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The 2017 Racial and Gender Report Card: National Football League

by Richard Lapchick

with Saahil Marfatia

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EXECUTIVE SUMMARY

Orlando, FL – October 18, 2017... The National Football League achieved an **A** for racial hiring practices and a **C** for gender hiring practices in the 2017 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B** grade.

The NFL's score for race was a 90.7 percent, 0.4 percentage points lower than last year's score of 91.1 in 2016. The score for gender was 74 percent, a decrease from 76 percent in 2016. The overall grade for the NFL slightly decreased from 83.6 percent in 2016 to 82.5 percent in 2017, resulting in a **B**. The decreases were largely a result of a new grading scale that better represented America's changing demographics.

Richard Lapchick, Director of TIDES and the primary author of the study, said, "The NFL had significant gains for people of color as head coaches and general managers, the two positions most closely watched in the report card.

The decline in the overall gender grade this year is largely due to the change in the standards for grading. The number of women in significant decision-making positions in the League Office continued to grow. However, at the team level they are still poorly represented at the senior positions. The good news on the teams is that women hit an all-time high in professional positions"

Using data from the 2017 season, which was provided by the NFL League Office, the Institute conducted an analysis of the racial and gender breakdown of general managers, coaches, top team management, senior administration, professional administration, and head trainers. This year, the NFL Player Personnel Department has taken a different approach to collecting the player demographic information. They have created a "Player Information Form," which went to every player, for them to self-identify

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their demographic information. The Player Personnel Department has indicated that they do not yet have the completed forms back so they cannot update the demographics for this report card. Therefore, we will use the player data from the 2016 NFL RGRC. The percentage of players of color is so high that any slight change would not affect the grade. We will update the report card on the website as soon as we get the new data.

Lapchick continued, "The NFL continued to have good results on racial hiring practices and improvement in gender hiring at the senior level in the League Office where the number of women and people of color at or above the vice president level continued to increase. In 2015, there were 21 people of color at or above the VP level. In 2016, there were 24 and in 2017, that number jumped to 31 people of color. Similarly, the number of women at or above the VP level increased from 35 to 45 in 2017. The example was being set at the League Office for the teams by continuing to make improvements in the hiring of women in senior positions."

The percent of women at the management level in the League Office increased to 35.4 percent in 2017 from 31.6 percent in 2016, becoming the highest percent in the report's history. The percent of diverse employees at the management level increased by 1.5 percentage points, from 26.9 percent in 2016 to 28.4 percent in 2017. The NFL League Office still earned an **A** for racial hiring practices, proving that the diversity initiatives of Commissioner Roger Goodell and Executive Vice President for Human Resources and Chief Diversity Officer, Robert Gulliver, have continued to bring good results for the NFL at the League level.

Lapchick continued, "The NFL has tied its all-time high of eight coaches of color in 2017 and that is very good news. There had been considerable concern among NFL officials and advocates for increased head coaching opportunities for people of color for several years going back to 2014 when there were only five people of color in head coaching positions. There were six coaches of color in 2015 and 2016. The all-time record was eight coaches of color in 2011 and now has been reached again.

At the start of the 2017 season, there were six people of color who were general managers or performing the role of GM, an increase from five in 2016.

"I am concerned that the percentages decreased for women and people of color on NFL teams at the vice-president level and in senior administrator positions. Teams need to follow the example set by the League Office, as percentages for women at the team level remain significantly below those at the league level."

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

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

The publication of the 2016 NFL Racial and Gender Report Card follows the publication of the reports on college sport, the National Basketball Association and Major League Baseball. The remaining reports for this year will be for the Women's National Basketball Associate and Major League Soccer.

It should be made clear that TIDES has officially changed the grading scale for the first time in the nearly 20 years of the Report Card because of America's changing demographics. Please note the changes in the section at the end of the report for "How Grades Are Calculated." The result is that the 2017 grades for the 2017 NFL Racial and Gender Report have been calculated at a higher standard than in previous reports. The increase was actually only a partial increase from our previous standards to current census data and in the coming years we will increase the requirements to fully reflect census data.

REPORT HIGHLIGHTS

- At the start of the 2017 season, there were eight head coaches of color, two more than last season's total. The Los Angeles Chargers hired Anthony Lynn while the Denver Broncos hired Vance Joseph. The eight head coaches also matches the all-time record of eight recorded in 2011.
- At the start of the 2017 season, there were six people of color who were general managers or performing the role of GM, an increase from five in 2016.
- In the League Office, the number of women and people of color at or above the vice president level continued to increase. In 2015, there were 21 people of color at or above the VP level. In 2016, there were 24 and in 2017, that number jumped to 31 people of color. Similarly, the number of women at or above the VP level increased from 35 to 45 in 2017.
- The increase of women in management positions in the league office in 2017 reached a milestone. Previously, they held 31.6 percent of the positions. In 2017, the percentage increased to 35.4 percent, which is the highest in the report's history.
- The Jacksonville Jaguars (Shahid Khan) and Buffalo Bills (Kim Pegula) both had a majority owner of color.
- The percentage of assistant coaches of color dropped slightly from 31.9 percent in 2016 to 31.4 percent in the 2017 season. There was also a slight decline in African-American coordinators, as the number dropped from 14 to 13 African-Americans. Katie Sowers was hired by the 49ers as an assistant wide receivers coach for this season, making her the second female coach in the NFL. She is also the first open LGBT coach in NFL history.
- Nine teams employed multiple vice presidents of color in 2017 while 28 teams employed multiple women vice presidents in 2017.

