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The 2016 Racial and Gender Report Card: National Basketball Association

by Richard Lapchick
with Theren Bullock Jr.
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EXECUTIVE SUMMARY

Orlando, FL, July 14, 2016 – The 2016 National Basketball Association Racial and Gender Report Card (RGRC) was released today and while it confirmed the League’s continued leadership position in the sports industry with its commitment to and record for racial and gender hiring practices during the 2015-2016 NBA season, there was a noteworthy decline in the grade for gender hiring.

The NBA once again received men’s sports only **A+** for racial hiring practices with a score of **97.2** points. This was close to the all-time record high recorded in 2015 with 97.4 points.

However, it dropped from a B+ to a **B** for gender hiring practices with **83.7** points, down substantially from 88 in 2015. The overall grade was an **A** with **90.4** points, down from 92.7 in the 2015 RGRC.

Richard Lapchick, the Director of The Institute for Diversity and Ethics in Sport (TIDES or The Institute) at the University of Central Florida and primary author of the report, stated, “No other men’s league reaches the same points for race, gender or the combined score. The NBA remains the industry leader among men’s sports for racial hiring practices. Nonetheless, there is concern with both the significant slippage in the overall gender grade including a small decline in the League Office and the fact that women were still not well represented at the senior team levels. But overall, the NBA more than understands that diversity and inclusion are business imperatives. Commissioner Silver has been clear on this issue from the onset of his tenure with the Donald Sterling decision.”

While they are the best, even in the League Office there were slight declines for people of color and women in professional positions where 35.3 percent (down 0.1 of a percentage point) of all professional employees were people of color and 39.6 percent were women (down 1.3 percentage points from the previous report). There were 50 women serving as vice presidents at the NBA League Office in the 2015-2016 season.

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The NBA was the first league to have two owners of color leading its teams. Also, there were five women who served as team presidents/CEOs during the 2015-2016 season, the highest in men's professional sports.

There were increases for people of color in team senior roles and in team professional administration positions. The percentage of people of color who held team senior administration positions increased by 3.5 percentage points from 20 percent in 2014-2015 to 23.5 percent in 2015-2016. The percentage of women who held team senior administration positions decreased by 0.4 percentage points from 24 in 2014-2015 to 23.6 percent in 2015-2016. Women were still very underrepresented at this level as well as team vice presidents. The percentage of people of color who held team professional administration positions increased substantially by 5.7 percentage points from 26.4 percent in 2014-2015 to 32.1 percent in 2015-2016 while the percentage of women remained the same at 36.1 percent.

There were notable declines for people of color, especially among head coaches and general managers. At the beginning of this season, 30 percent of all head coaches were coaches of color, which was a decrease from the 33.3 percent recorded in at the beginning of the 2014-2015 season. By the end of the playoffs, there were still nine (30 percent) NBA head coaches of color. NBA general managers of color decreased from six to 4 (13.3 percent) in the 2015-2016 season. Finally, the number of team presidents/CEOs of color decreased from 8.8 percent (five) in 2014-2015 to 5.3 percent (three) in 2015-2016.

Using data from the 2015 - 2016 season, TIDES conducted an analysis of racial breakdowns of the players and coaches. In addition, the Report Card includes a racial and gender breakdown of management in the NBA League Office and referees, as well as at various levels within each NBA franchise such as top management, team senior administration, team professional administration, physicians, head trainers and broadcasters. For the first time, the NBA gathered all the individual team data and transmitted it in aggregate to TIDES which then analyzed the data. The listing of owners, head coaches, team presidents and general managers of color for the 2016 Report Card was then updated to reflect changes through the end of the 2016 playoffs. The 2016 Report also has the extensive list of NBA diversity initiatives, which are in Appendix II. Tables for the Report are included in Appendix I. The co-author of the report was Theren Bullock Jr.

The Institute for Diversity and Ethics in Sport at the University of Central Florida publishes the **Racial and Gender Report Card** to indicate areas of improvement, stagnation and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletics department positions. The 2016 NBA **Racial and Gender Report Card** follows the release of the Major League Baseball RGRC. In succession, TIDES will release the **Racial and Gender Report Cards** for the National Football League, the Women's National Basketball Association, Major League Soccer and College sport. A first-ever report card of the status of women in leadership positions in international sport will be released on August 1, 2016 in advance of the 2016 Rio Olympic Games.

REPORT HIGHLIGHTS

- Michael Jordan was the majority owner of the Charlotte Hornets. Vivek Ranadive, who is from India, was the controlling owner of the Sacramento Kings. They were the first two owners of color to lead their teams in any of the major professional sports leagues.
- The percentage of white NBA players was 18.3 percent, a decrease of 5.0 percentage points from the 23.3 percent recorded in 2014-2015.
- Black players comprised 74.3 percent of all NBA players (a decrease of 0.1 of a percentage point) while 81.7 percent of players were people of color (an increase of 5.0 percentage points).
- International players comprised 22.3 percent of the NBA's players during the 2015-2016 season, which was the highest recorded percentage of international players in NBA history.
- At the start of the 2015-16 season, head coaches who were people of color represented 30 percent of all NBA head coaches, which was a decrease from the 33.3 percent recorded at the beginning of the 2014-2015 season. After changes during and at the end of the playoffs, there remained nine (30 percent) NBA head coaches of color.
- NBA general managers of color decreased from six to 4 (13.3 percent) in the 2015-2016 season.
- Assistant coaches who were people of color represented 44.3 percent of the NBA's assistant coaches, a sizable increase from 40.8 percent last season, which was the lowest recorded percent of assistant coaches of color since 2006-2007.
- Mark Tatum was appointed NBA Deputy Commissioner and Chief Operating Officer in 2014. Tatum's appointment made him the highest-ranking African-American in the league office of any of the major American professional sports.
- Kathy Behrens, President, Social Responsibility & Player Programs, is the highest-ranking woman in a men's professional sport.
- In 2015, the Sacramento Kings hired Nancy Lieberman as the second full-time female NBA assistant coach ever.
- At the NBA League Office, 35.3 percent of professional staff positions were held by people of color, a decrease from 35.4 percent at the end of the 2014-2015 season.
- Women held 39.6 percent of all professional positions in the NBA League Office, a decrease from 40.9 percent at the end of the 2014-2015 season.
- In June 2015, the NBA hired Oris Stuart as Senior Vice President, Chief Diversity and Inclusion Officer. Stuart is responsible for overseeing diversity and inclusion strategies for the NBA, WNBA, and NBA D-League.

- In June 2016, the NBA hired Byron Spruell as President, League Operations. Spruell will oversee Basketball and Referee Operations for the NBA.
- There were three Black chief executive officers and presidents on NBA teams. Those classified as Latinos and Asians and “other” ethnicities had no representation at the CEO/president positions. The percent of CEO/presidents of color decreased from 8.8 percent to 5.3 percent.
- Matina Kolokotronis (Sacramento Kings), Jeanie Buss (Los Angeles Lakers), Gillian Zucker (Los Angeles Clippers), and Irina Pavlova (Brooklyn Nets) held the role of president for NBA franchises as of the beginning of the 2015-2016 season. They were joined by Juliana Hawn Holt who was named Chairman and Chief Executive Officer of the San Antonio Spurs in March 2016. This was more than in any other of the men’s professional sports for each of the last two years.
- NBA general managers of color decreased from six to four (13.3 percent) in the 2015-2016 season. There were three Black (10 percent) general managers in the NBA. Rich Cho, General Manager of the Charlotte Hornets, remained the only Asian general manager in the history of the NBA. When hired by the Portland Trailblazers in 2010, he became the first Asian-American general manager in major American men’s professional sports.
- Women held 21.5 percent of vice president positions in the NBA at the team level, an increase of 1.2 percentage points from the 2014-2015 season. This is still a small percentage of the total team vice president positions.
- People of color held 18.2 percent of NBA team vice president positions, which increased from the 15.4 percent recorded in the 2014-2015 season and was an all-time recorded high for people of color.
- The percentage of people of color in team senior administration positions increased. The percentage of people of color who held team senior administration positions increased by 3.5 percentage points from 20 percent in 2014-2015, to 23.5 percent in 2015-2016.
- The percentage of women who held team senior administration positions decreased by 0.4 percentage points from 24 in 2014-2015 to 23.6 percent in 2015-2016. This remains a small percentage of the total team senior administration positions.
- The percentage of people of color who held team professional administration positions increased by 5.7 percentage points from 26.4 percent in 2014-2015 to 32.1 percent in 2015-2016.
- The percentage of women holding team professional administration positions remained at 36.1 percent in 2015-2016.
- The percentage of NBA team physicians who were people of color decreased significantly from 21.4 percent in 2014-2015 to 15.7 percent in 2015-2016.
- NBA officials of color decreased by 0.7 of a percentage point to 46.9 percent in 2015-2016. Of the 64 total referees, two were women, which tied an all-time high.

OVERALL GRADES

The NBA once again received men's sports only **A+** for racial hiring practices and a **B** for gender hiring practices with scores of **97.2** points (down slightly from 97.4) and **83.7** points (down substantially from 88), respectively. The overall grade was an **A** with **90.4** points, down from 92.7 in the 2015 RGRC. The NBA was the best for all three categories among the men's professional sports.

The NBA received an **A+** for racial hiring practices in the League Office, head coaches, assistant coaches, professional administration at the team level and for player opportunities. Across the League, it earned an **A-** for senior administration at the team level, a **B+** for team vice presidents, and a **B** for general managers.

The NBA received an **A-** for gender hiring practices in the League Office and a **B+** for professional administration at the team level. The NBA received a **D+** for senior administrators at the team level and an **F** for team vice presidents.

The League earned an **A+** for diversity initiatives.

GRADES BY CATEGORY

NBA Players

The percentage of white NBA players was 18.3 percent, a decrease of five percentage points from the 23.3 percent recorded in 2014-2015.

For the 2015-2016 season, 81.7 percent of the NBA's players were people of color, increasing 5.0 percentage points from the 76.7 percent recorded in 2014-2015. The percent of players who were classified as African-American or Black in the league was 74.3 percent, a decrease of 0.1 of a percentage point from the previous season. Latino players increased from 1.8 percent in 2014-2015 to 6.3 percent in 2015-2016. Asian players remained at 0.2 percent of all players, and players categorized as "other" races increased from 0.2 percent in 2014-2015 to 0.9 percent in 2015.2016.

International players comprised 22.3 percent of the NBA's players during the 2015-2016 season, which was the highest recorded percent of international players in NBA history.

NBA Grade for Players:

Race: A+ (81.7 percent)

See Table 1.

NBA League Office*

In spite of slight declines for people of color and women in professional positions, the NBA League Office continued to have the highest percentage of people of color and women who held professional positions among all league offices of American men's major professional sports that TIDES reports.

In the NBA League Office, 35.3 percent of professional staff positions were held by people of color, a decrease of 0.1 of a percentage point from 35.4 percent at the end of the 2014-2015 season. As of the end of the 2015-2016 regular season, 64.7 percent of all NBA League Office professional employees were white, 17.7 percent were African-American, 7.3 percent were Latino, 9.7 percent were Asian, and 0.6 percent were classified as "other." According to the data provided by the NBA, the percentage of white, Latino and those classified as "other" professional employees increased by 0.1, 0.1 and 0.2 of a percentage points, respectively since the 2014-15 season. The percentage of African-American professional employees decreased by 0.3 of a percentage point, while the percentage of Asian professional employees decreased by 0.1 of a percentage point since the 2014-15 season.

According to the gender employment data provided by the NBA, women comprised 39.6 percent of professional employees at the League Office during the 2015-2016 season. The percentage of women professional employees decreased by 1.3 percentage points from 40.9 percent in the 2014-2015 Report Card. All NBA League Office data was reported as of March 31, 2016.

There were 39 people of color in vice president positions during the 2015-2016 season. Notably, Mark Tatum was the NBA's Deputy Commissioner and Chief Operating Officer. He was the highest-ranking African-American in the league office of any of the major American professional sports.

There were 19 African-American men at the vice president level:

- Mark A. Tatum, Deputy Commissioner & Chief Operating Officer
- Michael A. Bantom, Executive Vice President, Referee Operations
- Emilio M. Collins, Executive Vice President, Global Partnerships
- Eric Hutcherson, Senior Vice President, Human Resources
- George C. Land Jr., Senior Vice President, Content
- Kenneth J. Payne, Senior Vice President, Events
- Jerome Pickett, Senior Vice President & Chief Security Officer
- Aaron J. Ryan, Senior Vice President, Partnership Solutions & USA Basketball
- Oris Stuart, Senior Vice President, Chief Diversity & Inclusion Officer
- Gregory B. Taylor, Senior Vice President, Player Development
- Christopher Q. Benyarko, Vice President, Product Development and Emerging Technology
- Kevin Best, Vice President, Media and Advertising
- Anshell J. Boggs, Vice President, Risk Management
- Garth Case, Vice President, CRM Technology
- John L. Daniels Jr., Vice President, Facilities & Crisis Management
- Fidelis Igiehon, Vice President, Compensation, People Operations & Technology
- Robert J. Lanier, Vice President & Assistant to the Commissioner
- Rory D. Sparrow, Vice President, Player Development
- Andrew Thompson, Vice President, Development

Malcolm Turner, who is African-American, is the President of the NBA Development League.

There were eight African-American women who held NBA vice president level positions:

- Pamela El, Executive Vice President, Chief Marketing Officer
- Kori Davis Porter, Vice President, Content and Business Operations
- Janice L. Hilliard, Vice President, Player Development

- Michelle A. Leftwich, Vice President, Assistant General Counsel
- Liliahn M. Majeed, Vice President, Team Marketing & Business Operations
- Geraldine Pamphile, Vice President, Global Media Distribution
- Leah M. Wilcox, Vice President, Player & Talent Relations
- Tatia L. Williams, Vice President, Legal and Business Affairs

There were five Asian men who held vice president positions:

- Anil George, Vice President, Senior Intellectual Property Counsel
- Hrishi Karthikeyan, Vice President, Legal and Business Affairs
- Xiao Fei Ma, Special Assistant to CEO, NBA China & Vice President, Global Strategy
- Rishi Tripathi, Vice President, Chief Information Security Officer
- Edward H. Whang, Vice President, Legal and Business Affairs

There were two Asian women who held vice president positions:

- Jennifer Chun, Senior Vice President, Global Media Distribution
- Li Li Leung, Vice President, Global Partnerships

There were four Latino vice presidents in the NBA League Office:

- Juan Uro, Executive Vice President, League Finance & Global Strategy
- Gustavo de Mello, Senior Vice President, Strategy, Planning and Integration
- Philippe Moggio, Senior Vice President, Latin America
- Jason P. Kaufman, Vice President, Market Research and Analytics

There was one vice president classified as “other” in the NBA League Office:

- Ira Reiss, Vice President, League Finance

Including Chun, El, Davis Porter, Hilliard, Leftwich, Leung, Majeed, Pamphile, Wilcox and Williams, there were 51 women at the vice president level or higher. This was reported as of March 31, 2016. The following are white women holding the position of vice president level or higher in the League Office:

- Kathleen Behrens, President, Social Responsibility & Player Programs
- Amy M. Brooks, Executive Vice President, Team Marketing & Business Operations
- Ayala Deutsch, Executive Vice President, Deputy General Counsel, NBA Properties
- Kimberly F. Bohuny, Senior Vice President, International Basketball Operations
- Melissa Anne Brenner, Senior Vice President, Digital Media
- Kelly A. Flatow, Senior Vice President, Events
- Rachel E. Jacobson, Senior Vice President, Business Development
- Christine Pantoya, Senior Vice President, Mobile Strategy
- Kerry A. Tatlock, Senior Vice President, Global Partnerships
- Susan Tohyama, Senior Vice President, Global HR Business Partners
- Nancy E. Baldwin, Vice President, Corporate Services
- Kristin Binkley, Vice President, Employee Relations
- Sona Chakamian, Vice President, International Merchandising
- Kirsten Corio, Vice President, Team Marketing & Business Operations
- Maureen Coyle, Vice President, Basketball Communications & Event Management
- Julie de Jesus-Evans, Vice President, Digital Products and League Initiatives

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- Barbara DeCristofaro, Vice President, Events
- Julie Derene, Vice President, Talent and Learning
- Janine Dugre, Vice President, Production and Creative Services
- Catherine M. Gaines, Vice President, Global Partnerships
- Amanda T. George, Vice President, Business Communications
- Lisa Goldberg, Vice President, Global Partnerships
- Elizabeth Maringer, Vice President, Assistant General Counsel
- Francesca A. Martinelli, Vice President, Broadcast Operations
- Lynn Matthews, Vice President, Global Talent Acquisition
- Carolanne E. McAuliffe, Vice President, Marketing Integration
- Stacy McWilliams, Vice President, Team Marketing & Business Operations
- Andrea Mess-Davis, Vice President, Human Resources Best Practices
- Jenna B. Mielnicki, Vice President, Partnership Solutions & Activation
- Tara Mulcahy, Vice President, Global Partnerships
- Siroui Mushegian, Vice President, IT Customer Experience
- Jeannette Neyses, Vice President, Deputy Chief Security Officer
- Lisa Piken Koper, Vice President, Global Partnerships
- Michelle C. Pujals, Vice President, Assistant General Counsel
- Rita A. Rak, Vice President, Finance & Treasurer
- Tara Gutkowski Schwartz, Vice President, Social Responsibility
- Hilary Shaev, Vice President, Marketing Operations
- Danielle Shanes, Vice President, Global Benefits
- Jennifer van Dijk, Vice President, Team Marketing & Business Operations
- Stephanie K. Vogel, Vice President, Assistant General Counsel, Deputy Chief Compliance Officer
- Nancy B. Zellner, Vice President, Benefits

**This data represents US-based NBA employees only*

NBA Grade for League Office:

Race:	A+	(35.3 percent)
Gender:	A-	(39.6 percent)

See Table 2.

