experience. The camps make a positive impact by teaching football skills, emphasizing exercise and reinforcing the importance of character in athletics and life. The program also works in collaboration with USA Football by incorporating its NFL FLAG curriculum, which introduces children to football by teaching basic skills in a non-contact setting. Each camp participant receives a football with a bilingual hang-tag that offers youth an opportunity to view videos in English and Spanish that teach the basics of football on the NFL's youth website, www.NFLRUSH.com. The NFL has donated more than 40,000 footballs to Hispanic youth as part of its Hispanic outreach initiative.
- The NFL has also aggressively extended its **NFL FLAG, Powered by USA Football program to Hispanic communities nationwide**, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise.
- In partnership with **USA Football**, the NFL offers coaches at organizations that serve predominantly-Hispanic youth a cost-free opportunity to become a USA Football-certified flag football coach and, in turn, receive a one-year USA Football membership and an allocation of equipment from the NFL to introduce flag football to the youth with whom they work.
- Surrounding NFL calendar events, the NFL continues to partner with local **Boys & Girls Clubs** that serve predominantly-Hispanic children to provide them a visit from a current or former player, who discusses the importance of exercise, as a part of the NFL PLAY 60 campaign, teaches non-contact football skills, and donates a football for each child to take home.
- The NFL also aggressively extends the **NFL PLAY 60 campaign and its programs** to Hispanic youth and families, through the creation of bilingual program and promotional materials, partnerships with Hispanic-focused community organizations, and experiential integration into Hispanic-focused festivals and events.
- In response to many Hispanic fans' desire to gain a better understanding of the NFL and the sport of professional football, the NFL has developed NFL.com/español/aprende, a fully-

Spanish-language interactive portal, where fans can learn about the rules of the game, the history of the League and its teams, and its players.

- The NFL also engages in constant contact with the over-100-member **NFL Hispanic Club Committee**, which represents all 32 NFL Member Clubs and serves as an advisory board for teams' local Hispanic outreach and fan development efforts.

One World

An educational program designed by Scholastic, Inc., **One World: Connecting Communities, Cultures and Classrooms** is a multi-tiered curriculum designed to develop cross-cultural understanding among students in fourth through sixth grades. This program was funded by the NFL and the NFLPA after September 11, 2001, when educators were looking for tools to help teach tolerance and the value of diversity to their students. The One World program has been a core part of the NFL's outreach work in Super Bowl host communities since the program was developed. In 2014, New Jersey and New York area fifth graders learned about the differences that make them unique and the similarities that bring them together as part of the NFL's diversity program. 10 classes from varying ethnic and racial backgrounds who had been communicating with each other through pen-pal letters met for the first time at the Liberty Science Center in Jersey City, NJ during Super Bowl week. Together, they participated in a series of workshops that incorporated both science and cultural themes. They also had the opportunity to learn more about their pen-pals and interacted with NFL players. The program is scheduled to occur in Arizona in 2015 in conjunction with Super Bowl.

Tolerance Awareness

The NFL and USA Network partnered to launch an expanded **"NFL Characters Unite"** public service campaign, presented by GMC, to help young people tackle hate, bullying and discrimination. The weekly on-air vignette and webisode series launched in December 2013 and culminated with a one-hour documentary during Super Bowl weekend. The series profiled NFL stars as they shared deeply personal stories of overcoming prejudice, bullying and discrimination, with the goal of helping young people who are currently facing similar changes. The series kicked off with Green Bay Packers wide receiver Randall Cobb mentoring a teen boy who was struggling, much like Cobb did growing up, with bullying and intense peer pressure to use drugs and commit crime. Cobb served as a much-needed role model and encouraged the boy, through a volunteer project with Habitat for Humanity, to become a leader rather than a follower and stay committed to his dream of playing football. Other NFL players featured in the initiative included Victor Cruz, Mark Herzlich, Nick Mangold, Charles Tillman, J.J. Watt and Dez Bryant. Through meaningful conversations and unique one-on-one confidence building activities, the NFL players open lines of communication, instill courage and help the kids they meet realize that they can achieve greatness. An NFL Characters Unite panel discussion also was hosted in New York during Super Bowl week.