- Both people of color and women declined in the important category of team senior administrators. The percent of people of color decreased from 18.7 percent in 2016 to 18.2 percent in 2017. Women held 20.0 percent of the senior administrator positions during the 2017 NFL season, which was a decrease of 1 percentage points from 2016.
- Both people of color and women increased in the category of team professional administrators. The percent of people of color in team professional administrative positions substantially increased from 22 percent in 2016 to 27.3 percent in 2017. Women in these positions also increased significantly from 33.2 percent in 2016 to 35.9 percent in 2017. This was the highest percent of women in professional administration positions since 2007.
- The NFL had 38 game officials of color. This matched the all-time high of 38 officials of color in 2016.
- League Office diversity and inclusion initiatives continued to include the success of a Women's Interactive Network, as well as a partnership with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events. The League Office practices diversity training across the organization, diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

OVERALL GRADES

The National Football League achieved an **A** for racial hiring practices for the eighth consecutive year, and a **C** for gender hiring practices in the 2017 NFL Racial and Gender Report Card. This gave the NFL a combined **B** grade.

The NFL's score for race was 90.7 percent, which is below the 91.1 percent score in 2016. The score for gender was 74 percent, a decrease from 2016's 76 percent score. The overall grade for the NFL decreased from 83.6 percent in 2016 to 82.4 percent in 2017, resulting in a solid **B**.

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

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

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

GRADES BY CATEGORY

Players

As stated in the Executive Summary, this year the NFL Player Personnel Department has taken a different approach to collecting the player demographic information. They have created a "Player Information Form," which went to every player, for them to self-identify their demographic information. The Player Personnel Department has indicated that they do not yet have the completed forms back so they cannot update demographics for this report card. Therefore, we will use the player data from the 2016 NFL RGRC. The percentage of players of color is so high that any slight change would not affect the grade. We will update the report card on the website as soon as we get the new data.

During the NFL's 2016 season, the percent of African-American players increased from 69.2 percent in the 2015 season to 69.7 percent in 2016. The percent of white players decreased from 27.9 percent in 2015 to 27.4 percent in 2016.

Latinos, Asian/Pacific Islanders, and those classified as "other" made up 0.8 percent, 1.9 percent, and 0.2 percent of 2016 NFL rosters, respectively.

It is expected that the percentages will be very similar.

NFL Grade for Players:

Race: A+ 72.6 percent

See Table 1.

NFL League Office

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

In the League Office, as a result of both hiring and promotions, the number of women and people of color at or above the vice president level continued to increase. The number of people of color at or above the VP level increased from 24 in 2016 to 31 in 2017. Similarly, the number of women at or above the VP level increased dramatically from 35 in 2016 to 45 in 2017.

Overall, the percent of management positions for people of color in the League Office increased to 28.4 percent in 2017, up from 26.9 percent in 2016. In 2017, 6.4 percent of individuals in office management did not list their racial identity. The percent of African-Americans dropped from 9.4 percent in 2016 to 8.9 percent in 2017. Latinos showed an increase from 7.1 percent to 7.5 percent in 2017. Asians dropped slightly from 8.9 percent in 2016 to 8.6 percent in 2017. Native-Americans holding the management positions remained at less than one percent in 2017.

The percent of management positions held by women increased substantially to 35.4 percent in 2017 from 30.7 percent in 2016, becoming the highest percent in the report's history.

The League Office continued to maintain and introduce diversity initiatives each year. A full list of initiatives is outlined at the end of this report. They included the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women

In Sports and Events, diversity training across the league office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

In 2017, of the 31 people of color who served as vice presidents in the League Office, there were 15 African-American males, four Asian males, two Latino, five African-American females, no Asian females, two international and three Latinas. They include:

African-Americans:

- Lenny Bandy, Vice President, Security
- Adolpho Birch III, Senior Vice President, Legal – Corporate & Litigation
- Johanna Faries, Vice President, Marketing
- Kimberly Fields, Senior Vice President, Special Assistant to the Commissioner
- Roderick Graves, Senior Vice President, Football Operations
- Robert Gulliver, Executive Vice President, Chief Human Resources & Diversity Officer
- Dwight Hollier, Vice President, Player Engagement
- Natara Holloway, Vice President, Youth Football
- Byron Jones, Senior Vice President, Legal – Corporate & Litigation
- Damani Leech, Vice President of Football Operations
- Arthur McAfee, Senior Vice President, Player Engagement
- Jocelyn Moore, Senior Vice President, Government Affairs
- Michael Palmer, Vice President, Information Technology
- Kenneth Pimpton, Senior Vice President, Internal Audit
- Troy Vincent, Executive Vice President, Football Operations
- Nana-Yaw Asamoah, Vice President, Sponsorship and New Business
- Brook F. Gardiner, Vice President, Labor Relations
- Debra C. King, Vice President, Brand Strategy & Marketing
- Brian Lockhart, Vice President and Senior Coordinating Producer
- Roman Oben, Vice President, Youth Football

Asians:

- Aniruddha Bose, Vice President, Event Operations
- Akash Jain, Vice President, International
- Robert Morrissey, Vice President, Player Engagement
- Vishal Shah, Senior Vice President, Media Strategy and Business Development

Latinos/Latinas:

- Belinda Lerner, Vice President, Alumni Affairs & Retired Player Programs
- Alberto Riveron, Senior Vice President, Officiating
- Amanda W. Herald, Vice President, Media Strategy & Business Development
- Allison Villafane, Vice President, Legal
- Arturo Olive, Vice President, NFL Mexico Director

International

- Marc Van Norden, Vice President, Engineering
- Wayne Mackie, Vice President, Officiating Training and Education

There were 45 women who served as vice presidents in the League Office (up from 35 in 2016); 36 were white, five were African-American, three were Latinas and one chose not to report racial identity. They were:

- Renie Anderson, Senior Vice President, Sponsorship
- Mary Pat Augenthaler, Vice President, Event Production
- Anastasia Danias, Senior Vice President, Chief Litigation Officer
- Johanna Faries, Vice President, Fan Strategy & Development
- Kimberly Fields, Senior Vice President, Special Assistant to the Commissioner
- Lisa Friel, Senior Vice President, Special Counsel-Investigations
- Amanda Gibbison-Briggs, Vice President, Information Technology
- Julie Haddon, Senior Vice President, NFL Network Marketing
- Natara Holloway, Vice President, Youth Football
- Dawn Hudson, Executive Vice President & Chief Marketing Officer
- Anna Isaacson, Senior Vice President, Social Responsibility
- Jennifer Langton, Vice President, Player Health and Safety
- Cathy Lanier, Senior Vice President, Security
- Ronit Larone, Vice President, Content Optimization
- Belinda Lerner, Vice President, Alumni Affairs & Retired Player Programs
- Jennifer Love, Vice President, NFL Network Production
- Rhiannon Madden, Vice President, Consumer Products
- Kim McFadden, Vice President, Human Resources
- Michelle McKenna, Senior Vice President, Information Technology
- Julie Moeller, Vice President, Digital Media
- Jocelyn Moore, Senior Vice President, Government Affairs
- Julie Perlish, Vice President, Consumer Insights and Research
- Tracy Perlman, Senior Vice President, Entertainment Marketing & Promotions
- Tracie Rodburg, Vice President, Customer Marketing & Sales
- Rosemary Roser, Vice President, Accounting & Finance
- Kennie Smith, Executive in Charge of Project Management*
- Amy Steadman, Vice President, Media Strategy & Business Development
- Sara Swanson, Vice President, International
- Christine Vicari, Vice President, Treasury
- Jamie Weston, Senior Vice President, Brand & Marketing
- Tara Wood, Vice President, Employee Relations
- Cathy Yancy, Vice President, Broadcasting
- Dawn Aponte, Senior Vice President, Chief Football Administration Officer
- Michelle Micone, Senior Vice President, Consumer Products
- Natalie Ravitz, Senior Vice President, Public Affairs and Communications
- Maryann Turcke, Senior Vice President, President, Digital Media and NFL Network
- Melissa Brown, Vice President, International
- Dolores Dibella, Vice President, Legal
- Maria Franklin, Vice President, International
- Amanda W. Herald, Vice President, Media Strategy & Business Development
- Debra King, Vice President, Brand Strategy & Marketing
- Rachel L Margolies, Vice President, Legal
- Sara Schultz, Vice President, Human Resources NFL Media

- Meredith Battin Shumard, Vice President, Integrated Sales
- Allison Villafane, Vice President, Legal

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

NFL Grade for League Office:

Race:	A-	28.4 percent
Gender:	B-	35.4 percent

See Table 2.

Ownership

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

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

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

Head Coaches

The NFL tied its all-time record for head coaches of color this year with eight head coaches who were people of color at the start of the 2017 season. They reached this mark after Vance Joseph and Anthony Lynn were hired by the Denver Broncos and Los Angeles Chargers at the end of the 2016 season.

There were seven African-American head coaches at the start of the 2017 season, two more than the beginning of the 2016 season. The seven African-American head coaches at the start of the 2017 season were:

- Marvin Lewis, Cincinnati Bengals
- Jim Caldwell, Detroit Lions
- Mike Tomlin, Pittsburgh Steelers
- Todd Bowles, New York Jets
- Hue Jackson, Cleveland Browns
- Vance Joseph, Denver Broncos

- Anthony Lynn, Los Angeles Chargers

Ron Rivera was the only Latino head coach in 2017, the same as 2016. When hired in 2011 by the Carolina Panthers, Ron Rivera became the third Latino head coach in NFL history. Tom Fears was the NFL's first Latino head coach when he took over the New Orleans Saints in 1967.

The eight head coaches of color in the 2017 season were:

- Marvin Lewis, Cincinnati Bengals
- Hue Jackson, Cleveland Browns
- Mike Tomlin, Pittsburgh Steelers
- Ron Rivera, Carolina Panthers
- Jim Caldwell, Detroit Lions
- Todd Bowles, New York Jets
- Vance Joseph, Denver Broncos
- Anthony Lynn, Los Angeles Chargers

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

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

NFL Grade for Head Coaches:

Race: A- 25 percent

See Tables 3 and 4.

Assistant Coaches

The percent of assistant coaches of color decreased from 31.9 percent to 31.3 percent in 2017.

At the start of the 2017 NFL season, there were 13 African-Americans holding coordinator positions, a decline from the 14 in 2016. In 2017, the following African-Americans held coordinator positions are:

- Keith Armstrong, Atlanta Falcons, Special Teams Coordinator
- Marquand Manuel, Atlanta Falcons, Defensive Coordinator
- Harold Goodwin, Arizona Cardinals, Offensive Coordinator
- Thomas McGaughey, Carolina Panthers, Special Teams Coordinator
- Steve Wilks, Carolina Panthers, Special Teams Coordinator

- Ray Horton, Tennessee Titans , Defensive Coordinator
- Kirby Wilson, Cleveland Browns, Run Game Coordinator
- Teryl Austin, Detroit Lions, Defensive Coordinator
- Edgar Bennett, Green Bay Packers, Offensive Coordinator
- George Edwards, Minnesota Vikings, Defensive Coordinator
- Kacy Rodgers, New York Jets, Defensive Coordinator
- Richard Hightower, San Francisco 49ers, Special Teams Coordinator
- Terry Robiskie, Tennessee Titans, Offensive Coordinator

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

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

NFL Grade for Assistant Coaches:

Race: A+ 31.3 percent

See Table 5.

Top Management

CEOs/Presidents

At the start of the 2017 season, there were no Presidents who were women or people of color in the NFL.

Kevin Warren is currently the Chief Operating Officer of the Minnesota Vikings and is the highest-ranking African-American executive working on the business side for an NFL team. In 2015, Warren became the first black chief operating officer of an NFL team.

Paraag Marathe, who was the President of the San Francisco 49ers in 2015, was the only person of color as CEO/President at the start of the 2015 season. Marathe is now the Chief Strategy Officer and Executive Vice President of Football Operations.

***NFL Grade for CEOs/Presidents:**

Race: F 0 percent
Gender: F 0 percent

See Table 6.

*This grade is not included in the overall grade calculations.

General Manager/Principal-in-Charge

At the start of the 2017 season, there were six people of color who were general managers or performing the role of GM, an increase from five in 2016. Two teams did not have an official general manager position and used their vice president of personnel to make personnel decisions. Both of these vice presidents were African American and are included here.