NBA Teams

Owners

As of the 2015 NBA RGRC, the methodology for collecting data for team ownership included chairpersons and minority owners listed by the team.

Michael Jordan was the majority owner of the Charlotte Hornets. Vivek Ranadive, who is from India, was the controlling owner of the Sacramento Kings. The 2014-2015 season was the first time in the history of major professional sports in America that there were two majority owners of color leading their teams.

Karen Gail Miller was majority owner of the Utah Jazz. Jeanie Buss was the controlling owner of the Los Angeles Lakers. Juliana Hawn Holt was majority owner of the San Antonio Spurs.

The following is a list of minority owners who were people of color:

- Grant Hill, Atlanta Hawks (African-American)
- Dr. James I. Cash Jr., Boston Celtics (African-American)
- Claude Alexander, Charlotte Hornets (African-American)
- Les King, Charlotte Hornets (African-American)
- Cornell Haynes Jr. (“Nelly”), Charlotte Hornets (African-American)
- Bob Johnson, Charlotte Hornets (African-American)
- Felix Sabates, Charlotte Hornets (Latino)
- Bob Washington, Charlotte Hornets (African-American)
- Dr. Spurgeon Webber III, Charlotte Hornets (African-American)
- Fred Whitfield, Charlotte Hornets (African-American)
- Dennis Wong, Los Angeles Clippers (Asian)
- Patrick Soon-Shiong, Los Angeles Lakers (Asian)
- Michael Barber, Milwaukee Bucks (African-American)
- Virgis Colbert, Milwaukee Bucks (African-American)
- Valerie Daniels-Carter, Milwaukee Bucks (African-American)
- Charles Harvey, Milwaukee Bucks (African-American)
- Corey Nettles, Milwaukee Bucks (African-American)
- James Lassiter, Philadelphia 76ers (African-American)
- Will Smith, Philadelphia 76ers (African-American)
- Jada Pinkett-Smith, Philadelphia 76ers (African-American)
- Jahm Najafi, Phoenix Suns (Asian)
- Raj Bhatl, Sacramento Kings (Asian)
- Shaquille O’Neal, Sacramento Kings (African-American)
- David Robinson, San Antonio Spurs (African-American)
- Raul Fernandez, Washington Wizards (Latino)
- Dr. Sheila Johnson, Washington Wizards (African-American)
- Lizhang Jiang, Minnesota Timberwolves (Asian)*

* *obtained ownership after the season ended.*

The following women were minority owners during the 2015-2016 season:

- Lynn Beck Simonini, Charlotte Hornets
- Valerie Daniels-Carter, Milwaukee Bucks (African-American)
- Jada Pinkett-Smith, Philadelphia 76ers (African-American)
- Dr. Sheila Johnson, Washington Wizards (African-American)

See Table 3.

Head Coaches

At the start of 2015-2016 NBA season, the total number of head coaches of color decreased by one from the start of the 2014-2015 season. Overall, people of color represented 30 percent of all NBA head

coaches compared to the 33.3 percent recorded at the start of the 2014-2015 season. African-Americans represented 26.7 percent of all head coaches, a decrease of 3.3 percentage points from the 30 percent recorded at the start of the 2014-2015 season. Erik Spoelstra of the Miami Heat remained the only Asian head coach and has been for the past eight seasons.

The number of white head coaches increased to 70 percent at the beginning of the 2015-2016 season from 66.7 percent in 2014-2015.

The eight African-American head coaches at the start of the 2015-2016 NBA season were:

- Glenn “Doc” Rivers, Los Angeles Clippers
- Jason Kidd, Milwaukee Bucks
- Alvin Gentry, New Orleans Pelicans
- Dwane Casey, Toronto Raptors
- Derek Fisher, New York Knicks
- Lionel Hollins, Brooklyn Nets
- Byron Scott, Los Angeles Lakers
- Sam Mitchell, Minnesota Timberwolves

The following African-American coaches were hired during the 2015-2016 regular season:

- J.B. Bickerstaff, Houston Rockets*
- Tyronn Lue, Cleveland Cavaliers
- Earl Watson, Phoenix Suns
- Tony Brown, Brooklyn Nets*

**These coaches were hired as interim head coaches during the 2015-2016 season.*

By the time the 2016 playoffs ended, the following African-American coaches had been let go:

- Lionel Hollins, Brooklyn Nets
- Derek Fisher, New York Knicks
- Sam Mitchell, Minnesota Timberwolves
- Byron Scott, Los Angeles Lakers
- J.B. Bickerstaff, Houston Rockets*
- Tony Brown, Brooklyn Nets*

And the following African-American coaches were hired by the end of the 2016 playoffs:

- Nate McMillan, Indiana Pacers
- David Fizdale, Memphis Grizzlies

Erik Spoelstra, head coach of the Miami Heat since 2008, is Filipino-American.

Thus, at the end of the season, there were nine (30 percent) coaches of color leading NBA teams.

NBA Grade for Head Coaches:

Race: A+ (30 percent)

See Tables 4 and 5.

Assistant Coaches

The percentage of NBA assistant coaches of color in the 2015-2016 season was 44.3 percent, an increase of 3.5 percentage points from the 2014-2015 season of 40.8 percent. The percentage of African-American assistant coaches increased by 3.3 percentage points to 43 percent. There was one Asian and one Latino assistant coach for the 2015-16 season.

For the first time in NBA history, there were two women assistant coaches. At the beginning of the 2014 season, the San Antonio Spurs hired Rebecca “Becky” Hammon as the first full-time female NBA assistant coach ever. In July 2015, Nancy Lieberman was hired by the Sacramento Kings as an assistant coach, becoming the second female assistant coach in NBA history. No other men’s professional league has ever had a female assistant coach coaching for a season.

NBA Grade for Assistant Coaches:

Race: A+ (44.3 percent)

See Table 6.

Team Top Management

Presidents and Chief Executive Officers

There were three Black top executives in management positions in NBA front offices at the beginning of the 2015-2016 season. The three CEO/Presidents who were Black represented 5.3 percent holding these positions, which was a decrease of 1.7 percentage points from the seven percent in 2014-2015. These positions include team presidents and chief executive officers. Terdema Ussery resigned after having held the role of both CEO and President since 1997.

The Black team presidents included:

- Fred Whitfield, President and Chief Operating Officer, Charlotte Hornets
- Masai Ujiri, President and General Manager, Toronto Raptors*
- Glenn “Doc” Rivers, President of Basketball Operations

**Masai Ujiri is from Nigeria*

There were four female top executives of NBA teams during the 2015-2016 season:

- Matina Kolokotronis, President of Business Operations, Sacramento Kings
- Jeanie Buss, President/Governor of the Los Angeles Lakers
- Gillian Zucker, President of Business Operations, Los Angeles Clippers.
- Irina Pavlova, President of ONEXIM Sports and Entertainment Holdings, which serves as a conduit between the Brooklyn Nets management and team ownership.

They were joined by Juliana Hawn Holt who was named Chairman and Chief Executive Officer of the San Antonio Spurs in March 2016.

+NBA Grade for CEOs/Presidents:
Race: F (5.3 percent)

+ Not calculated in final grade.

See Table 7.

General Managers

There were four people of color serving as the top player personnel executive for NBA teams, which accounted for 13.3 percent of the total of top player personnel executives. This was two less than in the 2014-2015 season. Included in top player personnel executives were general managers, directors of player personnel, and presidents of basketball operations. The four people of color serving in these positions at the beginning of the season were:

Black (10 percent):

- Dell Demps, Senior Vice President Basketball Operations and General Manager, New Orleans Pelicans
- Steve Mills, General Manager, New York Knicks
- Masai Ujiri, President and General Manager, Toronto Raptors*

**Masai Ujiri is from Nigeria*

Asian (3.3 percent):

- Rich Cho, General Manager, Charlotte Hornets

There has never been a Latino or female general manager.

By the end of the playoffs, these same people held the position with no other changes in the NBA.

NBA Grade for General Managers:
Race: B (13.3 percent)

See Table 8.

Team Vice Presidents

African-Americans comprised 12.7 percent of NBA team vice president positions at the beginning of the 2015-16 season. This was an increase of 1.8 percentage points from the 2014-2015 season. The percent of Asian vice presidents increased 0.9 of a percentage point from 1.2 percent in 2014-2015 to 2.1 percent in 2015-2016. The percent of Latinos holding vice president positions increased 0.8 of a percentage point

from 2.2 percent in 2014-2015 to 3.0 percent in 2015-2016. Overall, people of color held 18.2 percent of NBA vice president positions, which increased from the 15.4 percent recorded in the 2014-2015 season and was an all-time recorded high for people of color.

Women held 21.5 percent of vice president positions at the NBA team level, which was an increase of 1.2 percentage points from the 2014-2015 season and setting an all-time recorded high for women vice president at the team level. Despite of the increase to 21.5 percent in the 2015-2016 season, the gender grade for the vice president position at the team level was still an F showing there was still much need for improvement.

There were 55 NBA team vice presidents who were African-American and 21 of whom were women.

There were 34 male African-American vice presidents on NBA teams:

- Seth Bennett, Senior Vice President, Marketing, Entertainment, and Interactive Media, Charlotte Hornets
- Ronnie Bryant, Vice President of Information Technology, Charlotte Hornets
- Joe Pierce, Vice President and General Counsel, Charlotte Hornets
- James Jordan, Executive Vice President of Operations, Charlotte Hornets
- Marc Jackson, Vice President, Ticket Sales, Charlotte Hornets
- David Lee, Vice President, Corporate Partnerships and Business Development, Atlanta Hawks
- Garin Narain, Vice President of Public Relations, Atlanta Hawks
- Dominique Wilkins, Vice President of Basketball, Atlanta Hawks
- David Tann, Vice President, Creative Director, Atlanta Hawks
- Garrick Amos, VP STSR and Assistant General Manager, Miami Heat
- Michael McCullough, Executive Vice President, CMO, Miami Heat
- Alonzo Mourning, Vice President, Player Programs, Miami Heat
- Walt Perrin, Vice President, Player Personnel, Utah Jazz
- Chris Bernard, Vice President, Player Development and Team Operations, New York Knicks
- Jamaal Lesane, Vice President, Vice President Legal & Business Affairs, Team & Sports Operations, New York Knicks
- Earvin Johnson, Vice President, Los Angeles Lakers
- Scott Perry, Vice President, Assistant GM, Orlando Magic
- Tomago Collins, Vice President, Communications, Denver Nuggets
- Quinn Buckner, Vice President of Communications, Indiana Pacers
- Carl Daniels, Vice President of Player Relations, Indiana Pacers
- Dell Demps, Senior Vice President of Basketball Operations/General Manager, New Orleans Pelicans
- Troy Weaver, Vice President, Assistant General Manager, Oklahoma City Thunder
- Keith Jones, Senior Vice President of Basketball Operations, Houston Rockets
- Mark West, Vice President, Player Relations, Phoenix Suns
- Michael Lewellen, Vice President, Communications and Public Engagement, Portland Trail Blazers
- Anthony Jones-Deberry, Vice President, Premium Seating, Portland Trail Blazers
- David Kelly, Vice President and General Counsel, Golden State Warriors
- Ed Tapscott, Vice President of Player Programs, Washington Wizards
- Frank Ross, Vice President of Player Personnel, Washington Wizards
- Tyrel Kirkham, Vice President, Global Merchandising, Brooklyn Nets

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- Randy Lewis, Vice President, Global Marketing, Brooklyn Nets
- Brandon D. Williams, 76ers Basketball Operations/General Manager 87ers, Philadelphia 76ers
- Jason Wiley, Vice President, Integrated Marketing & Content, Philadelphia 76ers
- Marc Eversley, Vice President, Player Personnel, Philadelphia 76ers

There were 21 female African-American vice presidents on NBA teams:

- Kareeda Chones-Aguam, Vice President, Business Strategy and Activation, Milwaukee Bucks
- Sonia Harty, Vice President, Human Resources, Miami Heat
- Joyce Jelks, Vice President, Human Resources, Brooklyn Nets
- Rhonda Curry, Vice President, Human Resources, Charlotte Hornets
- Marlene Hendricks, Vice President of Guest Services and Event Staffing, Charlotte Hornets
- Donna P. Julian, Senior Vice President of Arena and Event Operations/General Manager, Charlotte Hornets
- Dashawnda Brown, Vice President of Corporate Hospitality Service, New York Knicks
- Shirley Short, Vice President of Merchandise and Sports, New York Knicks
- Carlissa Henry, Vice President of Sales and Operations, Phoenix Suns
- Gail Hunter, Vice President of Public Affairs and Event Management, Golden State Warriors
- Lisa Tomlinson, Vice President of Human Resources, Golden State Warriors
- Nzinga Shaw, Chief Diversity and Inclusion Officer, Atlanta Hawks
- Melissa Proctor, Vice President of Brand Strategy, Atlanta Hawks
- Shelly Cayette, Vice President of Partnership Marketing, Cleveland Cavaliers
- Dionna Widder, Vice President of Sales and Services, Cleveland Cavaliers
- Denise Booth, Vice President of Community Relations and Player Programs, Los Angeles Clippers
- Nicole Duckett Fricke, Vice President & General Counsel, Los Angeles Clippers
- Anetria Knowles, Vice President of Human Resources, Memphis Grizzlies
- Diane Terrel, Vice President of Community Engagement & Executive Directory Memphis Grizzlies Foundation, Memphis Grizzlies
- Tyneeha Rivers, Vice President, Human Resources, Philadelphia 76ers
- Sasha Jones, Vice President, Community Relations, Washington Wizards

There were nine Latino vice presidents:

- Ron Velazquez, Vice President of Ticket Operations, Cleveland Cavaliers
- Gersson Rosas, Executive Vice President, Basketball Operations, Houston Rockets
- Andy Montero, Vice President, Retail Business and Development, Miami Heat
- Jeremy Castro, Vice President of Broadcasting, Utah Jazz
- Anthony Perez, Vice President of Business Strategy, Orlando Magic
- Carlos Montoya, Senior Counsel, Philadelphia 76ers
- Bobby Perez, Senior Vice President, General Counsel, Corporate Relations, San Antonio Spurs
- Juan Rodriguez, Senior Vice President of Arena Operations, Sacramento Kings
- Ryan Montoya, Senior Vice President of Innovation and Technology, Sacramento Kings

There were four Latina vice presidents:

- Elisa Padilla, Senior Vice President of Marketing, Brooklyn Nets
- Diane Gonzalez-Ferranti, Vice President, Creative Services, Detroit Pistons
- Lisa Estrada, Vice President of Entertainment and Facilities, Los Angeles Lakers

- Joelle Terry, Vice President, Communications, Sacramento Kings

There were five Asian men serving as vice president of an NBA team:

- Rich Cho, Executive Vice President and General Manager, Charlotte Hornets
- Raymond Ortegaso, Vice President of Human Relations, Los Angeles Clippers
- Sachin Gupta, Vice President of Basketball Operations, Philadelphia 76ers
- Ravi Shah, Vice President of Strategy, Philadelphia 76ers
- Matt Eclavea, Vice President, Technology, Sacramento Kings

There were four Asian woman serving as vice president of an NBA team:

- Alberta Lee, Vice President of Human Resources, Cleveland Cavaliers
- Mozelle Jackson, Executive Vice President, Chief Financial Officer, Cleveland Cavaliers
- Christina Song, Vice President, Business and Legal Affairs, New York Knicks
- Jennifer Cabalquinto, Chief Financial Officer, Golden State Warriors

As of the start of the 2015-2016 season, there were 19 teams with more than one vice president of color: Atlanta Hawks, Brooklyn Nets, Charlotte Hornets, Cleveland Cavaliers, Golden State Warriors, Houston Rockets, Indiana Pacers, Los Angeles Clippers, Los Angeles Lakers, Memphis Grizzlies, Miami Heat, New York Knicks, Orlando Magic, Philadelphia 76ers, Phoenix Suns, Portland Trailblazers, Sacramento Kings, Washington Wizards and Utah Jazz.