United Way Partnership

The National Football League and the **United Way** begin their fifth decade as teammates this season. Last year was the 40th anniversary of the NFL-United Way collaboration that included celebrations across the country and a fan vote to crown the greatest NFL-United Way Derrick Brooks was announced as the winner during NFL Homecoming festivities.

Since 1973, the NFL and United Way have worked together to promote the importance of volunteering in local communities while showcasing the community service activities of the NFL, its clubs and players. In doing so, the NFL and United Way have changed the landscape of corporate/nonprofit community partnerships.

The NFL and its clubs have collaborated with United Way on many community platforms, including Hometown Huddle and NFL PLAY 60. The league will also continue to support United Way's **LIVE UNITED** campaign, which invites and inspires the public to join a movement to advance the common good by focusing on education, income and health. For the past three years, NFL players including Arizona Cardinals defensive end Calais Campbell, Minnesota Vikings wide receiver Greg Jennings and Carolina Panthers safety Roman Harper have participated in **TEAM NFL**, an initiative to engage more readers, tutors and mentors to support at-risk youth. In 2014, TEAM NFL will transition to focus more on youth health, a key priority for the NFL.

To continue fighting the obesity epidemic across the country, the NFL and United Way will work together to increase access to nutritious foods for families, increase opportunities for physical exercise and play and increase knowledge of healthy food and exercise options. NFL clubs and players will again be featured as part of a local United Way billboard campaign, inspiring the public to lead healthier lives.

The NFL and United Way are in a unique position to make a marked improvement in health by using the celebrity of NFL players to engage fans in improving the health and wellness of young people.

Salute to Service Military Support

Supporting the military is part of the fabric of the National Football League. This support takes place both at home and abroad. NFL players and coaches travel overseas to salute the troops on USO tours, and servicemen and women are honored during designated games each season surrounding Veterans Day. The NFL is continuing its long history of honoring veterans and active duty members of the military through its annual **Salute to Service** campaign.

Designed to unify and elevate the extensive military appreciation work of the NFL and its clubs, the NFL's celebration and support of the military community is highlighted each year in November when all 32 of the league's member clubs designate home games towards military appreciation. Teams honor

service members and veterans with the presentation of colors, special in-game tributes, stadium flyovers and localized military-themed activation as part of their Veterans Day celebrations.

For the third consecutive year, the NFL will implement a fundraising initiative during Weeks 10 and 11, surrounding Veterans Day. Again this year, for every point scored during the NFL's 32 designated *Salute to Service* games, the league will donate \$100 to *each* of its three core, military non-profit partners – the Pat Tillman Foundation, USO, and Wounded Warrior Project® (WWP) – for a total of \$300 per point.

This year, the league will continue its expanded use of *Salute to Service*-branded digi-camo in-game elements, as well as sell the products at retail. Retail items will include a New Era sideline hat, Nike sweatshirt and Nike fan jersey. Last year marked the first time that these items were available for purchase at retail stores. As a result of the 2013 *Salute to Service* campaign, the NFL donated more than \$1.5 million to its three charitable partners.

Military Outreach

As part of the *Salute to Service* campaign, the NFL is afforded the unique opportunity to showcase the league's commitment to the military through its special events each year. With its strong fan base, the league joins with its military support partners to create moments of recognition throughout the season. The NFL is proud of its long-lasting ties to the military and incorporates these relationships into its main events on the NFL calendar, including the Pro Bowl, Super Bowl and NFL Draft.