The African-American general managers starting the 2017 season were:

- Ozzie Newsome, General Manager, Baltimore Ravens
- Rick Smith, General Manager and EVP of Football Operations, Houston Texans
- Jerry Reese, Senior Vice President and General Manager, New York Giants
- Reggie McKenzie, General Manager, Oakland Raiders
- Sashi Brown, Executive Vice Football Operations, Cleveland Browns
- Doug Williams, Senior Vice President of Player Personnel, Washington

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

Race: B 18.8 percent

See Table 7.

Team Vice Presidents

The percent of people of color serving as NFL team vice presidents decreased from 11.3 percent in 2016 to 10.8 percent in 2017, while the percent of women who were vice presidents decreased from 21.1 percent in 2016 to 20.0 percent in 2017. African-American vice presidents maintained the same percentage from 2016 with 6.9 percent in 2017. The percent of white vice presidents increased from 88.8 percent in 2016 to 89.5 percent in 2017. Those who chose not to specify their race represented .003 percent of the vice presidents. Note that those who chose not to specify were not included in the total when calculating the other percentages. Hispanic vice presidents from 0.4 percent in 2016 to 1.3 percent in 2017, which included one Latina. Those who were classified as “two or more” represented 0.6 percent of vice presidents in the NFL, a decrease from 1.8 percent in 2016. Asian vice presidents represented 1.9% in 2017.

There were 21 African-American vice presidents at the start of the 2017 season, an increase of two from the 2016 season:

- Ozzie Newsome, Executive Vice President and Player Personnel, Baltimore Ravens
- Chad Steele, Vice President of Public Relations, Baltimore Ravens
- Darren Sanders, Vice President of Security, Baltimore Ravens
- Andrew Berry, Vice President of Player Personnel, Cleveland Browns
- Sashi Brown, Executive Vice Football Operations, Cleveland Browns
- Peter John-Baptiste, Vice President of Communications, Cleveland Browns
- Rick Smith, General Manager & EVP of Football Operations, Houston Texans
- Emmett R. Baylor, Vice President of Security, Houston Texans
- Jimmy Raye, Vice President of Player Personnel/Assistant General Manager, Houston Texans
- Ted Crews, Vice President of Communications, Kansas City Chiefs
- Jason Jenkins, Vice President of Communications, Miami Dolphins
- Nat Moore, Senior Vice President/Special Advisor, Miami Dolphins

- Myles Pistorius, Senior Vice President & General Counsel, Miami Dolphins
- Khai Harley, Vice President of Football Operations, New Orleans Saints
- Marc Ross, Vice President of Player Evaluation, New York Giants
- Corry Rush, Vice President of Communications, New York Giants
- Keena Turner, Vice President of Football Affairs, San Francisco 49ers
- Ed Goines, General Counsel/ Vice President of Government Affairs, Seattle Seahawks
- Maurice Kelly, Vice President of Player Engagement, Seattle Seahawks
- Tony Wylie, Senior Vice President of Communications, Washington Redskins
- Doug Williams, Senior Vice President of Player Personnel, Washington Redskins

Qiava Martinez, the Vice President of Premium Sales and Services, identified as an African American in last year's report; however, Oakland did not participate in this study; therefore, she is not included in this report.

In 2017, there were three Latino vice presidents at the start of the 2017 season.

- Nelson Luis, Vice President of Communications, Tampa Buccaneers
- Onmar Khan, Vice President of Football Administration, Pittsburgh Steelers
- Tony Periera, Vice President of Stadium Operations, Arizona Cardinals

There was one Latina vice president at the start of the 2017 season, matching the total number of Latina vice presidents in the 2016 season

- Gabrielle Valdez Dow, Vice President of Marketing and Fan Engagement, Green Bay Packers

There were six Asian vice presidents at the start of the 2016 season:

- Megha Parekh, Senior Vice President and Chief Legal Officer, Jacksonville Jaguars
- Hussain Naqi, Senior Vice President of International Development, Jacksonville Jaguars
- Tony Khan, Senior Vice President of Football Administration, Jacksonville Jaguars
- Sean Kundu, Vice President of New Ventures, San Francisco 49ers
- Moon Javaid, Vice President of Strategy and Analytics, San Francisco 49ers
- Paraag Marathe, Chief Strategy Officer and Executive Vice President of Football Operations, San Francisco 49ers

There were two vice presidents of two or more races at the start of the 2017 season:

- Joel Douglas Jr, Vice President of Player Personnel, Philadelphia Eagles
- Roberto Beltramini, Vice President of Premium Partnerships & Sales, New York Jets

Dan Ventrelle, the Vice President General Counsel, Karla Tai, the Vice President of Human Resources and Operations, and the Vice President/Executive Producer of the Raiders had identified as vice presidents of two or more races in last year's report, but Oakland did not participate in the report this year. Therefore, they are not included in this report.

The Baltimore Ravens, Cleveland Browns, Houston Texans, Jacksonville Jaguars, Miami Dolphins, New York Giants, San Francisco 49ers, Seattle Seahawks and Washington were the only teams with more than one vice president of color.