Overall, there were 93 (21.5 percent) female vice presidents of all races. The female vice presidents on NBA teams were:

- Jamie Morningstar, Vice President, Ticket Sales and Services, Milwaukee Bucks
- Kelly Kauffman, Senior Vice President, Human Resources, Milwaukee Bucks
- Alicia Dupies, Vice President of Community Relations, Milwaukee Bucks
- Heather Denton, Vice President of Player Relations, Milwaukee Bucks
- Kareeda Chones-Aguam, Vice President, Business Strategy and Activation, Milwaukee Bucks
- Susan Goodenow, Vice President, Branding & Communications, Chicago Bulls
- Leslie Forman, Vice President of Chicago Bulls Charities, Chicago Bulls
- Nancy Reinsdorf, President, Chicago Bulls Charities, Chicago Bulls
- Mozelle Jackson, Executive Vice President/Chief Financial Officer, Cleveland Cavaliers
- Alberta Lee, Vice President of Human Resources, Cleveland Cavaliers
- Shelly Cayette, Vice President of Partnership Marketing, Cleveland Cavaliers
- Tracy Marek, Senior Vice President, Chief Marketing Officer, Cleveland Cavaliers
- Dionna Widder, Vice President, Sales & Services, Cleveland Cavaliers
- Mackenzie Henderson, Vice President, Ticket Sales and Advertising, Boston Celtics
- Raquel Libman, Executive Vice President, General Counsel, Miami Heat
- Jennifer Mallery, Vice President, Ticket Operations and Strategic Planning, Miami Heat
- Kim Stone, Executive Vice President, General Manager, American Airlines Arena, Miami Heat
- Sonia Harty, Vice President, Human Resources, Miami Heat
- Vered Yakovee, Vice President of Retail Business & Development, Miami Heat
- Donna Julian, Senior Vice President, Arena & Event Operations, Charlotte Hornets
- Rhonda Curry, Vice President, Human Resources, Charlotte Hornets
- Marlene Hendricks, Vice President, Guest Services & Event Staffing, Charlotte Hornets
- Erica Rau, Vice President, Marketing, Sacramento Kings

RICHARD E. LAPCHICK, DIRECTOR

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MAKING WAVES OF CHANGE

- Stacy Wegzyn, Vice President of Human Resources, Sacramento Kings
- Joelle Terry, Vice President, Communications, Sacramento Kings
- Janet Dutch, Senior Vice President, Marketing Sports, New York Knicks
- Shirley Short, Vice President, Merchandise and Sports, New York Knicks
- Lisa Aulebach, Vice President Account Planning, New York Knicks
- Vicki Shapiro, Vice President Digital, New York Knicks
- Rebecca Taylor, Vice President, MSG Photo Services, New York Knicks
- Jeanie Baumgartner, Vice President, Marketing Operations, MSG, New York Knicks
- Christina Song, Vice President, Legal & Business Affairs, New York Knicks
- Courtney Jeffries, Vice President, Service & Retention, New York Knicks
- Dashawnda Brown, Vice President, Corporate Hospitality Service, New York Knicks
- Laura Lash, Vice President, Business Operations, New York Knicks
- Marie Chindamo, Executive Vice President of Human Resources, Brooklyn Nets
- Elisa Padilla, Senior Vice President, Global Marketing, Brooklyn Nets
- Kari Cohen, Vice President & Assistant General Counsel, Brooklyn Nets
- Joyce Jelks, Vice President, Human Resources, Brooklyn Nets
- Deb Dowling-Canino, Vice President, Community Relations & Fan Development, Denver Nuggets
- Molly Daniels, Vice President, Human Resources, Denver Nuggets
- Billi Capra, Vice President, Broadcast Services, Denver Nuggets
- Lisa Johnson, Vice President of Basketball Administration, Denver Nuggets
- Catherine Young Carlson, Vice President, Corporate Partnership Activation, Orlando Magic
- Lisa Cotter, Vice President of Marketing, Orlando Magic
- Audra Hollifield, Senior Vice President of Human Resources, Orlando Magic
- Linda Landman Gonzalez, Vice President, Philanthropy & Multicultural Insights, Orlando Magic
- Julie Graue, Vice President, Business Operations and Sales, Indiana Pacers
- Donna Wilkinson, Vice President, Human Resources, Indiana Pacers
- Mel Raines, Senior Vice President, Facilities Operations, Indiana Pacers
- Gayle Benson, Executive Officer, New Orleans Pelicans
- Vicky Neumeyer, Senior Vice President, General Counsel, New Orleans Pelicans
- Lara Price, Senior Vice President of Business Operations, Philadelphia 76ers
- Susan Williamson, Vice President, Brand & Fan Development, Philadelphia 76ers
- Katie O'Reilly, Vice President, Business Development, Philadelphia 76ers
- Tyneeha Rivers, Vice President, Human Resources, Philadelphia 76ers
- Diane Gonzalez-Ferranti, Vice President, Creative Services, Detroit Pistons
- Shannon Hosford, Vice President, Marketing and Communications, Toronto Raptors
- Teresa Resch, Vice President of Basketball Operations/Player Development, Toronto Raptors
- Gretchen Sheirr, Vice President, Sales & Services, Houston Rockets
- Tammy Turner, Vice President of Human Resources & Corporate Administration, San Antonio Spurs
- Lori Warren, Senior Vice President, Corporate Finance & Strategy, San Antonio Spurs
- Julie Fie, Vice President, Basketball Communications, Phoenix Suns
- Karen Rausch, Vice President, Human Resources, Phoenix Suns
- Maria Baier, Senior Vice President, Communications & Public Affairs, Phoenix Suns
- Carlissa Henry, Vice President, Sales & Operations, Phoenix Suns
- Melissa Goldenberg, Vice President, General Counsel, Phoenix Suns
- Katy Semtner, Vice President, Human Resources, Oklahoma City Thunder

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MAKING WAVES OF CHANGE

- Christine Berney, Vice President, Community Relations, Oklahoma City Thunder
- Lindsay Milne, Vice President of Marketing, Minnesota Timberwolves
- Cheri Hanson, Vice President, Team Relations, Portland Trail Blazers
- Sarah Petrone, Vice President of Human Resources, Portland Trail Blazers
- Christa Stout, Vice President of Social Responsibility, Portland Trailblazers
- Sashia Jones, Vice President, Community Relations, Washington Wizards
- Kelly Skoloda, Sr. Vice President, People & Culture, Washington Wizards
- Michelle Trostle, Sr. Vice President, Administration, Washington Wizards
- Gail Hunter, Vice President, Public Affairs & Event Management, Golden State Warriors
- Lisa Tomlinson, Vice President, Human Resources, Golden State Warriors
- Jennifer Cabalquinto, Chief Financial Officer, Golden State Warriors
- Lesley Berry, Vice President, Marketing & Communications, Dallas Mavericks
- Sarah Melton, Vice President, Basketball Communications, Dallas Mavericks
- Denise Booth, Vice President of Community Relations and Player Programs, Los Angeles Clippers
- Nicole Duckett Fricke, Vice President & General Counsel, Los Angeles Clippers
- Chris Leotis, Vice President and Chief Financial Officer, Los Angeles Clippers
- Veronica Lawlor, Vice President of Ticket Sales & Operations, Los Angeles Lakers
- Lisa Estrada, Vice President of Entertainment & Facilities, Los Angeles Lakers
- Anetria Knowles, Vice President of Human Resources, Memphis Grizzlies
- Diane Terrel, Vice President of Community Engagement & Executive Director Memphis Grizzlies Foundation, Memphis Grizzlies
- Melissa Proctor, Vice President, Brand Strategy, Atlanta Hawks
- Nzinga Shaw, Chief Diversity & Inclusion Officer, Atlanta Hawks
- Emily Justice, Vice President of Events, Utah Jazz
- Michelle Smith, Vice President, Partner Services & Integration, Utah Jazz
- Meikle LaHue, Vice President, Game Operations, Utah Jazz

The New York Knicks led the NBA with ten female vice presidents. The Cleveland Cavaliers, Milwaukee Bucks, Miami Heat and Phoenix Suns were tied for second with five female vice presidents. The following teams each had four female vice presidents: Brooklyn Nets, Denver Nuggets, Philadelphia 76ers and Orlando Magic. The following eight teams had three female vice presidents: Charlotte Hornets, Chicago Bulls, Indiana Pacers, Los Angeles Clippers, Portland Trailblazers, Sacramento Kings, Utah Jazz, Washington Wizards and Indiana Pacers.

NBA Grade for Team Vice Presidents:

Race: B+ (18.2 percent)
Gender: F (21.5 percent)

See Table 9.

Team Senior Administrators

The percentages of people of color in team senior administration positions increased while that for women decreased. People of color represented 23.5 percent of team senior administration positions as

of the beginning of the 2015-2016 NBA season, up from 20 percent in 2014-2015. African-Americans held 14 percent of team senior administration positions while Latinos held 4.8 percent, Asians held 3.3 percent and people of “other” races held the remaining 1.4 percent of these positions. The percent of people of color in team senior administration positions increased for Asians, Latinos and people of “other” races, and decreased for African-Americans.

There was a decrease in the percentage of women in team senior administration positions from 24 percent in 2014-2015 to 23.6 percent in 2015-2016. Women remained vastly underrepresented here.

This category included the following titles (but was not restricted to) director, assistant general manager, chief legal counsel, chief operating officer, and chief financial officer.

NBA Grade for Team Senior Administrators

Race: A- (23.5 percent)
Gender: D+ (23.6 percent)

See Table 10.

Team Professional Administration

At the beginning of the 2015-2016 season, people of color held 32.1 percent of team professional administration positions for NBA teams. This was an increase of 5.7 percentage points from last year’s mark of 26.4 percent. African-Americans comprised 18.4 percent of team professional administration positions, Latinos accounted for 7.7 percent, Asians held 4.0 percent and those classified as “other” races comprised the remaining 2.0 percent of these positions. In the 2014-2015 season, African-Americans held 15.7 percent, Latinos held 6.5 percent, Asians held 3.1 percent and those classified as “other” races held the remaining 1.2 percent of the team professional administration positions.

The percentage of women holding team professional administration positions stayed the same at 36.1 in 2015-2016.

Positions categorized as team professional administration included, but were not restricted to titles similar to manager, coordinator, supervisor or administrator. This category excludes the traditional support staff positions such as secretaries, administrative assistants, staff assistants and receptionists.

NBA Grade for Team Professional Administration

Race: A+ (32.1 percent)
Gender: B+ (36.1 percent)

See Table 11.

Physicians

The percentage of NBA team physicians who were people of color decreased from 21.4 percent in 2014-2015 to 15.7 percent in 2015-16.

During the 2015-2016 season, African-Americans held 6.1 percent and Asians held 9.6 percent of physician positions, respectively. In the 2014-2015 season, African-Americans and Asians both held 7.1 percent.

The percentage of women NBA team physician positions increased from 3.6 percent in 2014-2015 to 5.2 percent for the 2015-2016 season.

NBA team physicians included, but were not limited to the following positions: orthopedist, internist, dentist, cardiologist, and ophthalmologist.

See Table 12.

Head Athletic Trainers

At the beginning of the 2015-2016 season, the percent of NBA head athletic trainers of color stayed the same as the 33.3 percent reported during the 2014-2015 season. African-American trainers accounted for 26.7 percent of all head athletic trainers. Latinos and Asians represented the remaining 6.6 percent with 3.3 percent each.

There were no women who served as NBA head athletic trainers in the 2015-2016 season.

See Table 13.

Radio/TV Broadcasters

The percentage of people of color holding radio and television broadcasting positions increased by 0.1 of a percentage point bringing the total percentage of people of color to 31.2 percent for 2015-2016. African-Americans accounted for 20.6 percent of the radio and television broadcast positions, while Latinos and Asians accounted for 10.0 percent and 0.6 percent, respectively.

Women accounted for 5.9 percent of NBA radio and television broadcast positions, an increase of 2.7 percentage points from the 3.2 percent recorded during the 2014-2015 season.

See Table 14.

Referees

As of March 31, 2016, 46.9 percent of NBA referees were people of color, which was a 0.7 percentage point decrease from the previous report. The percent of African-American NBA referees decreased by 0.7

of a percentage point to 45.3 percent of total referees. There was one Latino referee at the beginning of the 2015-2016 season, the same as in the previous year.

Violet Palmer and Dee Kanter were signed by the NBA in 1997 to become the first female referees in U.S. major men's professional sport history. Palmer and Lauren Holtkamp were the two female referees in the NBA in 2015-16, accounting for 3.1 percent of all NBA referees, which is a 0.1 increase of a percentage point from the previous year.

See Table 15.

NBA Diversity Initiatives

The NBA had an outstanding variety of diversity initiatives impacting a number of areas including employee training and development, employee recruitment, vendor diversity and community relations, as outlined in Appendix II.

In addition, in June 2015, the NBA hired Oris Stuart as Chief Diversity and Inclusion Officer. Stuart is responsible for overseeing diversity and inclusion strategies for the NBA, WNBA, and NBA D-League.

NBA Grade for Diversity Initiatives: A+

HOW GRADES WERE CALCULATED

As in previous reports, the 2015-2016 Racial and Gender Report Card data demonstrated that there is a smaller proportion of people of color working in the front offices of NBA franchises and the NBA League Office as compared to the proportion of people of color competing in the NBA. Communicating this to the public, however, can be difficult without the proper perspective. In order to ease the communication process, The Institute issues letter grades in relation to overall demographics in the United States. Federal affirmative action policies state that the percentage of a particular race in the workplace should reflect the percentage of the composition of the U.S. population. Currently, 24 percent of the U.S. population is comprised of people of color, thus an **A** was achieved if 24 percent of the positions were held by people of color. A position was determined to have earned a **B** if people of color held 12 percent of the positions, and a **C** was earned if people of color held only 9 percent of positions. Positions in which people of color held only six percent of positions earned a **D**, and any position below six percent was deemed to have earned a grade of **F**.

For issues of gender, an **A** is earned if 40 percent of the employees of a particular position were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for any position in which women comprise less than 22 percent of the available positions. Similar to the racial standards, the 40 percent threshold 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

A research team at The Institute for Diversity and Ethics in Sport (TIDES) collected all data in the University of Central Florida's DeVos Sport Business Management Graduate Program.

Using data from the 2015 - 2016 season, TIDES conducted an analysis of racial breakdowns of the players and coaches. In addition, the Report Card includes a racial and gender breakdown of management in the NBA League Office and referees, as well as at various levels within each NBA franchise such as top management, team senior administration, team professional administration, physicians, head trainers and broadcasters. For the first time, the NBA gathered all the individual team data and transmitted it in aggregate for TIDES which then analyzed the data. The listing of owners, head coaches, team presidents and general managers of color for the 2016 Report Card was then updated to reflect changes through the end of the 2016 playoffs. Grades, however, were calculated according to the reporting periods noted herein.

The 2016 Report also has the extensive list of NBA diversity initiatives, which are in Appendix II. Tables for the Report are included in Appendix I. The co-author of the report was Theren Bullock Jr.

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 full 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 tenth time the Report Card is being issued sport-by-sport; the 2015-2016 report for MLB has already been released. The complete Racial and Gender Report Card, including all the leagues, will be issued after the release of subsequent individual reports on the WNBA, MLS and College Sport.

The ***Racial and Gender Report Card*** is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF. (Until 1998, the report was known as the *Racial Report Card*.) In addition to Lapchick, Theren Bullock Jr. contributed greatly to the completion of the 2015-2016 NBA Racial and Gender Report Card. Erin Davison and Caryn Grant were instrumental in the editing process.