- In celebration of the 2014 Pro Bowl, the NFL hosted the “**NFL PLAY 60 Community Blitz**,” a series of community events hosted throughout Hawaii in the days leading up to the game. During Blitz activities, NFL players, military families and wounded warriors worked together to create a unique mural at both Schofield Army Barracks and Kaneohe Bay Marine Base (K-Bay). Soldiers at Schofield Barracks also worked alongside players to create healthy food packs that were distributed to families in the base's Women, Infant and Children's program. All K-Bay events were made possible by USAA, the NFL's official military appreciation sponsor and presenting sponsor of the Pro Bowl Practice, which took place on Joint Base Pearl Harbor-Hickam.
- In addition to the NFL's strong support of various military outreach initiatives, several events for service members and their families occurred in the New York/New Jersey area during Super Bowl week. Wounded warriors and their families visited NFL headquarters for a special **Salute to Service tailgate-style luncheon** where they received a guided tour of the offices and spent time with NFL players; wounded warriors from Joint Base McGuire-Dix-Lakehurst in New Jersey attended the **NFL Foundation Super Bowl Celebrity Bowling Classic** where they spent time with NFL players and participated in a worldwide broadcast courtesy of Sports Byline USA and American Forces Network; the NFL and USAA's **2013 Salute to Service Award** winner was announced at the NFL Honors awards event on the night before Super Bowl 48; in coordination with the NFL and Army Defense Video and Imagery Distribution System, FOX live streamed

footage of the **2nd Cavalry Regiment** from Kandahar, Afghanistan during the Super Bowl; former NFL player George Martin visited with more than 300 troops in December during a military appreciation event hosted by the NFL and the Super Bowl Host Committee's "**Huddle Tour**"; and a **Salute to Service-themed Super Bowl event** was held at Joint Base McGuire-Dix-Lakehurst for more than 1,000 service members from the Army, Air Force, Navy and Marines.

- For the first time ever, the **2014 NFL Draft** kicked off with a moment honoring the military that culminated in the performance of the National Anthem. Active duty service members representing all five branches of the United States Armed Forces – the Army, Navy, Air Force, Marine Corps and Coast Guard – and five alumni of Wounded Warrior Project walked the red carpet and were honored on stage at the start of the Draft. West Point cadet Holland Gibson performed the National Anthem as each service member was joined on stage by an important mother in his or her life, in recognition of Mother's Day. Members of the United States Armed Forces were also honored on stage during Day Two of the Draft, along with wounded warriors from the Wounded Warrior Project Staff Sgt. Jeff Dorvee, New York State Army National Guard NCO of the Year, also announced a draft pick.

Salute to Service Award

The NFL and USAA, the league's official Military Appreciation sponsor, teamed to present the ***Salute to Service Award***, which recognizes NFL players, alumni, coaches, owners, executives and front office staff who demonstrate an exemplary commitment to honoring and supporting the military community. The award aligns with USAA's commitment to serving the military and their families, and highlights the NFL's long history of honoring the armed forces and veterans. In February, Baltimore Ravens head coach John Harbaugh was honored with the *2013 Salute to Service Award* at NFL Honors. As part of the award, USAA contributed \$25,000 in Harbaugh's honor to the official aid societies representing all five military branches.

NFL and USO Partnership

In 1966, the NFL teamed with the **USO** and became the first sports organization to send a group of players to Vietnam and the surrounding region, demonstrating the league's strong support for American troops. In 2008, Commissioner Goodell became the first sports commissioner to participate in a USO tour during wartime.

In 2014, the NFL again partnered with the USO to bring players to the Middle East. The tour, which took place in March, featured three current standout performers: Miami Dolphins punter Brandon Fields, Washington wide receiver Pierre Garcon and New Orleans Saints tight end Jimmy Graham. The group visited military bases in Afghanistan and the United Arab

Emirates throughout their week-long tour. This trip marked the first NFL-USO tour abroad for all of them. Early mornings and late nights gave the participants plenty of time to shake thousands of hands, snap photos and sign countless autographs, as well as run through a few football moves with service members.

In addition, NFL Executive Vice President of Football Operations Troy Vincent spent time with more than 800 service members, military families, volunteers and hospital personnel during a USO trip to Germany in May. Vincent delivered a keynote address at the Army Medical Enlisted Birthday Celebration and NCO Induction Ceremony at Vogelweh Air Base. He also toured the USO Warrior Center and visited the Landstuhl Regional Medical Center, where he spent time with patients and staff.

Breast Cancer Awareness

The NFL has supported National Breast Cancer Awareness Month with a large on-field presence and a national screening-reminder campaign for the past five years as part of the **A Crucial Catch** campaign in collaboration with the American Cancer Society (ACS). Through *A Crucial Catch*, the NFL so far has helped raise more than \$6 million for ACS. In 2014, there will continue to be special pregame ceremonies, team community outreach and unique pink items on-field and in-stadium during NFL Breast Cancer Awareness Weekend (October 5-6). Teams not playing at home that weekend will have the opportunity to designate the next weekend as their Breast Cancer Awareness Game.