Women held 61 of the vice president positions in 2017, an increase of three from 2016. Without the Raiders and Bengals, Megha Parekh and Gabrielle Dow were the only women of color who served as a

vice president in 2017, which was a decrease of three women of color as vice president from 2016. The following women held vice president positions:

- Lisa Manning, Vice President of Marketing, Arizona Cardinals
- **, Vice President, Executive Officers, Arizona Cardinals
- Tameka Rish, Vice President of Corporate Partnerships, Atlanta Falcons
- Michelle Andres, Vice President of Digital Media, Baltimore Ravens
- Theresa Abato, Vice President of Suite Sales & Service, Baltimore Ravens
- Elizabeth Jackson, Vice President of Human Resources, Baltimore Ravens
- Gretchen Geitter, Vice President of Community Relations, Buffalo Bills
- Karen Murphy, Vice President & Chief Financial Officer, Chicago Bears
- Katie Blackburn, Executive Vice President, Cincinnati Bengals
- Renee Harvey, Vice President of Cleveland Browns Foundation, Cleveland Browns
- Jenner Tekanic, Vice President of Community Relations, Cleveland Browns
- Charlotte Anderson, Executive Vice President of Brand Management, Dallas Cowboys
- Allison Maki, Senior Vice President of Administration and Chief Financial Officer, Detroit Lions
- Emily Griffin, Senior Vice President of Marketing and Partnerships, Detroit Lions
- Kelly Urquhart-Kozole, Senior Vice President of Business Development, Detroit Lions
- Nancy Svoboda, Executive Vice President of Human Resources, Denver Broncos
- Gabrielle Dow, Vice President of Marketing/ Fan Development, Green Bay Packers
- Nicole Ledvina, Vice President of Human Resources, Green Bay Packers
- Jennifer Davenport, Vice President of Marketing, Houston Texans
- Marilan Logan, Vice President and Chief Accounting Officer, Houston Texans
- Suzie Thomas, Executive Vice President and General Counsel, Houston Texans
- Stacy Johns, Vice President of Finance & Human Resources, Indianapolis Colts
- Kalen Jackson, Vice Chair, Indianapolis Colts
- Casey Fort, Vice Chair, Indianapolis Colts
- Carlie Irsay-Gordon, Vice Chair, Indianapolis Colts
- Kelly Flanagan, Senior Vice President and CEO, Jacksonville Jaguars
- Megha Parekh, Senior Vice President and Chief Legal Officer, Jacksonville Jaguars
- Molly Higgins, Vice President, Corporate Communication and Civic Affairs, Los Angeles Rams
- Jeanne Bonk, Executive Vice President/Chief Financial Officer, Los Angeles Chargers
- Kimberly Layton, Vice President of External Affairs, Los Angeles Chargers
- Amber Perry, Vice President of Integrated Media Sales, Los Angeles Chargers
- Kirsten Krug, Vice President of Administration, Kansas City Chiefs
- Jennifer Jehn, Senior Vice President of the Miami Dolphins Foundation, Miami Dolphins
- Sam Coghill, Vice President of Human Resources and Performance Management, Miami Dolphins
- Tanya Dreesen, Vice President of Partnership Activations, Minnesota Vikings
- Kate Shibilski, Vice President of Finance, Minnesota Vikings
- Karin Nelsen, Vice President of Legal and Human Resources, Minnesota Vikings
- Robin Boudreau, Vice President of Human Resources, New England Patriots
- Robyn Glaser, Vice President of the Kraft Group, New England Patriots
- Jennifer Ferron, Senior Vice President of Marketing and Brand Development, New England Patriots
- Pat Curley, Vice President IT, Kraft Group, New England Patriots
- Vicky Neumeyer, Senior Vice President and Legal Counsel, New Orleans Saints
- Allison Stangeby, Vice President of Community/Corporate Relations, New York Giants

- Christine Procops, Senior Vice President/Chief Financial Officer, New York Giants
- Jessica Mandler, Vice President of Human Resources, New York Jets
- Jennifer Linn, Vice President of Corporate Partnership and Activation, New York Jets
- Aileen Dagrosa, Senior Vice President of General Counsel, Philadelphia Eagles
- Laini DeLawter, Vice President of Ticket/Fan Services, Philadelphia Eagles
- Tina D’Orazio, Vice President for Office of the Chairman, Philadelphia Eagles
- Anne Gordon, Senior Vice President of Media and Communications, Philadelphia Eagles
- Kristie Pappal, Vice President of Human Resources, Philadelphia Eagles
- Susan McGalla, Vice President of Business Strategy and Creative Development, Pittsburgh Steelers
- Patty Inglis, Executive Vice President, San Francisco 49ers
- **, Vice President of Special Events, San Francisco 49ers
- Amy Sprangers, Vice President of Corporate Partnerships, Seattle Seahawks
- Cindy Kelley, Vice President of Human Resources & Administration, Seattle Seahawks
- Jessica Worley, Vice President of Corporate Development, Tampa Bay
- Kristin Hamwey, Vice President of Human Resources, Tampa Bay
- Brooke Ellenberger, Vice President of Ticketing, Tennessee Titans
- Jenneen Kaufman, Vice President/Chief Financial Officer, Tennessee Titans
- **, Vice President of Sales and Marketing, Washington

**Name not provided in NFL team data

The Arizona Cardinals, Atlanta Falcons, Baltimore Ravens, Cleveland Browns, Detroit Lions, Green Bay Packers, Houston Texans, Jacksonville Jaguars, Indianapolis Colts, Los Angeles Chargers, Miami Dolphins, Minnesota Vikings, New England Patriots, New York Jets, New York Giants, Philadelphia Eagles, San Francisco 49ers, Seattle Seahawks, Tampa Bay Buccaneers and the Tennessee Titans all had more than one woman as a vice president.

NFL Grade for Team Vice-Presidents:

Race:	F	10.8 percent
Gender:	F	20.0 percent

See Table 8.

*This grade is not included in the overall grade calculations.

Senior Administration

Both people of color and women declined in this important category of team senior administrators. This category includes the following titles but is not restricted to: directors, assistant general managers, chief legal counsel, salary cap managers, public relations directors, and directors of community relations.

The percent of people of color who held senior administrators at the NFL team level decreased from 18.7 percent in 2016 to 18.2 percent in 2017. Those who decided not to specify their race represented 0.1 percent. The percent of African-Americans in these categories decreased from 12 percent in 2016 to 11.3 percent in 2017. Latinos increased from 2.8 percent in 2016 to 3.8 percent and Asians decreased from 2.6 percent in 2016 to 2.3 percent in 2017.

Women held 20.0 percent of the senior administrator positions during the 2016 NFL season, which was a decrease of 1 percentage points from 2016.

NFL Grade for Senior Administration:

Race:	B	18.2 percent
Gender:	F	20.0 percent

See Table 9.