The Institute for Diversity and Ethics in Sport (TIDES)

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

The Institute's founder and director is Dr. Richard Lapchick, a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sport and social 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 280 colleges and universities that helps student-athletes complete their college degrees while serving their communities on issues such as diversity and inclusion, 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 social issues in sport. It offers a dual-degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition to the

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

APPENDIX I

Players					
	%	#		%	#
2015-2016			2004-2005		
White	18.3%	82	White	22.8%	98
African-American	74.3%	333	African-American	73.0%	313
Latino	6.3%	28	Latino	2.1%	9
Asian	0.2%	1	Asian	0.7%	3
Other	0.9%	4	Other	1.4%	6
International	22.3%	100	International	18.9%	81
Total		448	Total		429
2014-2015			2003-2004		
White	23.3%	104	White	22.2%	91
African-American	74.4%	332	African-American	75.9%	311
Latino	1.8%	8	Latino	1.2%	5
Asian	0.2%	1	Asian	0.7%	3
Other	0.2%	1	Other	0.0%	0
International	21.3%	95	International	16.6%	68
Total		446	Total		410
2013-2014			2001-2002		
White	19.5%	89	White	20.0%	x
African-American	77.0%	351	African-American	78.0%	x
Latino	3.1%	14	Latino	1.0%	x
Asian	0.2%	1	Asian	<1	x
Other	0.2%	1	Other	0.0%	x
International	20.6%	94			
Total		456	2000-2001		
2012-2013			White	21.0%	x
White	19.0%	87	African-American	78.0%	x
African-American	76.3%	350	Latino	1.0%	x
Latino	4.4%	20	Other	0.0%	x
Asian	0.2%	1			
Other	0.2%	1	1999-2000		
International	18.7%	86	White	22.0%	x
Total		459	African-American	78.0%	x
2011-2012			Latino	<1%	x
White	18.2%	79	Other	0.0%	x
African-American	78.1%	339			
Latino	3.2%	14	1998-1999		
Asian	0.2%	1	White	21.0%	x
Other	0.2%	1	African-American	78%	x
International	16.8%	73	Latino	1.0%	x
Total		434	Other	0.0%	x
2010-2011			1997-1998		
White	16.7%	75	White	23.0%	x
African-American	77.7%	348	African-American	77%	x
Latino	4.5%	20	Latino	<1%	x
Asian	0.7%	3	Other	0.0%	x
Other	0.4%	2			
International	17.0%	76	1996-1997		
Total		448	White	20.0%	x
2009-2010			African-American	79.0%	x
White	18.4%	81	Latino	<1%	x
African-American	76.9%	339	Other	<1%	x
Latino	3.2%	14			
Asian	0.7%	3	1995-1996		
Other	0.9%	4	White	20.0%	x
International	18.4%	81	African-American	80.0%	x
Total		441	Latino	0.0%	x
2008-2009			Other	<1%	x
White	18.2%	82			
African-American	77.3%	348	1994-1995		
Latino	3.1%	14	White	18.0%	x
Asian	0.7%	3	African-American	82.0%	x
Other	0.7%	3	Latino	0.0%	x
International	17.6%	79	Other	0.0%	x
Total		450			
2007-2008			1993-1994		
White	19.6%	89	White	21.0%	x
African-American	75.6%	343	African-American	79.0%	x
Latino	3.3%	15	Latino	0.0%	x
Asian	0.4%	2	Other	0.0%	x
Other	1.1%	5			
International	17.8%	81	1992-1993		
Total		454	White	23.0%	x
2006-2007			African-American	77.0%	x
White	20.7%	91	Latino	0.0%	x
African-American	75.0%	330			
Latino	3.0%	13	1991-1992		
Asian	0.5%	2	White	25.0%	x
Other	0.9%	4	African-American	75.0%	x
International	18.6%	82	Latino	0.0%	x
Total		440	Other	0.0%	x
2005-2006					
White	22.5%	97	1990-1991		
African-American	72.9%	315	White	28.0%	x
Latino	3.0%	13	African-American	72.0%	x
Asian	0.5%	2	Latino	0.0%	x
Other	1.2%	5			
International	19.0%	82	1989-1990		
Total		432	White	25.0%	x
			African-American	75.0%	x
			Latino	0.0%	x

Table 1

League Office: Professional Employees					
	%	#		%	#
2015-2016			2005-2006		
White	64.7%	547	White	67.0%	492
African-American	17.7%	150	African-American	19.5%	143
Latino	7.3%	62	Latino	7.1%	52
Asian	9.7%	82	Asian	6.3%	46
Other	0.6%	5	Other	0.1%	1
Women	39.6%	335	Women	40.6%	298
People of Color Total	35.3%	299	People of Color Total	33.0%	242
Total		846	Total		734
2014-2015			2004-2005		
White	64.6%	509	White	68.3%	474
African-American	18.0%	142	African-American	18.3%	127
Latino	7.2%	57	Latino	6.9%	48
Asian	9.8%	77	Asian	6.3%	44
Other	0.4%	3	Other	0.1%	1
Women	40.9%	322	Women	41.9%	291
People of Color Total	35.4%	279	People of Color Total	31.7%	220
Total		788	Total		694
2013-2014			2003-2004		
White	64.9%	481	White	70.7%	484
African-American	17.9%	133	African-American	18.8%	129
Latino	7.0%	52	Latino	5.7%	39
Asian	9.9%	73	Asian	4.8%	33
Other	0.3%	2	Other	0.0%	0
Women	40.9%	303	Women	44.2%	303
People of Color Total	35.1%	260	People of Color Total	29.3%	201
Total		741	Total		685
2012-2013			2001-2002		
White	64.3%	452	White	85.0%	459
African-American	18.3%	129	African-American	2.0%	11
Latino	6.3%	44	Latino	7.2%	39
Asian	10.8%	76	Asian	5.6%	30
Other	0.3%	2	Other	0.2%	1
Women	41.1%	289	Women	48.0%	259
People of Color Total	35.7%	251	People of Color Total	15.0%	81
Total		703	Total		540
2011-2012			1999-2000		
White	66.0%	416	White	75%	434
African-American	18.1%	114	African-American	18%	105
Latino	6.5%	41	Latino	4%	25
Asian	9.2%	58	Asian	3%	15
Other	0.2%	1	Other	0%	1
Women	41.9%	264	Women	42%	246
People of Color Total	34.0%	214	People of Color Total	25%	146
Total		630	Total		580
2010-2011			1997-1998		
White	66.0%	472	White	78%	415
African-American	18.2%	130	African-American	16%	86
Latino	7.3%	52	Latino	4%	19
Asian	8.4%	60	Asian	2%	13
Other	0.1%	1	Other	0%	0
Women	41.3%	295	Women	45%	239
People of Color Total	34.0%	243	People of Color Total	22%	118
Total		715	Total		533
2009-2010			1996-1997		
White	63.6%	496	White	78%	377
African-American	21.4%	167	African-American	17%	83
Latino	7.2%	56	Latino	3%	14
Asian	7.7%	60	Asian	2%	12
Other	0.1%	1	Other	0%	0
Women	43.6%	340	Women	44%	214
People of Color Total	36.4%	284	People of Color Total	22%	109
Total	100.0%	780	Total		486
2008-2009			1995-1996		
White	64.9%	478	White	79%	306
African-American	20.4%	150	African-American	16%	61
Latino	7.2%	53	Latino	2%	7
Asian	7.5%	55	Asian	3%	10
Other	0.1%	1	Other	1%	3
Women	42.7%	315	Women	49%	188
People of Color Total	35.1%	259	People of Color Total	21%	81
Total		737	Total		387
2007-2008			1994-1995		
White	65.8%	541	White	80%	251
African-American	19.8%	163	African-American	17%	52
Latino	7.2%	59	Latino	2%	6
Asian	7.1%	58	Asian	2%	5
Other	0.1%	1	Other	0%	1
Women	41.0%	337	Women	48%	151
People of Color Total	34.2%	281	People of Color Total	20%	64
Total		822	Total		315
2006-2007					
White	66.5%	529			
African-American	20.1%	160			
Latino	6.7%	53			
Asian	6.7%	53			
Other	0.1%	1			
Women	39.3%	313			
People of Color Total	33.5%	267			
Total		796			

Table 2

Majority * and Controlling Owners					
	%	#		%	#
2016			2010		
White	95.2%	40	White	98.0%	49
African-American	2.4%	1	African-American	0.0%	0
Latino	0.0%	0	Latino	2.0%	1
Asian	2.4%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	4.8%	2	People of Color Total	2.0%	1
Women	7.1%	3	Women	6.0%	3
Total		42	Total		50
2015			2009		
White	95.0%	38	White	96.7%	29
African-American	2.5%	1	African-American	0.0%	0
Latino	0.0%	0	Latino	3.3%	1
Asian	2.0%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	5.0%	2	People of Color Total	3.3%	1
Women	5.0%	2	Women	0.0%	0
Total		40	Total		30
2014			2008		
White	94.4%	34	White	96.7%	29
African-American	2.8%	1	African-American	0.0%	0
Latino	0.0%	0	Latino	3.3%	1
Asian	2.8%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	5.6%	2	People of Color Total	3.3%	1
Women	5.6%	2	Women	0.0%	0
Total		36	Total		30
2013			2007		
White	98.0%	48	White	96.8%	30
African-American	2.0%	1	African-American	0.0%	0
Latino	0.0%	0	Latino	3.2%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.2%	1
Women	16.3%	8	Women	0.0%	0
Total		49	Total		31
2012			2006		
White	96.4%	53	White	96.4%	27
African-American	1.8%	1	African-American	0.0%	0
Latino	1.8%	1	Latino	3.6%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	3.6%	2	People of Color Total	3.6%	1
Women	12.7%	7	Women	0.0%	0
Total		55	Total		28
2011					
White	97.5%	39			
African-American	0.0%	0			
Latino	2.5%	1			
Asian	0.0%	0			
Other	0.0%	0			
People of Color Total	2.5%	1			
Women	7.5%	3			
Total		40			

Table 3

Head Coaches						
	%	#		%	#	
2015-2016			2003-2004			
White	70.0%	21	White	63.3%	19	
African-American	26.7%	8	African-American	36.7%	11	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	30.0%	9	Total People of Color	36.7%	11	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		30	
2014-2015			2001-2002			
White	66.7%	20	White	51.7%	15	
African-American	30.0%	9	African-American	48.3%	14	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	33.3%	10	Total People of Color	48.3%	14	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2013-2014			2000-2001			
White	56.7%	17	White	65.5%	19	
African-American	40.0%	12	African-American	34.5%	10	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	43.3%	13	Total People of Color	34.5%	10	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2012-2013			1999-2000			
White	53.3%	16	White	79.3%	23	
African-American	43.3%	13	African-American	20.7%	6	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	46.7%	14	Total People of Color	20.7%	6	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2011-2012			1998-1999			
White	46.7%	14	White	86.2%	25	
African-American	46.7%	14	African-American	13.8%	4	
Asian	3.3%	1	Asian	0.0%	0	
Latino	3.3%	1	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	53.3%	16	Total People of Color	13.8%	4	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2010-2011			1997-1998			
White	66.7%	20	White	82.8%	24	
African-American	30.0%	9	African-American	17.2%	5	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	33.3%	10	Total People of Color	17.2%	5	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2009-2010			1996-1997			
White	70.0%	21	White	75.9%	22	
African-American	26.7%	8	African-American	24.1%	7	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	30.0%	9	Total People of Color	24.1%	7	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2008-2009			1995-1996			
White	60.0%	18	White	79.3%	23	
African-American	36.7%	11	African-American	20.7%	6	
Asian	3.3%	1	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	40.0%	12	Total People of Color	20.7%	6	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		29	
2007-2008			1994-1995			
White	60.0%	18	White	81.5%	22	
African-American	40.0%	12	African-American	18.5%	5	
Asian	0.0%	0	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	40.0%	12	Total People of Color	18.5%	5	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		27	
2006-2007			1993-1994			
White	60.0%	18	White	81.5%	22	
African-American	40.0%	12	African-American	18.5%	5	
Asian	0.0%	0	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	40.0%	12	Total People of Color	18.5%	5	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		27	
2005-2006			1992-1993			
White	63.3%	19	White	74.1%	20	
African-American	36.7%	11	African-American	25.9%	7	
Asian	0.0%	0	Asian	0.0%	0	
Latino	0.0%	0	Latino	0.0%	0	
Other	0.0%	0	Other	0.0%	0	
Total People of Color	36.7%	11	Total People of Color	25.9%	7	
Women	0.0%	0	Women	0.0%	0	
Total		30	Total		27	
2004-2005						
White	60.0%	18				
African-American	40.0%	12				
Asian	0.0%	0				
Latino	0.0%	0				
Other	0.0%	0				
Total People of Color	40.0%	12				
Women	0.0%	0				
Total		30				

Table 3

Historical Listing of Head Coaches of Color in the NBA							
NBA (77 coaches as of end of 2015-2016 season)							
	Team	Year(s)	Record		Team	Year(s)	Record
Bill Russell	Boston	1966-69	190-101	Eddie Jordan	Sacramento	1996-98	33-64
	Seattle	1973-77	168-175		Washington	2003-09	205-242
	Sacramento	1987-88	17-41		Philadelphia	2009-10	27-55
Al Attles	San Fran/Golden State	1969-83	588-548	Darrell Walker	Toronto	1996-98	41-90
	Lenny Wilkens	Seattle	1969-72		121-125	Washington	1999-00
Portland		1974-76	75-89	Toronto	1997-00	73-95	
Seattle		1977-85	394-309	Vancouver	1999-00	18-42	
Cleveland		1986-93	334-281	Memphis	2004-05	0-4	
Atlanta		1993-00	327-262	Memphis	2008-2013	214-172	
Toronto		2000-02	121-142	Brooklyn	2014-2016	48-71	
New York		2003-05	40-45	Doc Rivers	Orlando	1999-03	176-178
Detroit		1971-73	22-53		Boston	2004-2013	475-352
Earl Lloyd		Detroit	1972-76	151-140	L.A. Clippers	2013-Present	166-80
Ray Scott		Capital/Washington	1973-76	169-112	Washington	2000-01	19-63
K.C. Jones	Boston	1983-88	373-139	Nate McMillan	Seattle	2000-05	220-191
	Seattle	1990-92	61-62	Portland	2005-2012	272-281	
Draff Young	Kansas City/Omaha	1973-74	0-4	Byron Scott	New Jersey	2000-03	174-154
	Elgin Baylor	New Orleans	1974-75		0-1	New Orleans	2004-09
New Orleans		1976-79	86-134	Cleveland	2010-2013	64-166	
Bob Hopkins	Seattle	1977-78	5-17	L.A. Lakers	2014-2016	38-126	
	Willis Reed	New York	1977-79	51-51	Isiah Thomas	Indiana	2000-03
New Jersey		1987-89	33-77	New York	2006-07	56-108	
Tom Sanders	Boston	1977-79	23-39	Bill Cartwright	Chicago	2001-04	51-100
	Paul Silas	San Diego	1980-83	78-168	Maurice Cheeks	Portland	2001-04
Charlotte/New Orleans		1998-2003	221-171	Philadelphia	2005-08	124-151	
Don Chaney	Cleveland	2003-05	69-77	Detroit	2013-2014	21-29	
	Charlotte Bobcats	2010-12	32-88	Denver	2001-02	18-38	
Bernie Bickerstaff	L.A. Clippers	1984-87	53-132	Mike Evans	Phoenix	2001-04	65-75
	Houston	1988-92	166-143	Frank Johnson	L.A. Clippers	2002-03	8-16
Gene Littles	Detroit	1993-95	48-116	Dennis Johnson	Cleveland	2002-03	9-31
	New York	2001-03	72-112	Keith Smart	Golden State	2010-11	36-46
Wes Unseld	Seattle	1985-90	214-223	Mike Woodson	Sacramento	2011-2013	48-93
	Denver	1994-96	59-71	Atlanta	2004-10	217-304	
Mel Daniels	Washington	1997-99	77-75	New York	2012-2014	116-89	
	Charlotte Bobcats	2004-06	77-169	Milwaukee	2003-04	72-97	
Stu Jackson	L.A. Lakers (Interim)	2012-2013	4-1	Terry Porter	Phoenix	2008-09	28-23
	Cleveland	1985-86	4-11	Sam Mitchell	Toronto	2004-08	159-197
Mack Calvin	Charlotte	1989-91	37-87	Minnesota	2015-2016	29-53	
	Denver	1994-95	3-13	Randy Ayers	Philadelphia	2003-04	21-31
Fred Carter	Washington	1987-94	204-348	Herb Williams	New York	2003-04	17-27
	Indiana	1988-89	0-2	Dwane Casey	Minnesota	2005-07	53-69
Gar Heard	New York	1989-91	56-51	Toronto	2011-present	210-184	
	Vancouver	1996-97	6-33	Avery Johnson	Dallas	2005-08	217-94
Sidney Lowe	L.A. Clippers	1991-92	1-1	New Jersey/Brooklyn	2010-13	60-116	
	Philadelphia	1992-94	32-76	Cleveland	2005-10	314-167	
John Lucas	Dallas	1992-93	9-44	Mike Brown	L.A. Lakers	2011-13	47-36
	Washington	1999-00	14-30	Cleveland	2013-2014	33-49	
Quinn Buckner	Minnesota	1993-94	33-102	Reggie Theus	Sacramento	2007-09	44-62
	Vancouver/Memphis	2001-03	46-126	Sam Vincent	Charlotte	2007-08	32-50
Magic Johnson	San Antonio	1992-94	100-57	Michael Curry	Detroit	2008-09	39-43
	Philadelphia	1994-96	42-122	Kenny Natt	Sacramento	2008-09	11-47
Butch Beard	Cleveland	2001-03	37-87	Ed Tapscott	Washington	2008-09	18-53
	Dallas	1993-94	13-69	Erik Spoelstra	Miami	2008-present	399-241
Alvin Gentry	L.A. Lakers	1993-94	5-11	Larry Drew	Atlanta	2010-2013	138-116
	New Jersey	1994-96	60-104	Milwaukee	2013-2014	15-67	
Monty Williams	Miami	1994-95	15-21	New Orleans	2010-2015	173-221	
	Detroit	1997-2000	75-75	Chicago	2003 & 2008	0-3	
Pete Myers	L.A. Clippers	2000-03	89-133	Mark Jackson	Golden State	2011-2014	130-119
	Phoenix	2008-2013	158-144	Tyrone Corbin	Utah	2010-2014	112-150
Mark Jackson	New Orleans	2015-present	30-52	Michael Cooper	Denver	2004	4-10
	Golden State	1994-95	12-25	Bill Berry	Chicago	2001-02	0-2
Tyrone Corbin	Boston	1995-97	48-116	Kaleb Canales	Portland	2012	8-15
	Dallas	1996-98	28-70	Brian Shaw	Denver	2013-2015	56-85
Michael Cooper	Philadelphia	1996-97	22-60	Jacque Vaughn	Orlando	2012-2015	58-158
	Orlando	2004-05	51-84	Melvin Hunt	Denver	2015-present	10-13
Bill Berry	Memphis	2009	0-2	Jason Kidd	Brooklyn	2013-2014	44-38
	New York	2014-2016	40-96	Milwaukee	2014-present	74-90	
Kaleb Canales	Houston (Interim)	2015-2016	37-34	Tyronn Lue	Cleveland	2016-present	27-14
	Phoenix	2016-present	9-24	Tony Brown	Brooklyn (Interim)	2016	11-34