Over the years, many NFL sponsors and partners have joined the league in the fight against breast cancer, including apparel partners New Era and Nike. Special New Era hats with pink accents for players, coaches and sideline personnel are available during October, as well as Nike gloves, cleats and wristbands. The hats and other pink items will also be sold at all stadiums, on NFLSHOP.com and at select retail locations to help generate awareness and funds for ACS.

Promotion and support of *A Crucial Catch* will again include fields featuring pink ribbon shield stencils on the 25-yard lines and special balls with pink ribbon logos will be used throughout each game. The footballs and other pink game-worn items will be auctioned off via NFL Auction (nfl.com/auction), with all proceeds benefitting ACS. NFL Breast Cancer Awareness Weekend will also be highlighted with features on NFL.com (as well as a dedicated microsite at nfl.com/pink), NFL Network and through NFL social media.

A Crucial Catch is about more than just pink on the field. Funds donated to ACS by the NFL since 2011 are directed to ACS's **Community Health Advocates National Grants for Empowerment (CHANGE)** program, a grant initiative currently in 24 cities that works to minimize breast cancer screening disparities in counties throughout the United States. In the first year of the program, nearly 10,000 screenings were provided to women at low or no cost.

Additionally, youth and high school football programs can join the campaign as well. The NFL and ACS offer tips and resources to coaches and teachers to support the campaign and raise funds. Schools can register at www.cancer.org/acrucialcatch.

The 2013 campaign highlighted inspiring stories of individuals impacted by the A Crucial Catch campaign, including:

- *Tina, a Jets fan and mother of three, did a self-exam after watching a 2011 Jets game where players wore pink. It led to an early and life-saving discovery of breast cancer. She will be an honorary captain at the Jets A Crucial Catch game on October 13.*
- *Steelers fan Patricia, from the Pittsburgh area, was able to receive a mammogram—even without insurance—through a local program funded by American Cancer Society's CHANGE program.*
- *Ryan, an avid Vikings fan, wears pink to every game in honor of his mother, a breast cancer survivor. He organizes charitable events, with the Vikings support, for breast cancer awareness.*
- *Elsa, a Chicago resident, was not able to receive the medical care for breast cancer until she received treatment through a local program funded by American Cancer Society's CHANGE program.*
- *Melissa, a 49ers TV broadcaster and former 49ers cheerleader, went through cancer treatments while working for the team. Melissa was diagnosed with breast cancer six months after her mother passed away from the disease.*
- *A Detroit-area high school, Walled Lake Western, was inspired by the A Crucial Catch campaign. Students rallied the entire community to raise funds and support those fighting breast cancer.*

Additionally, nfl.com/pink and the NFL Network featured a special video on Natalie Packer, an NFL Network employee who lost her battle with breast cancer at the age of 30 in 2013.

Prostate Cancer Awareness

The American Urological Association (AUA) Foundation and the NFL will team for a sixth year of educating men about prostate cancer and encouraging them to join the “**Know Your Stats**” campaign. The AUA Foundation and the NFL started their work together in 2007 when the NFL began implementing prostate cancer screenings for retired players conducted by the AUA Foundation. Now, with the support of NFL alumni players and prostate cancer survivors, the national campaign kicks off each September in honor of Prostate Cancer Awareness Month and takes its message to the grassroots level. The initiative has reached more than 100,000 men locally through physician-led community education events at more

than 300 hospitals and medical practices nationwide. Spokesperson and Pro Football Hall of Famer Mike Haynes and fellow Team Haynes members have participated in more than 300 interviews encouraging men to get prostate screenings. He also joined former NFL players Harry Carson and Cris Carter, as well as Commissioner Goodell, to film a PSA urging men to know their risk and talk to their doctor. Following the kickoff of season five, Team Haynes reached football fans and target audiences through radio and television interviews leading up to Super Bowl 48.