Professional Administration

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

The percent of people of color in team professional administrative positions substantially increased from 22 percent in 2016 to 27.3 percent in 2017. Those who decided not to specify their race represented 0.5 percent. The percent of African-American professional administrators decreased from 12.5 percent in 2016 to 10.1 percent in 2017. Latino professional administrators increased from 5.5 percent in 2016 to 8.9 percent in 2017. Asians in these same positions increased from 2.3 percent in 2016 to 4.4 percent in 2017.

Women in these positions also increased substantially from 33.2 percent in 2016 to 35.9 percent in 2017, which is the highest percent of women in professional administration positions since 2007.

NFL Grade for Professional Administration:

Race:	A-	27.3 percent
Gender:	B-	35.9 percent

See Table 10.

National Football League - Game Officials

The NFL continues to have a diverse group of game officials as the number of African-American, Latino and Native American officials was 38, which matches the all-time high of 38 recorded in 2016.

See Table 11.

NFL Diversity Initiatives

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

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

NFL Employee Programs and Employee Teams:

- The NFL Diversity Council:** The NFL Diversity Council was established in 2002. Its mission is to collaborate with the Commissioner and NFL executive team to design and implement policies and programs to build diversity awareness and to foster an inclusive work environment. Council membership and executive sponsors include employees from across the league office representing three U.S. locations (New York, New Jersey and California) and our international offices. The NFL Diversity Council is comprised of three subcommittees: Recruitment and Partnerships, Programs and Growth and Integration and Outreach. The Council provides leadership and learning opportunities for its members as they lead important league Diversity initiatives. Additionally, the Council studies the business of all departments to integrate diverse practices into decision making and provides a vehicle for all employees to have their voices heard. The NFL Diversity Council represents, supports and celebrates diversity at all levels.
- Women's Interactive Network (WIN):** In the spring of 2011, the Diversity Council and Human Resources launched the league's first women's affinity group. The mission of WIN is to help accelerate the career advancement of women at the NFL while deepening the engagement of all employees at the league. WIN (1) allows an opportunity for male and female employees in all office locations to educate each other on gender and diversity issues in the workplace; (2) provides a peer network for participants and (3) helps foster the hiring, retention, career development and promotional opportunities of female employees. All NFL locations have WIN groups who continue to build on the NFL WIN mission and host events including leadership discussion, "Lunch & Learn" sessions with senior leaders, health and wellness classes and panels, and networking events. There are now more than 280 WIN members from across the NFL's offices.
- As part of its partnership with Women In Sports & Events (WISE), members of WIN receive a free WISE membership, with access to all WISE events and programming, free of charge. WISE supports women in the business of sports and events industries and provides resources for them to grow and advance in their careers. The NFL partnership marked the first time WISE formed a year-long partnership with a single entity. Through the partnership, WISE and the NFL collaborate on programming and other targeted platforms to benefit the WISE membership and NFL employees including organized networking events for WIN and WISE members.

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

- Black Engagement Network (BEN):** In the summer of 2016, the Diversity Council and Human Resources team launched the Black Engagement Network, an affinity group open to all NFL employees designed to strengthen employee engagement. The planning for BEN started early in 2016, when a group of employees came together to seek the formal establishment of an employee affinity group, in line with the NFL Diversity Council guidelines. BEN operates as a

vehicle for executive management to engage in topics concerning diversity, serve as an Employee Resource Group (ERG) to solve business challenges, and identify opportunities to expand diversity and inclusion in the organization. BEN members will have the opportunity to participate in diversity and inclusion programs and initiatives that will include: Professional Development, Career Management, Mentorship, Community Outreach and Networking.

- **NFL Pride:** In the summer of 2017, the Diversity Council and Human Resources team along with an Executive Sponsorship team launched the NFL Pride Network. NFL Pride is an affinity group open to all NFL employees as an internal resource an engagement network for the LGBTQ community and its allies. The group was established to enhance the NFL's commitment to diversity as well as promote an inclusive environment in the workplace and throughout our sport. NFL Pride will act as an advisory council to the executive team on how the league can best support the LGBTQ community in communications, marketing/product integrations, workplace best practices, and other challenges or opportunities. This summer's kickoff event included a panel comprised of an impressive group of former athletes from across the sports world, Ryan O'Callaghan, Billy Bean and Jason Collins. The panel was moderated by the founder of OutSports, Cyd Zeigler.
- **Human Resources Annual Meeting:** The NFL hosted its Human Resources executives from the league office and all 32 clubs for a two day business summit. The staff from these closely aligned departments engaged in best practices discussion focusing on creating a productive and healthy workplace environment as well as optimizing and revolutionizing the personal and professional growth of employees and players.
- **Flexible Work Arrangements:** The NFL offers Flexible Work Arrangements (FWAs) as a benefit to support diversity and inclusion, help employees address work/life balance challenges and to leverage diverse talent and perspectives. The FWAs help the NFL attract and retain diverse talent who can effectively manage their careers and personal needs. The NFL's use of FWAs also facilitates the league's ability to address the evolving needs of our multi-generational workforce. Our FWAs offer employees the option to alter the time/place to do their work on a temporary/regular basis. This benefit also provides the possibility of working from home, modifying the start/end times of the work day or working on a part-time basis.
- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support the NFL's retention, development and advancement initiatives by creating a structured program in which experienced executives (mentors) can share their business insights and experiences with less experienced professionals (protégés).
- **NFL Special Teams:** The NFL Special Teams initiative was created by the NFL Diversity Council to provide a unique opportunity for NFL employees to build their skills, advance their career potential, and make greater contributions to the NFL. Each team is composed of employees from different departments, levels and demographic groups working inclusively toward a common goal - putting the NFL's principles of inclusion, teamwork and innovation into practice. Teams work on project assigned by an internal "client." At the end of the engagement, the team presents its recommendations to the Commissioner and executive team. Team projects to date have included increasing communication with fans; NFL Network programming for Black History Month; increasing numbers and engagement of female fans; Hispanic marketing; improving the game day experience; developing an annual employee

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

NFL Employee Training and Development:

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

NFL Sponsored Training, Development and Partnerships:

- **Women's Career Development Symposium:** On March 24-25, 2017, the NFL hosted its second Women's Career Development Symposium in Phoenix, AZ that featured 40 women across the NFL. The event featured presentations, panel discussions, breakout sessions and networking opportunities with football executives and industry experts. Speakers included former Dolphins Executive Vice President of Football Administration, and current Chief Football Administration Officer at the league office, Dawn Aponte; Bengals Executive Vice President Katie Blackburn;

Wharton School of Business Professor, Mauri Taheripor, NFL Director of Football Operations, Samantha Rappaport.