Table 5

Assistant Coaches					
	%	#		%	#
2015-2016			2004-2005		
White	55.7%	83	White	66.2%	100
African-American	43.0%	64	African-American	33.1%	50
Latino	0.7%	1	Latino	0.0%	0
Asian	0.7%	1	Asian	0.7%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	44.3%	66	Total People of Color	33.8%	51
Women	1.3%	2	Women	0.0%	0
Total		149	Total		151
2014-2015			2003-2004		
White	59.2%	109	White	71.0%	98
African-American	39.7%	73	African-American	29.0%	40
Latino	110.0%	2	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	40.8%	75	Total People of Color	29.0%	40
Women	0.5%	1	Women	0.0%	0
Total		184	Total		138
2013-2014			2001-2002		
White	53.3%	80	White	66.9%	79
African-American	46.0%	69	African-American	33.1%	39
Latino	0.7%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	46.7%	70	Total People of Color	33.1%	39
Women	0.0%	0	Women	0.0%	0
Total		150	Total		118
2012-2013			1999-2000		
White	54.4%	80	White	64.3%	74
African-American	43.5%	64	African-American	35.7%	41
Latino	0.7%	1	Latino	0.0%	0
Asian	0.7%	1	Asian	0.0%	0
Other	0.7%	1	Other	0.0%	0
Total People of Color	45.6%	67	Total People of Color	35.7%	41
Women	0.0%	0	Women	0.0%	0
Total		147	Total		115
2011-2012			1998-1999		
White	56.5%	83	White	67.0%	77
African-American	41.5%	61	African-American	33.0%	38
Latino	0.7%	1	Latino	0.0%	0
Asian	0.7%	1	Asian	0.0%	0
Other	0.7%	1	Other	0.0%	0
Total People of Color	43.5%	64	Total People of Color	33.0%	38
Women	0.0%	0	Women	0.0%	0
Total		147	Total		115
2010-2011			1997-1998		
White	55.8%	87	White	66.1%	76
African-American	42.3%	66	African-American	33.9%	39
Latino	0.6%	1	Latino	0.0%	0
Asian	0.6%	1	Asian	0.0%	0
Other	0.6%	1	Other	0.0%	0
Total People of Color	44.2%	69	Total People of Color	33.9%	39
Women	0.0%	0	Women	0.0%	0
Total		156	Total		115
2009-2010			1996-1997		
White	58.6%	92	White	65.6%	61
African-American	40.8%	64	African-American	34.4%	32
Latino	0.6%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	41.4%	65	Total People of Color	34.4%	32
Women	0.0%	0	Women	0.0%	0
Total		157	Total		93
2008-2009			1995-1996		
White	58.5%	93	White	59.3%	51
African-American	40.9%	65	African-American	40.7%	35
Latino	0.6%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	41.5%	66	Total People of Color	40.7%	35
Women	0.0%	0	Women	0.0%	0
Total		159	Total		86
2007-2008			1994-1995		
White	58.4%	97	White	60.0%	45
African-American	39.8%	66	African-American	40.0%	30
Latino	0.6%	1	Latino	0.0%	0
Asian	0.6%	1	Asian	0.0%	0
Other	0.6%	1	Other	0.0%	0
Total People of Color	41.6%	69	Total People of Color	40.0%	30
Women	0.0%	0	Women	0.0%	0
Total		166	Total		75
2006-2007			1993-1994		
White	59.2%	93	White	61.5%	48
African-American	40.1%	63	African-American	38.5%	30
Latino	0.6%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	40.8%	64	Total People of Color	38.5%	30
Women	0.0%	0	Women	0.0%	0
Total		157	Total		78
2005-2006					
White	61.5%	96			
African-American	37.8%	59			
Latino	0.6%	1			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	38.5%	60			
Women	0.0%	0			
Total		156			

Table 6

CEO/President					
	%	#		%	#
2015-2016			2006-2007		
White	94.7%	54	White	87.9%	29
Black/ African-American	5.3%	3	African-American	12.1%	4
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	5.3%	3	Total People of Color	12.1%	4
Women	7.0%	4	Women	3.0%	1
Total		57	Total		33
2014-2015			2005-2006		
White	91.2%	52	White	87.5%	28
African-American	7.0%	4	African-American	12.5%	4
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	1.8%	1	Other	0.0%	0
Total People of Color	8.8%	5	Total People of Color	12.5%	4
Women	7.0%	4	Women	3.1%	1
Total		57	Total		32
2013-2014			2004-2005		
White	87.0%	47	White	90.3%	28
African-American	13.0%	7	African-American	9.7%	3
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.0%	7	Total People of Color	9.7%	3
Women	7.4%	4	Women	3.2%	1
Total		54	Total		31
2012-2013			2003-2004		
White	92.7%	51	White	90.0%	27
African-American	7.3%	4	African-American	10.0%	3
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	7.3%	4	Total People of Color	10.0%	3
Women	1.8%	1	Women	3.0%	1
Total		55	Total		30
2011-2012			2001-2002		
White	87.5%	49	White	96.0%	x
African-American	12.5%	7	African-American	4.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	12.5%	7	Total People of Color	4.0%	x
Women	3.6%	2	Women	4.0%	x
Total		56	Total		x
2010-2011			2000-2001		
White	88.9%	56	White	90.0%	x
African-American	11.1%	7	African-American	10.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	11.1%	7	Total People of Color	10.0%	x
Women	3.2%	2	Women	3.0%	x
Total		63	Total		x
2009-2010			1999-2000		
White	88.2%	30	White	90.0%	x
African-American	11.8%	4	African-American	10.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	11.8%	4	Total People of Color	10.0%	x
Women	0.0%	0	Women	3.0%	x
Total		34	Total		x
2008-2009			1998-1999		
White	85.3%	29	White	90.0%	x
African-American	14.7%	5	African-American	10.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	14.7%	5	Total People of Color	10.0%	x
Women	0.0%	0	Women	3.0%	x
Total		34	Total		x
2007-2008					
White	76.7%	23			
African-American	23.3%	7			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	23.3%	7			
Women	0.0%	0			
Total		30			

Table 7

General Manager					
	%	#		%	#
2015-2016			2004-2005		
White	86.7%	26	White	77.4%	24
Black/ African-American	10.0%	3	African-American	22.6%	7
Latino	0.0%	0	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	22.6%	7
Women	0.0%	0	Women	0.0%	0
Total		30	Total		31
2014-2015			2003-2004		
White	80.6%	25	White	83.3%	25
African-American	16.1%	5	African-American	16.7%	5
Latino	0.0%	0	Latino	0.0%	0
Asian	3.2%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	19.4%	6	Total People of Color	16.7%	5
Women	0.0%	0	Women	0.0%	0
Total		31	Total		30
2013-2014			2001-2002		
White	76.7%	23	White	83.3%	25
African-American	20.0%	6	African-American	16.7%	5
Latino	0.0%	0	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	23.3%	7	Total People of Color	16.7%	5
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2012-2013			2000-2001		
White	76.7%	23	White	79.3%	23
African-American	20.0%	6	African-American	20.7%	6
Latino	0.0%	0	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	23.3%	7	Total People of Color	20.7%	6
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2011-2012			1999-2000		
White	74.2%	23	White	86.2%	25
African-American	22.6%	7	African-American	13.8%	4
Latino	0.0%	0	Latino	0.0%	0
Asian	3.2%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	25.8%	8	Total People of Color	13.8%	4
Women	0.0%	0	Women	0.0%	0
Total		31	Total		29
2010-2011			1998-1999		
White	73.3%	22	White	79.3%	23
African-American	23.3%	7	African-American	20.7%	6
Latino	0.0%	0	Latino	0.0%	0
Asian	3.3%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	26.7%	8	Total People of Color	20.7%	6
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2009-2010			1997-1998		
White	87.0%	20	White	72.4%	21
African-American	13.0%	3	African-American	27.6%	8
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.0%	3	Total People of Color	27.6%	8
Women	0.0%	0	Women	0.0%	0
Total		23	Total		29
2008-2009			1996-1997		
White	90.3%	28	White	72.4%	21
African-American	9.7%	3	African-American	27.6%	8
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	9.7%	3	Total People of Color	27.6%	8
Women	0.0%	0	Women	0.0%	0
Total		31	Total		29
2007-2008			1995-1996		
White	76.7%	23	White	69.0%	20
African-American	23.3%	7	African-American	31.0%	9
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	23.3%	7	Total People of Color	31.0%	9
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2006-2007			1994-1995		
White	73.3%	22	White	69.0%	20
African-American	26.7%	8	African-American	31.0%	9
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	26.7%	8	Total People of Color	31.0%	9
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2005-2006					
White	77.4%	24			
African-American	22.6%	7			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	22.6%	7			
Women	0.0%	0			
Total		31			

Table 8

Team Vice President					
	%	#		%	#
2015-2016			2004-2005		
White	81.8%	354	White	86.2%	232
African-American	12.7%	55	African-American	10.4%	28
Latino	3.0%	13	Latino	2.2%	6
Asian	2.1%	9	Asian	1.1%	3
Other	0.5%	2	Other	0.0%	0
Total People of Color	18.2%	79	Total People of Color	13.8%	37
Women	21.5%	93	Women	17.8%	48
Total		433	Total		269
2014-2015			2003-2004		
White	84.7%	343	White	88.1%	192
African-American	10.9%	44	African-American	8.7%	19
Latino	2.2%	9	Latino	3.2%	7
Asian	1.2%	5	Asian	0.0%	0
Other	1.0%	4	Other	0.0%	0
Total People of Color	15.3%	62	Total People of Color	11.9%	26
Women	20.3%	82	Women	17.9%	39
Total		405	Total		218
2013-2014			2001-2002		
White	86.5%	302	White	90.7%	175
African-American	10.3%	36	African-American	6.7%	13
Latino	2.0%	7	Latino	2.6%	5
Asian	0.6%	2	Asian	0.0%	0
Other	0.6%	2	Other	0.0%	0
Total People of Color	13.5%	47	Total People of Color	9.3%	18
Women	16.6%	58	Women	15.0%	29
Total		349	Total		193
2012-2013			1999-2000		
White	86.5%	302	White	89.6%	164
African-American	10.0%	35	African-American	9.8%	18
Latino	2.9%	10	Latino	0.5%	1
Asian	0.6%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.5%	47	Total People of Color	10.4%	19
Women	18.3%	64	Women	13.1%	24
Total		349	Total		183
2011-2012			1998-1999		
White	87.7%	285	White	89.9%	170
African-American	9.8%	32	African-American	9.0%	17
Latino	1.5%	5	Latino	1.1%	2
Asian	0.9%	3	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	12.3%	40	Total People of Color	10.1%	19
Women	17.8%	58	Women	11.6%	22
Total		325	Total		189
2010-2011			1997-1998		
White	86.7%	268	White	86.8%	138
African-American	10.4%	32	African-American	11.9%	19
Latino	2.6%	8	Latino	1.3%	2
Asian	1.0%	3	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.9%	43	Total People of Color	13.2%	21
Women	15.5%	48	Women	10.1%	16
Total		311	Total		159
2009-2010			1996-1997		
White	85.9%	249	White	89.7%	140
African-American	11.0%	32	African-American	9.6%	15
Latino	2.1%	6	Latino	0.6%	1
Asian	1.0%	3	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	14.1%	41	Total People of Color	10.3%	16
Women	17.9%	52	Women	8.3%	13
Total		290	Total		156
2008-2009			1995-1996		
White	86.6%	251	White	91.7%	132
African-American	10.7%	31	African-American	8.3%	12
Latino	2.1%	6	Latino	0.0%	0
Asian	0.7%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.4%	39	Total People of Color	8.3%	12
Women	17.6%	51	Women	6.9%	10
Total		290	Total		144
2007-2008			1994-1995		
White	85.1%	258	White	87.2%	109
African-American	10.6%	32	African-American	12.0%	15
Latino	3.0%	9	Latino	0.0%	0
Asian	1.3%	4	Asian	0.8%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	14.9%	45	Total People of Color	12.8%	16
Women	18.2%	55	Women	6.4%	8
Total		303	Total		125
2006-2007			1993-1994		
White	84.9%	248	White	86.6%	97
African-American	11.0%	32	African-American	12.5%	14
Latino	2.7%	8	Latino	0.0%	0
Asian	1.4%	4	Asian	0.9%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	15.1%	44	Total People of Color	13.4%	15
Women	16.8%	49	Women	3.6%	4
Total		292	Total		112
2005-2006					
White	87.5%	252			
African-American	8.3%	24			
Latino	2.8%	8			
Asian	1.4%	4			
Other	0.0%	0			
Total People of Color	12.5%	36			
Women	18.1%	52			
Total		288			