Sustainability

The NFL is committed to mitigating its environmental impacts and operating its business in an environmentally-friendly manner. The **NFL's green efforts** have three focus areas: (1) facilities, (2) events, and (3) clubs. NFL teams such as the Philadelphia Eagles are among the most environmentally-friendly sports organizations in the world. The NFL's three corporate offices – like many team headquarters – have taken numerous steps to lessen their environmental footprints, from increasing energy efficiency to using recycled paper and paper products.

Additionally, the Super Bowl has had a successful and ever-growing environmental initiative in place for more than 18 years. The **NFL Environmental Program** has developed a series of initiatives to minimize the impact of Super Bowl activities on the local and global environment and benefit the host community. Such initiatives include solid waste management/recycling at all Super Bowl locations and events; prepared food recovery that allows extra prepared food from Super Bowl events to be collected for donation in partnership with Rock and Wrap It Up, a national nonprofit food recovery organization that provides meals to those in need; materials donation, including decorative and building materials, office supplies, etc. that were recovered in partnership with local organizations to reuse or put up as auction items for nonprofit fundraising purposes; Super Kids-Super Sharing Sports Equipment and Book Donation project that enabled public and private schools in New York and New Jersey to donate gently used or new books, sports equipment and school supplies to preselected local schools and organizations serving children in need; and a climate change initiative that aimed to reduce the overall greenhouse gas impact of Super Bowl activities and events via use of renewable energy offsets to “green” the power usage at major Super Bowl event venues, use of biodiesel blended fuel to power remove generators at Super Bowl venues, and more than 27,000 tree plantings across New Jersey and New York to add to the overall “greening” of the Super Bowl host community and to repair some of the damage done by Super Storm Sandy.

Alcohol Responsibility

The NFL has a comprehensive **Alcohol Responsibility** platform that includes player and employee programs, game day initiatives, and community relations and awareness programs that promote the importance of consuming alcohol responsibly and lawfully. In March 2013, Commissioner Goodell announced that the NFL would officially endorse and become part of Mothers Against Drunk Driving (MADD's) “Campaign to Eliminate Drunk Driving” initiative and expand its partnership with the

organization in the 2013 season. The campaign included supporting high visibility law enforcement activities to catch drunk drivers and discourage others from driving drunk; requiring ignition interlock devices, or in-car breathalyzers, for all convicted drunk drivers, including first-time offenders, to prove they are sober before their car will start; supporting the development of vehicle technology that could automatically determine a driver's BAC and stop a drunk driver above the legal limit of .08 from driving. MADD has used the NFL shield on its website, press materials and in its lobby efforts.

Additionally, the NFL continues to expand upon its partnership with MADD on player and employee programs, game day initiatives and awareness programs. MADD and the NFL partnered to promote designated drivers at select NFL games, providing information at MADD booths and circulating through the parking lots promoting the importance of designating a non-drinking driver before the game begins. Through this partnership, MADD has helped teams raise their sign-ups for non-drinking designated drivers by an average of 28% each year. The NFL also provides opportunities for MADD to have a presence at the Super Bowl Media Center to aid in education and media outreach. MADD serves in an advisory role to the NFL in its initiatives and continues to develop other opportunities to generate awareness, promote responsible behavior and prevent drunk driving.

NFL Disaster Relief

The National Football League and its member clubs have a venerable history of providing relief efforts to communities that have sustained disasters, both natural and man-made. In 2001, the NFL and the NFLPA created the \$10 million Disaster Relief Fund (DRF) in response to the September 11 attacks. Since that time, the DRF has provided significant financial contributions to support relief efforts in response to tsunamis, hurricanes, tornadoes, earthquakes, floods, fires, etc. The NFL Foundation now serves as the vehicle to support such disaster relief initiatives. In 2013, the NFL Foundation provided a \$100,000 contribution to The One Fund Boston in response to the Boston Marathon bombings. Additionally, the NFL Foundation provided assistance during the rebuilding phase in Moore, Oklahoma following the tornadoes that devastated the area in 2013. Nearly \$60,000 in new youth football equipment was purchased for the Moore, Oklahoma Heads Up Football youth football league.