- **Women's Careers in Football Forum:** The National Football League will hosted the first-ever Women's Careers in Football Forum in conjunction with USA Football's 2017 Women's World Football Games during Pro Bowl Week in Orlando, Florida. The forum helped educate and prepare women for positions in football operations, including coaching, officiating and scouting, through panel discussions, presentations and on-field clinics and demonstrations.
- **NFL Women's Summit: "In the Huddle to Advance Women in Sport" at the Super Bowl:** Leading up to Kickoff of the Super Bowl, the NFL hosted the second NFL Women's Summit to highlight and promote the critical role sports can play in developing leadership and career advancement. The event brought together prominent leaders from sports, government, media and a variety of other fields—all of whom believe in the power of sports to support the future success of young women both personally and professionally. The goal of the Summit was to reinforce the power of sports and to encourage broad support—from men and women alike—for girls' athletic participation.
- **Respect at Work Program:** Players, coaches, athletic trainers and other football staff of all 32 NFL clubs were required to attend a Respect in the Workplace Meeting designed to better educate participants about the importance of creating a culture of respect and reinforce the need for excellence in workplace conduct. NFL Ambassadors are former players who were trained to facilitate the conversations about creating a culture of respect which embraces diversity and inclusion in the locker room, on the field and while working in the NFL.
- **The NFL Career Advisory Panel:** This panel comprised of eight former coaches and general managers helps to identify top coaching candidates for these positions, with a special emphasis on minority candidates. The list is designed to complement the other resources clubs utilize when filling such positions. As such, teams looking to fill these positions may request the list and discuss the recommendations with panel members.
- **Bill Walsh Diversity Fellowship Program:** The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Management Council and NFL Football Operations Department. Over this past year, the Fellowship rebranded itself from "Minority" to "Diversity" to ensure an emphasis on both racial and gender diversity. The program's objective is to use NFL clubs' training camps, off season workout programs and mini camps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Designed as a vocational tool to increase the number of NFL full-time minority coaches, all 32 NFL clubs participate in the program on an annual basis. As part of the program's evolution, in 2012, the NFL announced a Bill Walsh Fellowship Advisory Council, comprised of a distinguished group of NFL coaches and general managers and as well as NFL executives who monitor the program's impact and recommend "best practices." In 2015, Jen Welter was the first female member of a NFL coaching staff when she joined the Arizona Cardinals through her participation in this program.
- **Fritz Pollard Alliance Partnership:** The Fritz Pollard Alliance was formed as an affinity group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues

to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions.

- **Wounded Warriors Career Development Initiative:** Members of the Wounded Warrior Project were invited for a professional development and networking opportunity. As part of the training, each Wounded Warrior participant identified a specific area of business interest and was given the opportunity to shadow an NFL executive in that particular business area for the day.

Recruitment:

- **Diverse Talent Community:** Early in 2016, the NFL launched a recruiting website dedicated to attracting top quality diverse talent. The website acts as a database of passive candidates who are interested in career opportunities across the league. Moreover, the talent acquisition team at the league headquarters, as well as at each of the 32 clubs, will be able to use this pool of candidates when seeking to fill specific roles.
- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was introduced in 2006. JRP was designed to build a strong, diverse, entry-level pipeline for the league, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Participants are assigned mentors, gain exposure to senior executives and network with professionals in the sports media and entertainment industry. We actively recruit candidates from diverse backgrounds for our JRP opportunities.
- **Summer Internship Program:** The league office's summer internship program allows for upcoming college seniors to get targeted work experience in their areas of study in a nine week structured program. Diversity recruiting and hiring is a strong component of this program. In addition, NFL Films continues to offer an educational on the job internship program, hosting two sessions of interns from a diverse population throughout the year.
- **Military Hiring Partnership:** The NFL partners with the U.S. Army on the Army Training with Industry (TWI) program which provides competitively selected officers and noncommissioned officers with an opportunity to have a one-year work experience in corporate America. The goal of TWI is to expose military personnel to private-sector procedures and practices not available through military training. Recently, two Staff Sergeants worked in the Communications department, sharing their military public affairs experience and expertise while learning the NFL approach to public and community relations.
- **Business of Sports School Networking Workshop:** The NFL hosted a day long Networking Skills Workshop for a team of students from the Business of Sports School, a NYC public high school, which specializes in teaching students about the fundamentals of business and entrepreneurship for success in college and the professional world. The students were coached and trained on effective interviewing techniques, provided in one-on-one mock interviewing and invited to network with NFL executives.
- **Digital Diversity Organization:** The NFL has an on-going relationship with the Digital Diversity Organization based in Los Angeles California. The league utilizes this website and networks with executives on the board when filling unique openings in the digital media area.

- **NACE link, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACE link, UCAN and Experience.com each of which can target specific schools and experience allowing the league to find the best qualified diverse applicants.
- **NFL.com Career Center:** The NFL internally posts all league office positions up through vice president. Postings can be accessed by external applicants via <http://www.nfl.com/careers/about>.
- **National Association of Black Journalists:** In August of 2017, the NFL attended the Annual NABJ Convention & Career Fair in New Orleans. The NFL's recruiting team, along with employees across NFL Media, participated in panels, while hosting a career booth engaging attendees to learn about opportunities at the NFL.
- **The National Black MBA Association:** In September of 2017, the NFL attended the Annual NBMBA Conference & Exposition in Philadelphia. The Conference provides an opportunity for NBMBA members, corporate and university partners, and business leaders to explore the areas of education, leadership, career and networking opportunities that enable professional development. The NFL hosted a career booth, which allowed the league to promote some of the career opportunities available at the NFL, including internships, experienced hiring, and the Junior Rotational Program.