Table 9

Team Senior Administrators					
	%	#		%	#
2015-2016			2005-2006		
White	76.5%	634	White	80.3%	367
African-American	14.0%	116	African-American	12.7%	58
Latino	4.8%	40	Latino	5.5%	25
Asian	3.3%	27	Asian	1.5%	7
Other	1.4%	12	Other	0.0%	0
Total People of Color	23.5%	195	Total People of Color	19.7%	90
Women	23.6%	196	Women	23.4%	107
Total		829	Total		457
2014-2015			2004-2005		
White	80.0%	654	White	83.5%	370
African-American	14.9%	122	African-American	11.7%	52
Latino	3.1%	25	Latino	3.4%	15
Asian	1.5%	12	Asian	1.4%	6
Other	0.6%	5	Other	0.0%	0
Total People of Color	20.0%	164	Total People of Color	16.5%	73
Women	24.0%	196	Women	24.4%	108
Total		818	Total		443
2013-2014			2003-2004		
White	80.8%	584	White	85.0%	283
African-American	13.7%	99	African-American	12.6%	42
Latino	3.6%	26	Latino	1.2%	4
Asian	1.4%	10	Asian	1.2%	4
Other	0.6%	4	Other	0.0%	0
Total People of Color	19.2%	139	Total People of Color	15.0%	50
Women	21.4%	155	Women	25.2%	84
Total		723	Total		333
2012-2013			2001-2002		
White	79.9%	508	White	83.0%	x
African-American	13.2%	84	African-American	14.0%	x
Latino	3.8%	24	Latino	3.0%	x
Asian	1.7%	11	Asian	2.0%	x
Other	1.4%	9	Other	0.0%	x
Total People of Color	20.1%	128	Total People of Color	19.0%	x
Women	21.9%	139	Women	29.0%	x
Total		636	Total		x
2011-2012			2000-2001		
White	78.5%	601	White	83.0%	x
African-American	12.9%	99	African-American	12.0%	x
Latino	6.5%	50	Latino	3.0%	x
Asian	1.6%	12	Asian	2.0%	x
Other	0.5%	4	Other	0.0%	x
Total People of Color	21.5%	165	Total People of Color	17.0%	x
Women	24.7%	189	Women	36.0%	x
Total		766	Total		x
2010-2011			1999-2000		
White	78.3%	447	White	85.0%	x
African-American	14.4%	82	African-American	10.0%	x
Latino	6.1%	35	Latino	3.0%	x
Asian	1.1%	6	Asian	2.0%	x
Other	0.2%	1	Other	0.0%	x
Total People of Color	21.7%	124	Total People of Color	15.0%	x
Women	27.1%	155	Women	40.0%	x
Total		571	Total		x
2009-2010			1998-1999		
White	79.9%	481	White	86.0%	x
African-American	13.8%	83	African-American	11.0%	x
Latino	5.3%	32	Latino	<2%	x
Asian	0.8%	5	Asian	<2%	x
Other	0.2%	1	Other	0.0%	x
Total People of Color	20.1%	121	Total People of Color	<15%	x
Women	25.2%	152	Women	41.0%	x
Total		602	Total		x
2008-2009			1997-1998		
White	77.4%	439	White	87.0%	x
African-American	15.7%	89	African-American	11.0%	x
Latino	5.5%	31	Latino	0.0%	x
Asian	1.2%	7	Asian	0.0%	x
Other	0.2%	1	Other	2.0%	x
Total People of Color	22.6%	128	Total People of Color	13.0%	x
Women	24.2%	137	Women	31.0%	x
Total		567	Total		x
2007-2008			1996-1997		
White	78.3%	401	White	88.0%	x
African-American	13.9%	71	African-American	11.0%	x
Latino	5.9%	30	Latino	0.0%	x
Asian	1.8%	9	Asian	0.0%	x
Other	0.2%	1	Other	1.0%	x
Total People of Color	21.7%	111	Total People of Color	12.0%	x
Women	26.6%	136	Women	23.0%	x
Total		512	Total		x
2006-2007					
White	80.2%	377			
African-American	13.4%	63			
Latino	5.1%	24			
Asian	1.3%	6			
Other	0.0%	0			
Total People of Color	19.8%	93			
Women	24.9%	117			
Total	100.0%	470			

Table 10

Professional Administration					
	%	#		%	#
2015-2016			2004-2005		
White	67.9%	1760	White	77.4%	684
African-American	18.4%	478	African-American	12.7%	112
Latino	7.7%	200	Latino	6.8%	60
Asian	4.0%	103	Asian	2.8%	25
Other	2.0%	51	Other	0.3%	3
Total People of Color	32.1%	832	Total People of Color	22.6%	200
Women	36.1%	937	Women	43.1%	381
Total		2592	Total		884
2014-2015			2003-2004		
White	93.6%	2425	White	76.4%	1192
African-American	19.9%	516	African-American	14.2%	222
Latino	8.3%	214	Latino	6.9%	108
Asian	4.0%	103	Asian	1.9%	30
Other	1.5%	39	Other	0.6%	9
Total People of Color	33.6%	872	Total People of Color	23.6%	369
Women	45.9%	1189	Women	38.6%	602
Total		3297	Total		1561
2013-2014			2001-2002		
White	74.3%	1931	White	79.0%	x
African-American	15.6%	404	African-American	13.0%	x
Latino	6.1%	158	Latino	6.0%	x
Asian	2.8%	72	Asian	<2%	x
Other	1.3%	33	Other	<1%	x
Total People of Color	25.7%	667	Total People of Color	<22%	x
Women	34.6%	898	Women	48.0%	x
Total		2598	Total		x
2012-2013			1999-2000		
White	72.4%	1556	White	77.0%	x
African-American	15.7%	338	African-American	15.0%	x
Latino	8.4%	181	Latino	6.0%	x
Asian	2.1%	45	Asian	2.0%	x
Other	1.3%	29	Other	0.0%	x
Total People of Color	27.6%	593	Total People of Color	23.0%	x
Women	35.0%	752	Women	52.0%	x
Total		2149	Total		x
2011-2012			1998-1999		
White	75.5%	858	White	83.0%	x
African-American	13.8%	157	African-American	13.0%	x
Latino	7.0%	80	Latino	3.0%	x
Asian	2.7%	31	Asian	1.0%	x
Other	1.0%	11	Other	0.0%	x
Total People of Color	24.5%	279	Total People of Color	17.0%	x
Women	39.3%	447	Women	39.0%	x
Total		1137	Total		x
2010-2011			1997-1998		
White	72.5%	667	White	83.0%	x
African-American	16.0%	147	African-American	13.0%	x
Latino	8.4%	77	Latino	3.0%	x
Asian	2.4%	22	Asian	1.0%	x
Other	0.8%	7	Other	0.0%	x
Total People of Color	27.5%	253	Total People of Color	17.0%	x
Women	38.6%	355	Women	39.0%	x
Total		920	Total		x
2009-2010			1996-1997		
White	73.6%	871	White	83.0%	x
African-American	15.6%	184	African-American	14.0%	x
Latino	7.5%	89	Latino	0.0%	x
Asian	2.7%	32	Asian	0.0%	x
Other	0.6%	7	Other	3.0%	x
Total People of Color	26.4%	312	Total People of Color	17.0%	x
Women	39.1%	462	Women	38.0%	x
Total		1183	Total		x
2008-2009			1995-1996		
White	71.3%	761	White	84.0%	x
African-American	16.2%	173	African-American	13.0%	x
Latino	9.3%	99	Latino	0.0%	x
Asian	2.7%	29	Asian	0.0%	x
Other	0.5%	5	Other	<3%	x
Total People of Color	28.7%	306	Total People of Color	<16%	x
Women	40.0%	427	Women	45.0%	x
Total		1067	Total		x
2007-2008			1994-1995		
White	72.3%	777	White	87.0%	x
African-American	16.0%	172	African-American	10.0%	x
Latino	8.8%	95	Latino	<1%	x
Asian	2.5%	27	Asian	<1%	x
Other	0.4%	4	Other	1.0%	x
Total People of Color	27.7%	298	Total People of Color	<13%	x
Women	39.9%	429	Women	32.0%	x
Total		1075	Total		x
2006-2007			1993-1994		
White	73.6%	818	White	84.0%	x
African-American	14.9%	165	African-American	13.0%	x
Latino	7.6%	84	Latino	2.0%	x
Asian	3.3%	37	Asian	<1%	x
Other	0.6%	7	Other	<1%	x
Total People of Color	26.4%	293	Total People of Color	<17%	x
Women	41.4%	460	Total		x
Total		1111			
2005-2006					
White	73.8%	672			
African-American	14.3%	130			
Latino	8.3%	76			
Asian	3.1%	28			
Other	0.5%	5			
Total People of Color	26.2%	239			
Women	41.7%	380			
Total		911			

Table 11

Physicians					
	%	#		%	#
2015-2016			2004-2005		
White	84.3%	97	White	88.9%	56
African-American	6.1%	7	African-American	3.2%	2
Latino	0.0%	0	Latino	1.6%	1
Asian	9.6%	11	Asian	3.2%	2
Other	0.0%	0	Other	3.2%	2
Total People of Color	15.7%	18	Total People of Color	11.1%	7
Women	5.2%	6	Women	3.2%	2
Total		115	Total		63
2014-2015			2003-2004		
White	78.6%	110	White	96.8%	60
African-American	7.1%	10	African-American	0.0%	0
Latino	2.9%	4	Latino	0.0%	0
Asian	7.1%	10	Asian	1.6%	1
Other	4.3%	6	Other	1.6%	1
Total People of Color	21.4%	30	Total People of Color	3.2%	2
Women	3.6%	5	Women	0.0%	0
Total		140	Total		62
2013-2014			2001-2002		
White	87.3%	103	White	98.5%	65
African-American	4.2%	5	African-American	0.0%	0
Latino	0.0%	0	Latino	0.0%	0
Asian	5.1%	6	Asian	1.5%	1
Other	3.4%	4	Other	0.0%	0
Total People of Color	12.7%	15	Total People of Color	1.5%	1
Women	2.5%	3	Women	0.0%	0
Total		118	Total		66
2012-2013			1999-2000		
White	82.2%	97	White	96.0%	48
African-American	5.1%	6	African-American	2.0%	1
Latino	5.1%	6	Latino	0.0%	0
Asian	5.1%	6	Asian	2.0%	1
Other	2.5%	3	Other	0.0%	0
Total People of Color	17.8%	21	Total People of Color	4.0%	2
Women	1.7%	2	Women	2.0%	1
Total		118	Total		50
2011-2012			1998-1999		
White	82.4%	84	White	92.9%	65
African-American	4.9%	5	African-American	2.9%	2
Latino	2.9%	3	Latino	1.4%	1
Asian	5.9%	6	Asian	2.9%	2
Other	3.9%	4	Other	0.0%	0
Total People of Color	17.6%	18	Total People of Color	7.1%	5
Women	2.9%	3	Women	1.4%	1
Total		102	Total		70
2010-2011			1997-1998		
White	86.6%	58	White	95.0%	96
African-American	1.5%	1	African-American	2.0%	2
Latino	1.5%	1	Latino	1.0%	1
Asian	7.5%	5	Asian	2.0%	2
Other	3.0%	2	Other	0.0%	0
Total People of Color	13.4%	9	Total People of Color	5.0%	5
Women	1.5%	1	Women	2.0%	2
Total		67	Total		101
2009-2010			1996-1997		
White	86.5%	83	White	91.8%	45
African-American	3.1%	3	African-American	2.0%	1
Latino	3.1%	3	Latino	2.0%	1
Asian	2.1%	2	Asian	0.0%	0
Other	5.2%	5	Other	4.1%	2
Total People of Color	13.5%	13	Total People of Color	8.2%	4
Women	1.0%	1	Women	0.0%	0
Total		96	Total		49
2008-2009			1995-1996		
White	87.7%	64	White	93.8%	45
African-American	2.7%	2	African-American	0.0%	0
Latino	2.7%	2	Latino	0.0%	0
Asian	2.7%	2	Asian	0.0%	0
Other	4.1%	3	Other	6.3%	3
Total People of Color	12.3%	9	Total People of Color	6.3%	3
Women	1.4%	1	Women	0.0%	0
Total		73	Total		48
2007-2008			1994-1995		
White	89.4%	59	White	98.2%	109
African-American	3.0%	2	African-American	0.0%	0
Latino	1.5%	1	Latino	0.9%	1
Asian	3.0%	2	Asian	0.0%	0
Other	3.0%	2	Other	0.9%	1
Total People of Color	10.6%	7	Total People of Color	1.8%	2
Women	1.5%	1	Women	0.9%	1
Total		66	Total		111
2006-2007			1993-1994		
White	89.1%	57	White	95.2%	59
African-American	3.1%	2	African-American	1.6%	1
Latino	0.0%	0	Latino	1.6%	1
Asian	6.3%	4	Asian	0.0%	0
Other	1.6%	1	Other	1.6%	1
Total People of Color	10.9%	7	Total People of Color	4.8%	3
Women	1.6%	1	Total		62
Total		64			
2005-2006					
White	89.3%	50			
African-American	3.6%	2			
Latino	1.8%	1			
Asian	3.6%	2			
Other	1.8%	1			
Total People of Color	10.7%	6			
Women	1.8%	1			
Total	100.0%	56			

Table 12

Head Athletic Trainers					
	%	#		%	#
2015-2016			2004-2005		
White	66.7%	20	White	76.9%	40
African-American	26.7%	8	African-American	21.2%	11
Latino	3.3%	1	Latino	0.0%	0
Asian	3.3%	1	Asian	1.9%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	33.3%	10	Total People of Color	23.1%	12
Women	0.0%	0	Women	0.0%	0
Total		30	Total		52
2014-2015			2003-2004		
White	66.7%	20	White	83.3%	25
African-American	23.3%	7	African-American	16.7%	5
Latino	3.3%	1	Latino	0.0%	0
Asian	6.7%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	33.3%	10	Total People of Color	16.7%	5
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2013-2014			2001-2002		
White	70.0%	21	White	85.7%	24
African-American	23.3%	7	African-American	10.7%	3
Latino	3.3%	1	Latino	0.0%	0
Asian	3.3%	1	Asian	3.6%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	30.0%	9	Total People of Color	14.3%	4
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2012-2013			1999-2000		
White	72.7%	24	White	86.2%	25
African-American	24.2%	8	African-American	13.8%	4
Latino	3.0%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	27.3%	9	Total People of Color	13.8%	4
Women	0.0%	0	Women	0.0%	0
Total		33	Total		29
2011-2012			1998-1999		
White	67.3%	35	White	89.7%	26
African-American	21.2%	11	African-American	10.3%	3
Latino	5.8%	3	Latino	0.0%	0
Asian	5.8%	3	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	32.7%	17	Total People of Color	10.3%	3
Women	1.9%	1	Women	0.0%	0
Total		52	Total		29
2010-2011			1997-1998		
White	80.0%	36	White	86.2%	25
African-American	15.6%	7	African-American	13.8%	4
Latino	2.2%	1	Latino	0.0%	0
Asian	2.2%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	20.0%	9	Total People of Color	13.8%	4
Women	0.0%	0	Women	0.0%	0
Total		45	Total		29
2009-2010			1996-1997		
White	76.5%	39	White	86.2%	25
African-American	15.7%	8	African-American	13.8%	4
Latino	2.0%	1	Latino	0.0%	0
Asian	5.9%	3	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	23.5%	12	Total People of Color	13.8%	4
Women	0.0%	0	Women	0.0%	0
Total		51	Total		29
2008-2009			1995-1996		
White	81.6%	40	White	89.3%	25
African-American	14.3%	7	African-American	10.7%	3
Latino	2.0%	1	Latino	0.0%	0
Asian	2.0%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	18.4%	9	Total People of Color	10.7%	3
Women	0.0%	0	Women	0.0%	0
Total		49	Total		28
2007-2008			1994-1995		
White	78.4%	40	White	92.6%	25
African-American	17.6%	9	African-American	7.4%	2
Latino	2.0%	1	Latino	0.0%	0
Asian	2.0%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	21.6%	11	Total People of Color	7.4%	2
Women	0.0%	0	Women	0.0%	0
Total		51	Total		27
2006-2007			1993-1994		
White	75.5%	37	White	92.6%	25
African-American	20.4%	10	African-American	3.7%	1
Latino	2.0%	1	Latino	0.0%	0
Asian	2.0%	1	Asian	0.0%	0
Other	0.0%	0	Other	3.7%	1
Total People of Color	24.5%	12	Total People of Color	7.4%	2
Women	0.0%	0	Total		27
Total		49			
2005-2006					
White	76.5%	39			
African-American	19.6%	10			
Latino	2.0%	1			
Asian	2.0%	1			
Other	0.0%	0			
Total People of Color	23.5%	12			
Women	2.0%	1			
Total	100.0%	51			

Table 13

Radio and TV Announcers			
	%		%
2015-2016		2004-2005	
White	68.8%	White	74.0%
African-American	20.6%	African-American	16.0%
Latino	10.0%	Latino	10.0%
Asian	0.6%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	31.2%	Total People of Color	26.0%
Women	5.9%	Women	5.0%
2014-2015		2003-2004	
White	68.8%	White	75.0%
African-American	18.8%	African-American	17.0%
Latino	11.8%	Latino	8.0%
Asian	0.5%	Asian	0.0%
Other	0.0%	Other	<1%
Total People of Color	31.1%	Total People of Color	<26%
Women	3.2%	Women	3.0%
2013-2014		2001-2002	
White	71.3%	White	77.0%
African-American	19.4%	African-American	16.0%
Latino	9.4%	Latino	7.0%
Asian	0.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	28.8%	Total People of Color	23.0%
Women	4.4%	Women	3.0%
2012-2013		1999-2000	
White	65.2%	White	76.0%
African-American	19.4%	African-American	16.0%
Latino	10.4%	Latino	8.0%
Asian	0.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	29.9%	Total People of Color	24.0%
Women	5.0%	Women	2.0%
2011-2012		1998-1999	
White	69.0%	White	78.0%
African-American	19.0%	African-American	18.0%
Latino	11.0%	Latino	4.0%
Asian	1.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	31.0%	Total People of Color	22.0%
Women	4.0%	Women	2.0%
2010-2011		1997-1998	
White	72.0%	White	77.0%
African-American	17.0%	African-American	18.0%
Latino	10.0%	Latino	5.0%
Asian	1.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	28.0%	Total People of Color	23.0%
Women	3.0%	Women	0.0%
2009-2010		1996-1997	
White	72.0%	White	80.0%
African-American	18.0%	African-American	16.0%
Latino	9.0%	Latino	3.0%
Asian	1.0%	Asian	0.0%
Other	1.0%	Other	0.0%
Total People of Color	29.0%	Total People of Color	19.0%
Women	5.0%	Women	0.0%
2008-2009		1995-1996	
White	73.0%	White	78.0%
African-American	18.0%	African-American	18.0%
Latino	9.0%	Latino	3.0%
Asian	1.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	28.0%	Total People of Color	21.0%
Women	8.0%	Women	3.0%
2007-2008		1993-1994	
White	73.0%	White	81.0%
African-American	18.0%	African-American	12.0%
Latino	8.0%	Latino	7.0%
Asian	1.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	27.0%	Total People of Color	19.0%
Women	7.0%	Women	
2006-2007		1992-1993	
White	75.0%	White	81.0%
African-American	19.0%	African-American	12.0%
Latino	6.0%	Latino	7.0%
Asian	0.0%	Asian	0.0%
Other	0.0%	Other	0.0%
Total People of Color	25.0%	Total People of Color	19.0%
Women	6.0%	Women	
2005-2006			
White	74.0%		
African-American	18.0%		
Latino	8.0%		
Asian	0.0%		
Other	0.0%		
Total People of Color	26.0%		
Women	6.0%		

Table 14

NBA Referees		
	%	#
2015-2016		
White	53.1%	34
African-American	45.3%	29
Latino	1.6%	1
Asian	0.0%	0
Other	0.0%	0
Total People of Color	46.9%	30
Women	3.1%	2
Total		64
2014-2015		
White	52.4%	33
African-American	46.0%	29
Latino	1.6%	1
Asian	0.0%	0
Other	0.0%	0
Total People of Color	47.6%	30
Women	3.2%	2
Total		63
2013-2014		
White	51.6%	32
African-American	46.8%	29
Latino	1.6%	1
Asian	0.0%	0
Other	0.0%	0
Total People of Color	48.4%	30
Women	1.6%	1
Total		62
2012-2013		
White	52.5%	32
African-American	45.9%	28
Latino	1.6%	1
Asian	0.0%	0
Other	0.0%	0
Total People of Color	47.5%	29
Women	1.6%	1
Total		61
2011-2012		
White	54.0%	34
African-American	41.3%	26
Latino	3.2%	2
Asian	0.0%	0
Other	1.6%	1
Total People of Color	46.0%	29
Women	1.6%	1
Total		63
2010-2011		
White	55.0%	33
African-American	41.7%	25
Latino	3.3%	2
Asian	0.0%	0
Other	0.0%	0
Total People of Color	45.0%	27
Women	1.7%	1
Total		60
2009-2010		
White	55.9%	33
African-American	40.7%	24
Latino	3.4%	2
Asian	0.0%	0
Other	0.0%	0
Total People of Color	44.1%	26
Women	1.7%	1
Total		59
2008-2009		
White	55.7%	34
African-American	39.3%	24
Latino	4.9%	3
Asian	0.0%	0
Other	0.0%	0
Total People of Color	44.3%	27
Women	1.6%	1
Total		61
2007-2008		
White	57.6%	34
African-American	37.3%	22
Latino	5.1%	3
Asian	0.0%	0
Other	0.0%	0
Total People of Color	42.4%	25
Women	1.7%	1
Total		59
2006-2007		
White	64.4%	38
African-American	32.2%	19
Latino	3.4%	2
Asian	0.0%	0
Other	0.0%	0
Total People of Color	35.6%	21
Women	1.7%	1
Total		59

Table 15

APPENDIX II

NATIONAL BASKETBALL ASSOCIATION DIVERSITY INITIATIVES

The National Basketball Association has a variety of diversity initiatives impacting a number of areas including employee training and development, employee recruitment, vendor diversity, and community relations. Below is a summary of various ways the NBA has sought to promote diversity at its League Office and through its social responsibility and grassroots initiatives.

Inclusion Learning and Professional Development

- The NBA continues to expand upon its current platform of inclusion learning programs. The league recently launched Conscious Inclusion training, an enterprise-wide learning experience designed to help employees understand and manage unconscious bias. The training, which has the primary objective of enhancing and maintaining an inclusive work environment, covers a range of topics, including understanding what unconscious bias is and how it affects organizational culture; discovering the links between diversity, inclusion and unconscious bias; and gaining practical tips to increase inclusion. All NBA league and team employees globally will complete this training.
- In 2008, to support NBA teams' efforts to maintain and adhere to comprehensive policies and procedures in the areas of anti-discrimination and anti-harassment, the league issued to all teams recommended best practices regarding respect in the workplace policies and training. Since then, the NBA has educated teams on an ongoing basis by issuing updates to its recommended best practices based on changes to applicable law and policy.
- The NBA's Employee Resource Teams (ERTs) support the league's diversity and inclusion goals by providing an opportunity to facilitate connections between employees with shared interests or backgrounds. ERTs are committed to providing networking and professional development opportunities. The NBA has four ERTs: NBA Women's Network, Conexión éne-bé-a, NBA Pride and Dream in Color.
- The NBA Women's Network aims to create a community for women at the league that fosters dialogue and promotes professional growth. It helps empower women at the NBA by providing a forum to share collective knowledge, experience, and success strategies; connecting women through networking opportunities; providing women with visibility to NBA's senior leadership; and leveraging women's talents and expertise to drive the NBA's global growth. The Network presently has over 170 members globally and offers a wide variety of engagement opportunities for its members and community. For example, in 2016, the NBA Women's Network launched a new set of workshops called the Women's Network Empowerment Series, which facilitates an intimate environment to approach current trends, needs and areas focus for the group.
- Conexión éne-bé-a aims to promote the development of Latino/Hispanic cultural awareness within the NBA while contributing to the league's success, diversity and business objectives through career

development, education and community involvement.

- NBA Pride aims to bring together LGBTQ employees and allies to foster an environment in which all employees feel empowered and encouraged to bring their whole selves to work each day. In June 2016, NBA Pride will lead the league's entry in the NYC Pride March as the NBA becomes the first professional sports league to participate in the march.
- Dream in Color aims to serve as a resource to promote the continued growth and retention of black employees, create a platform to facilitate engagement and mentorship, and provide community service opportunities geared towards urban-youth development. Its primary goal is to encourage members to strengthen their internal and external networks by providing opportunities to share experiences and best practices for success in the sports industry.

External Affinity Organizations

- The NBA collaborates with select organizations that are committed to diversity and inclusion and foster environments for engagement across the sports industry.
 - As an extension of the NBA Women's Network, the league is entering into its third year of partnership with *Women in Sports and Events* (WISE), a national organization focusing on professional development and networking for women in the industry. Via the relationship, the league offers 60 paid WISE memberships to its employees and additionally sponsors four women leaders from across the company to attend WISE's weeklong Executive Leadership Institute at Dartmouth College. Kathy Behrens, President of Social Responsibility & Player Programs, was honored as a 2016 "WISE Woman of the Year."
 - The NBA recently became a member of the *Diversity & Inclusion Sports Consortium* (DISC). DISC was created in 2012 as a partnership amongst diversity and inclusion professionals from the largest sports organizations in North America. Members of the consortium work together to openly exchange best practices for diversity and inclusion efforts in the sports industry. DISC members also partner to produce and host an annual two-day Diversity and Inclusion Symposium for a broader audience of sports professionals.
 - Several senior leaders within the league are members of other prominent diversity organizations. Deputy Commissioner Mark Tatum, Chief Marketing Officer Pam El, and Senior Vice President of Human Resources Eric Hutcherson are members of the Executive Leadership Council. Oris Stuart, Chief Diversity & Inclusion Officer, is an Executive Board member of the National Black MBA Association. Bill Koenig, President, Global Media Content Distribution, is an Executive Board Member of the T. Howard Foundation.

Recruiting

- The NBA continues to embrace a multifaceted approach to maintaining a globally diverse workforce. The league seeks a diverse applicant pool in its hiring process and encourages all NBA teams to do the same. This is accomplished by the use of targeted conferences, social networking sites, and online job postings with a variety of diverse organizations.

- The NBA was instrumental in forming the Thurgood Marshall Scholarship Fund (now Thurgood Marshall College Fund) in 1987 and has provided consistent leadership to the organization since its inception. NBA Commissioner Emeritus David Stern serves on the TMCF Board and the NBA, TMCF, and NBA players collaborate on a number of events and public awareness campaigns. NBA spokesmen for TMCF, Ray Allen and Shane Battier, have appeared in PSAs for the fund and provide ongoing support for the fund's activities.
- As part of its league-wide efforts to support military members and their families, the NBA continues to highlight career opportunities posted on nba.com on its NBA Cares Hoops for Troops website, which promotes job opportunities to veterans and reservists. The NBA continues to support the Annual Veterans on Wall Street Conference to expand on pipelining efforts for veterans within the sports industry. Furthermore, the NBA continues to partner with the Chamber of Commerce and has established new relationships with the Office of the Secretary of Defense, the Wounded Warrior Project, the New York National Guard, and Paralyzed Veterans of America to further its efforts to support military members and their families.
- In staffing the NBA's U.S.-based associate and intern programs, the NBA uses a number of sources as a feeder pool for diverse candidates. The 2015 Associate class is 45% diverse and 45% female, and the 2015 Intern class is 36% diverse and 40% female. Recruiting sources include diversity partners such as Prep for Prep, A Better Chance, and the T. Howard Foundation. The NBA continues to establish relationships with schools that have a diverse student body and has conducted on-campus recruiting visits at some of those schools. The NBA also participates in a variety of events and career fairs that target a diverse set of candidates through organizations, including Management Leadership for Tomorrow (MLT), the International Radio and Television Society Foundation (IRTS), the National Black MBA Association, and Prospanica (formerly the National Society for Hispanic MBAs). In its inaugural year, the league administered the David J. Stern Scholarship through the Thurgood Marshall College Fund and offered its first scholarship and mentoring opportunity to a student in need. The scholarship will be awarded again in summer 2016.
- In addition to the league's U.S.-based university initiatives, the NBA offers international intern opportunities through its Global Intern Program and will tip off its Global Associate Program in fall 2016. The expansion of these development programs continues to highlight the skills of diverse and talented collegiate-level professionals throughout China (Beijing and Shanghai), Asia (Hong Kong), the U.K. (London), Spain (Madrid), and India (Mumbai).

Supplier Diversity

- The NBA is committed to economic inclusion by identifying women, minority-owned, and other diverse businesses among its suppliers. The Supplier Diversity Program looks to expand opportunities for enterprises that are capable of delivering exceptional goods and services in one or more of our targeted commodity areas. The NBA works with community groups, businesses, professional associations, and certifying agencies to identify and invite suppliers to apply for the program. In connection with the NBA's annual All-Star event, the NBA also maintains the following initiatives for diverse enterprises: (i) building alliances in the All-Star host city with business advocacy organizations, tourism officials, and local business regulatory agencies and (ii) informing

prospective business entities of the types of contracting opportunities available (e.g., hosting informational webinars and local on-site Supplier Diversity Summit(s)). Based on alliances that have been built in All-Star host cities, the NBA continues to engage those businesses for potential opportunities for other events and business initiatives.

NBA and WNBA Social Responsibility Initiatives

The NBA, WNBA and NBA D-League pursue global social responsibility initiatives that build on the organizations' long tradition of addressing important issues worldwide through philanthropy, hands-on service, and legacy projects. The league works to use its unique position to bring attention to important social issues focusing on **inclusion and equality, education, youth and family development, health and wellness, protecting the environment, and supporting military members and their families.**

Inclusion and Equality

- In 2015 and 2016, the NBA and WNBA teamed up with **LeanIn.org** to launch a public awareness campaign focused on gender equality. The campaign features NBA and WNBA players using #LeanInTogether to emphasize how men benefit from supporting women at home and at work — happier marriages, more successful children, and better team outcomes — and provide practical information on how men can do their part. As a result, the NBA and Lean In were nominated for and received the Public Service Announcement Award at the annual Cynopsis Social Good Awards Breakfast in New York.
- In May 2012, **The Gay, Lesbian, and Straight Education Network (GLSEN)** presented the NBA with the **“Commitment to Diversity and Inclusion Award”** at the 9th Annual Respect Awards for a joint PSA featuring Phoenix Suns players Grant Hill and Jared Dudley that addresses the use of anti-gay language among teens. The PSA launched during the 2011 NBA Conference Finals and is an extension of the award-winning “Think B4 You Speak” campaign and GLSEN's "Changing the Game" initiative.
- The NBA works closely with **GLAAD** to ensure a safe environment is created for all fans, employees, and players, and together, they have provided diversity and inclusion training to all rookies attending the NBA Rookie Transition Program. The NBA joins millions of Americans and GLAAD on Spirit Day (October 17) and takes a stand against bullying by “going purple” in support of lesbian, gay, bisexual, and transgender youth. WNBA player Brittney Griner and NBA player Jason Collins serve as Spirit Day Ambassadors, joining other leading figures in the entertainment industry.
- Denver Nuggets player Kenneth Faried became the first NBA player to serve as an ambassador of **Athlete Ally**. Athlete Ally is an organization focused on ending homophobia in sports by educating allies in the athletic community and empowering them to take a stand. Athlete Ally provides public awareness campaigns, education programming, and tools and resources to help foster inclusive sports communities. Dallas Mavericks owner Mark Cuban also serves on Athlete Ally's National Advisory Board.

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MAKING WAVES OF CHANGE

- Each year, the NBA celebrates the life and legacy of **Dr. Martin Luther King, Jr.** through a variety of programs and activities. In addition to focusing attention on the life and legacy of Martin Luther King, Jr. and other leaders of the civil and human rights movements, the NBA's grassroots events, fundraising, and leadership supported the building of the **MLK, Jr. Memorial**. In 2016, teams competing during MLK weekend wore customized MLK shooting shirts in honor of Martin Luther King's contributions to society. In addition, the Memphis Grizzlies partnered with National Civil Rights Museum to host their annual weekend-long celebration and symposium in Dr. King's honor.
- Every February, the NBA family celebrates Black History Month and the legacy of the civil rights movement through grassroots programs, broadcast and digital ads, retail activation, and in-arena and online programming. In 2016, the NBA created a PSA featuring Dr. Martin Luther King Jr.'s iconic "I Have A Dream" speech and images of "Barrier Breakers" from NBA history, including NBA legends Bill Russell, Michael Jordan, Jason Collins, and Yao Ming.

Education

- Through NBA Cares, the league works to combat global illiteracy and encourage young people to develop a life-long love of reading. Teams and players participate in reading events during visits to schools and community organizations. The league and its teams and players also create **NBA Cares Learn and Play Centers** in schools and community organizations in need. These projects include reading rooms, libraries, computer centers, and more. They also include extensive renovations, book donations, educational software, and resources. These centers provide children and families with the opportunity to access educational and technological resources and a stimulating and safe place to learn. In April of 2016, NBA Cares hosted a dedication of the 1,000th NBA Cares Live, Learn, and Play Center at the Madison Square Boys and Girls Club Columbus Clubhouse in Bronx, NY.
- BBVA Compass and NBA Cares are partnering for the fourth year and will be educating more than **69,000 students across the United States** on the importance of **financial literacy**. BBVA and NBA Cares continue to partner with EverFi, an award-winning financial education learning platform designed to teach K-12 students the concepts and skills to manage their personal finances. To date, NBA Cares and BBVA Compass had more than 446 schools active on the EverFi Financial Literacy platform.
- NBA Cares continues to partner with TeachersCount on their award winning "Behind Every Famous Person is a Fabulous Teacher" campaign, which pairs well-known individuals with their favorite teachers to produce classroom posters highlighting the importance of teachers in molding the leaders of tomorrow. In 2015, NBA player Jabari Parker and his 7th and 8th grade teacher, Ms. Clintonia McNeal, participated in the campaign. Past participants include NBA players Dirk Nowitzki, Kevin Love, and Kyrie Irving.

Youth and Family Development

- In 2014, the NBA, the National Basketball Players Association and the National Basketball Retired Players Association announced a five-year commitment to support **My Brother's Keeper**, a multi-sector effort launched by President Obama to help put boys and young men of color on a pathway

to success. As part of this commitment, the NBA family has partnered with MENTOR: The National Mentoring Partnership, Team Turnaround, and the Council of the Great City Schools to help recruit new mentors and work with educators and students in at-risk schools increase attendance and performance. In January of 2016, the NBA family worked with MENTOR to support their “In Real Life” campaign to spread awareness about the importance of mentoring and encourage Americans to mentor a young person in their community. In January alone, the NBA family created hundreds of social media posts in support of “In Real Life,” generating nearly 30 million online impressions, 3 million video views, and nearly 400,000 likes/comments/shares. More than 9,700 people have already signed up to become a mentor in the year since President Obama’s call to action.

- The NBA and MENTOR produced a series of four video vignettes featuring NBA players Carmelo Anthony, Al Horford, Karl-Anthony Towns, and Marcus Smart, who each shared their personal experiences with mentoring and highlighted the impact mentors can make. These videos were promoted online from league platforms, teams, and the players themselves.
- The NBA also worked with Hall of Famer Bill Russell to develop and place an op-ed piece in the print and online editions of USA Today. In the piece, Russell shared his personal mentoring story that inspired him to get involved in the mentoring movement and recaps the NBA’s partnership with MENTOR as part of My Brother’s Keeper.
- Throughout January, individual players, teams, legends, and community partners took to Instagram, Twitter, Facebook, and Snapchat to tell their personal mentoring stories using #MentorIRL. Participants included John Wall, Dikembe Mutombo, Dwight Howard, Vince Carter, MENTOR, the White House, the National Basketball Retired Players Association, the National Police Athletic League, FUSION, and others.
- The Golden State Warriors created and launched their own My Brother’s Keeper “Matters” PSA featuring Klay Thompson, Draymond Green, and Shaun Livingston to run in arena, online, and on local broadcast throughout the month of January. The Warriors also created a series of individual mentoring videos from top players Stephen Curry, Klay Thompson, and Harrison Barnes and promoted a series of past mentoring events they’ve held with local youth.
- Throughout the league, many teams partnered with local mentoring organizations to host community events and donate tickets to mentor/mentee matches. The Orlando Magic and Milwaukee Bucks both hosted mentoring events featuring players, NBA legends, team executives, prominent community leaders, and White House officials participating in panels and private roundtables with youth from local mentoring organizations. The Lakers, Celtics, Warriors, Timberwolves, Pistons, Nets, and Pelicans combined to donate thousands of game tickets to local mentor/mentee pairs during home games in January.
- In April 2016, the NBA partnered with the White House to create, produce, and promote a mentoring PSA featuring President Obama and NBA MVP Stephen Curry as part of My Brother’s Keeper. The PSA, which depicted the lighter side of mentoring and encouraged Americans to sign up to become mentors, was launched on national television during the NBA playoffs and promoted widely online garnering over 22 million views.

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- Through NBA Cares, in partnership with various community-based and youth-serving organizations, the league and its teams and players have **built more than 1000 places in 31 countries and territories** where kids and families can live, learn, or play, contributing to the development of urban communities. These projects include new and refurbished basketball courts, houses, playgrounds, technology centers and more.
- The Jr. NBA program supports youth basketball through programs and events that are designed to teach basketball fundamentals, promote the values of the game (including leadership, discipline, teamwork, and sportsmanship), and encourage healthy lifestyle choices among boys and girls ages 6-14. The program aims to reach 5 million youth throughout the U.S. and Canada.

Health and Wellness

- **NBA/WNBA FIT** is the leagues' comprehensive health and wellness platform promoting healthy, active lifestyles for children, adults, and families. The initiative encourages physical activity and healthy living through products, events, and programs. NBA/WNBA FIT utilizes current and former players, coaches, trainers, and nutritionists to share important health and fitness tips focused around encouraging youth and their families to "Be Active, Eat Healthy and Play Together."
- During **NBA FIT Live Healthy Week Presented by Kaiser Permanente**, the NBA family – led by the NBA FIT Team – joins community members and partners to highlight the importance of healthy living and to encourage fans to pledge that they will lead healthy lifestyles through grassroots programs and events, broadcast and digital ads, retail activation, special Adidas on-court apparel, and in-arena and online programming. In January 2016, the NBA and Kaiser Permanente held our first "Total Health Forum," bringing together healthcare industry leaders and NBA representatives to address health issues facing NBA fans and players. The inaugural event brought together more than 250 people from the worlds of sport, business, community organizations, and government, and spurred an online conversation around health, generating more than 1.5 million impressions. Speakers included the U.S. Surgeon General Vivek Murthy, NBA Cares Global Ambassador Dikembe Mutombo, NBA Commissioner Adam Silver, and Kaiser Permanente CEO Bernard Tyson.
- The NBA, in partnership with Under Armour, will launch an NBA FIT mobile application to activate young NBA fans and their families through promoting an active lifestyle, healthy nutrition habits, and community engagement. The fully functioning app is set to be released in June 2016, and leading up to that time NBA FIT "challenges" will live on Under Armour's "Connected Fitness" mobile app.
- In celebration of NBA All-Star 2015, the NBA family **engaged more than 1 million youth** in New York City through season-long outreach, hosting more than 750 fun fitness and basketball-related activities including tournaments, open gyms, clinics, and health fairs. These efforts culminated on the Friday of NBA All-Star 2015, when the NBA family hosted **100 basketball clinics in 100 New York City public schools** and **repacked 10,000 pounds of food** in partnership with City Harvest to support New Yorkers in need.
- NBA FIT launched **NBA FIT Food** in partnership with Wal-Mart in January 2014. NBA FIT branded oranges are sold in more than **3,600 Wal-Mart stores** nationwide. NBA FIT Foods also partnered with Walmart snacks to feature NBA FIT-branded snacks in all 3,600 Walmart stores across the

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United States. The program featured oranges with NBA FIT-branded stickers and bags and now features NBA FIT Snackers, a new product containing sliced fresh apples, cheese and pretzels. The NBA FIT Snackers have sold over 2.1 million units since 2014. Additionally, the NBA hosted NBA FIT clinics at various Wal-Mart stores.

- NBA Cares has partnered with **Share Our Strength's No Kid Hungry Campaign** to raise awareness and funds to help end childhood hunger in America, including a PSA campaign with Los Angeles Clippers All-Star Chris Paul. Additionally, in 2012, the NBA made a commitment to connect 50,000 children across the country with free summer meals.
- Through NBA FIT, the NBA and WNBA continue to partner with the **First Lady's Let's Move! Active Schools campaign**, the Presidential Council on Fitness, Sports, and Nutrition, and the Partnership for a Healthier America. The effort tipped off in 2011 with the debut of the NBA FIT/Let's Move! public service announcement featuring First Lady Michelle Obama and continues to support the annual White House Easter Egg Roll. In 2015, the NBA and WNBA continued to support Let's Move Active Schools encouraging schools across the country to register their school. Additionally, NBA players and legends Chris Paul, Grant Hill, Alonzo Mourning, and Jason Collins serve on the President's Council on Fitness, Sports, and Nutrition.
- NBA/WNBA Cares are founding partners of the United Nations Foundation's **Nothing But Nets** campaign, a grassroots movement to save lives by preventing malaria (the leading killer of children in Africa). The NBA and WNBA have helped raise more than \$56 million to distribute more than 9 million life-saving bed nets. In July 2013, NBA player Stephen Curry traveled to Tanzania to support the Nothing But Nets campaign, and continues his "Three for Three" campaign, donating three malaria bed nets for every three-pointer he makes. On World Malaria Day, 2016, the NBA and WNBA supported Nothing But Nets' #CallYourShot challenge, an online campaign to raise awareness and funds to fight malaria. As part of the campaign, NBA Cares hosted a youth basketball event at the NBA Store in New York and recorded web videos from NBA Cares Global Ambassador Dikembe Mutombo, WNBA player Swin Cash, and NBA Cares Ambassador Ruth Riley.
- The NBA/WNBA and its players have been active in the global fight against AIDS in a variety of ways, including through partnerships with Greater Than AIDS, GBCHealth, Elizabeth Glaser Pediatric AIDS, and UNICEF; through grassroots events; and through extensive charitable donations. Through the Emmy award-winning awareness campaign "**Get Tested,**" the NBA, HBO, the Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria (GBC), and the Kaiser Family Foundation came together to produce a series of television, radio, and print PSAs that encouraged people in urban communities to learn about their HIV/AIDS status.
- The **WNBA Breast Health Awareness** program focuses on generating awareness and educating women about breast cancer in addition to raising funds for the initiative. The WNBA and its teams have raised more than **\$3.6 million** to aid in the **fight against breast cancer**. In 2016, the WNBA and its teams will help raise awareness and inspire others in the fight against breast cancer. As part of the weeklong effort, each team must partner with community based organizations to host Breast Health Awareness Nights and host an event in the community. Pink jerseys and shooting shirts will be worn for select games.

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Military Support

- Hoops for Troops is a comprehensive partnership with the Department of Defense to show the NBA's commitment to service. Using the sport of basketball, the partnership supports local communities and hundreds of thousands of active and retired armed forces members and their families each year. The program focuses on four pillars – **Transition, Community, Leadership, and Health** – and features a full schedule of events across the country including USO Tours with legends of the game, exhibition games, clinics, open practices, speaking engagements, meet-and-greets, game tickets, and more.
- During Hoops for Troops Week (**Veterans Day weekend**), the NBA family joins military communities to highlight the importance of honoring and supporting active and retired service men, women and their families. Teams and players host events around the country and all players wear special Hoops for Troops shooting shirts throughout the weekend. To date, the program has encouraged more than 35,000 commitments to service.
- Hoops for Troops partners with several nonprofit veteran support organizations, including the Wounded Warrior Project and the USO. In addition, former NBA official and current NBA Cares Ambassador Bob Delaney visits military bases worldwide to raise awareness of operational stress, a condition he was personally diagnosed with following his retirement as an undercover police officer.
- In January 2016, the NBA appointed General Martin E. Dempsey, the 18th Chairman of the Joint Chiefs of Staff, to the position of Special Adviser to Commissioner Adam Silver. In the role, he provides the league with counsel on leadership and service, while continuing to support the league's military and youth basketball initiatives.

Environment

- NBA Green is a league-wide program in partnership with the Green Sports Alliance (GSA) that generates awareness for protecting the environment. The league and its teams and players are taking steps to be more environmentally friendly and are encouraging fans to participate in local greening initiatives.
- The league and its teams are committed to greening efforts that build more eco-friendly operations. In 2013, the NBA launched Mosaic, an online tool designed to measure environmental impact. In partnership with Green Sports Alliance and Renewable Choice Energy, Mosaic allows all NBA teams and venues to track, analyze, and identify cost savings opportunities within their environmental footprint. Additional program efforts throughout offices and arenas include utilizing sustainable supplies, promoting use of mass transit, implementing recycling programs, installing energy and water-saving fixtures, purchasing renewable energy credits and carbon offsets, and more.
- Seven NBA team arenas have received LEED® certification by the U.S. Green Building Council: Philips Arena (Atlanta Hawks), American Airlines Arena (Miami Heat), Moda Center (Portland Trail Blazers), Oracle Arena (Golden State Warriors), Toyota Center (Houston Rockets), Barclays Center (Brooklyn Nets) and Amway Center (Orlando Magic). American Airlines Arena is the World's First Sports & Entertainment Facility To Achieve LEED® Gold Recertification. Golden 1 Center (Sacramento Kings)

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will be carbon and grid neutral, as well as LEED® Gold-certified and will get essentially all its electricity from solar power.

- Five NBA teams have installed solar panels on their arenas, garages, or practice facilities: Pepsi Center (Denver Nuggets), US Airways Center (Phoenix Suns), Staples Center (Los Angeles Lakers/Clippers) Warriors Arena (Golden State Warriors) and AT&T Center (San Antonio Spurs).

International Initiatives

- Through a variety of Youth Participation programs including Jr. NBA, NBA FIT and NBA Cares, the NBA reached more than 12.3 million youth in 36 countries and territories annually.
- **Basketball Without Borders (BWB)** is the NBA's and FIBA's global basketball development and community outreach program that unites young basketball players to promote the sport and encourage positive social change in the areas of education and health. Since 2001, the NBA and FIBA have staged 45 BWB camps in 26 cities in 22 countries on five continents. BWB has hosted more than 2,500 participants from 130 countries and territories. More than 210 different current and former NBA/WNBA players have joined more than 160 NBA team personnel from all 30 NBA teams with 37 BWB campers drafted into the NBA. In addition to working with the campers on the court, NBA players and coaches lead extensive community outreach programs through NBA Cares. These social responsibility efforts focus on education, grassroots basketball development and health and wellness, highlighted by the creation of safe places where kids and families can live, learn or play. NBA Cares has created more than 1,000 safe places for kids and families around the world.
- The NBA hosted the first **NBA Africa Game** on August 1, 2015, at Ellis Park Arena in Johannesburg in a Team World versus Team Africa format. The game was played in support of Boys & Girls Clubs of South Africa, SOS Children's Village Association of South Africa and the Nelson Mandela Foundation. The game was broadcast in 215 countries in 26 languages and 70M homes and reached more than 1million users on NBA Africa's social media platforms.
- In partnership with the **U.S. Department of State's Bureau of Educational and Cultural Affairs' SportsUnited Program as well as the Empowering Women and Girls Through Sport Initiative**, more than 78 current and former NBA and WNBA players and coaches have traveled to 44 countries as ambassadors of sport, conducting clinics, visiting schools and speaking to youth. Additionally, the NBA and WNBA support the U.S. State Department's Sports Visitor Program by partnering to host youth and coaches during their visits to the U.S.
- In April 2011, **the Alliance for Sport and Development between the Inter-American Development Bank (IDB)**, the NBA, the FC Barcelona Foundation, Visa, Colgate, and the City of Rio, Brazil announced a new sports partnership that seeks to provide programming into favela sports complexes to 5,000 children and youth.
- The NBA in partnership with the **USAID** has developed **Live, Learn and Play: Sustainable, Scalable Basketball for Youth Development (LLP)**, a public-private partnership to foster youth development in Africa through sustainable basketball and life skills development. To date, LLP has trained 205 coaches and partnered with 21 schools and youth clubs, and reached a total of 849 youth. LLP

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programs will use sport to transcend social, economic, and political barriers bringing youth together and encouraging healthy lifestyles and community development.

- The NBA, in partnership with ExxonMobil and Africare, in 2013 launched **Power Forward** in Abuja, Nigeria, a program which has trained **20 coaches**, partnered with **10 schools** and reached more than **440 youth** with weekly programming. This youth development program, which is in its second year, leverages the power of basketball and the NBA to teach health, leadership, and life skills.
- Together with the **Reliance Foundation**, the **NBA launched the Jr. NBA** in 18 cities in India for youth ages 8-16. In its third year, the program reached more than **2.8 million youth and more than 1,000 physical education coaches in 1,000 local schools**. The Reliance Foundation Jr. NBA program focuses on inspiring youth to adopt a healthy, active lifestyle by integrating basketball into each participating school's physical education curriculum.
- Jr. NBA Asia, in partnership with FrieslandCampina, Alaska Milk, and Dutch Lady, hosts youth basketball programming for youth ages 7-14 to develop basketball skills and promote the values of the game through instructional camps and clinics in the Philippines, Indonesia, Malaysia, Thailand, and Vietnam. In 2014, **Jr. NBA Asia engaged more than 35,000 youth and 2,800 coaches** through nearly 1,100 local schools and community organizations.

Other Community Programs

- As part of the 10th anniversary of its creation, NBA Cares is renewing its commitment to communities around the world by inspiring play and teaching basketball's values to more than 15 million youth, providing an additional 3 million hours of service to others, and leaving a lasting legacy in communities by building 1,000 more safe places to live, learn or play by 2025.
- As part of rebuilding efforts following the earthquakes which struck the Sichuan Province, China in 2008 and 2013, the NBA has refurbished **13 basketball courts**, committed to building **3 Project Hope Schools**, and provided portable classrooms and financial assistance to affected families in partnership with the China Youth Development Foundation. Additionally, as of last year, the NBA has supported the Yao Foundation Hope Primary School Basketball Season for the second consecutive year, which has been hosted in approximately **80 Hope Schools across** China, and which has provided more than **40,000 underprivileged students** with basketball programming and life skills in the areas of teamwork, sportsmanship and health and wellness.

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