Diversity Supplier Program:

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

HOW GRADES WERE CALCULATED

As in previous reports, the 2017 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state the workplace should reflect the percentage of the people in the racial group in the population. When we first published the Racial and Gender Report Card in the late 1980s, approximately 24 percent of the population was comprised of people of color. Thus, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, **C** if it had 9 percent, a **D** if it was at least 6 percent and **F** for anything below 6 percent.

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

Race		Gender	
A+	>30	A+	>45
A	29-30	A	45
A-	25-28.5	A-	42-44
B+	20-24.5	B+	39-41.5
B	17-19.5	B	38
B-	16	B-	35-37.5
C+	15	C+	32-34.5
C	14	C	31
C-	13	C-	28-30.5
D+	12	D+	25-27.5
D	11	D	24
F	<11	F	<24

METHODOLOGY

For the second consecutive year, the NFL, led by Executive Vice President for Human Resources and Chief Diversity Officer, Robert Gulliver, collected all data for the report and sent it to the research team at The Institute for Diversity and Ethics in Sport (TIDES). The data was separated into League Office and team categories, with each position broken down by race and gender. The Washington franchise did not participate so their data for team Senior Administration and Professional Administration was not included. We were able to obtain the names and identities of the president, general manager and coaching staff.

Once the research team at TIDES evaluated the data and compared it to previous years, the report text was drafted. The report was sent to the League Office so the draft could be reviewed for accuracy. The listings for players, professional owners, presidents/CEOs, general managers, head coaches, vice presidents, senior administration positions, professional administration positions, head trainers and physicians were up to date as of September 2017.

ABOUT THE RACIAL AND GENDER REPORT CARD

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

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

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

The Institute for Diversity and Ethics in Sport (TIDES)

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

The Institute's founder and director is Dr. Richard Lapchick, a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sports issues. Described as "the racial conscience of sport," Lapchick is Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF, where The Institute is located. In addition, Lapchick serves as President and CEO of the National Consortium for Academics and Sports (NCAS), a group of more than 220 colleges and universities that helps student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men's violence against women.

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

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

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

APPENDIX I

Players								
		%	#			%	#	
2016	White	27.40%	618	2005	White	31.50%	537	
	African-American	69.70%	1,573		African-American	65.50%	1116	
	Latino	0.80%	18		Latino	<1%	10	
	Asian	1.90%	44		Asian	2%	34	
	Other	0.20%	4		Other	<1%	1	
					International	1%	18	
2014	White	28.6%	813	2003	White	29%	516	
	African-American	68.7%	1957		African-American	69%	1228	
	Latino	0.7%	19		Latino	1%	9	
	Asian	1.1%	31		Asian	1%	22	
	Other	0.9%	27		Other	0%	0	
	International	1.0%	30					
2013	White	31.0%	866	2000	White	x	x	
	African-American	67.3%	1883		African-American	x	x	
	Latino	0.6%	16		Latino	x	x	
	Asian	0.7%	19		Other	x	x	
	Other	0.5%	14		1999	White	32%	x
	International	1.5%	43			African-American	67%	x
2012	White	30.1%	820	Latino		<1%	x	
	African-American	66.3%	1804	Other		<1%	x	
	Latino	0.7%	20	1998		White	32%	x
	Asian	1.1%	29			African-American	66%	x
	Other	1.8%	48		Latino	<1%	x	
	International	1.4%	39		Other	1%	x	
2011	White	31%	802		1997	White	33%	x
	African-American	67%	1721			African-American	65%	x
	Latino	1%	13	Latino		<1%	x	
	Asian	2%	40	Other		1%	x	
	Other	1%	7	1996		White	31%	x
	International	1%	20			African-American	66%	x
2010	White	31%	790		Latino	<1%	x	
	African-American	67%	1714		Other	2%	x	
	Latino	1%	13		1995	White	31%	x
	Asian	2%	39			African-American	67%	x
	Other	1%	7	Latino		0%	x	
	International	1%	20	Other		<2%	x	
2009	White	30%	782	1994		White	31%	x
	African-American	67%	1761			African-American	68%	x
	Latino	1%	24		Latino	0%	x	
	Asian	2%	55		Other	1%	x	
	Other	<1%	2		1993	White	35%	x
	International	2%	48			African-American	65%	x
2008	White	31%	805	Latino		0%	x	
	African-American	67%	1762	1992		White	30%	x
	Latino	1%	25			African-American	68%	x
	Asian	2%	45			Latino	<1%	x
	Other	<1%	1		Other	1%	x	
	International	2%	63		1991	White	36%	x
2007	White	31%	730			African-American	62%	x
	African-American	66%	1566	Latino		2%	x	
	Latino	1%	30	1990		White	39%	x
	Asian	2%	44			African-American	61%	x
	Other	<1%	1			Latino	0%	x
	International	2%	43					
2006	White	31%	532					
	African-American	67%	1131					
	Latino	0.5%	8					
	Asian	1.5%	25					
	Other	0%	0					
	International	1%	24					
x=Data not recorded								
Table								

Table 1

League Office: NFL											
		Office Management		Support Staff Personnel				Office Management		Support Staff Personnel	
		%	#	%	#			%	#	%	#
2017						2009					
	White	67.0%	610				White	75.2%	629	77.4%	82
	African-American	8.9%	81				African-American	8.6%	72	12.3%	13
	Latino	7.5%	68				Latino	4.7%	39	4.7%	5
	Asian	8.6%	78		not provided		Asian	9.4%	79	2.8%	3
	Native American	0.2%	2				Native American	0.2%	2	0.0%	0
	Other	1.4%	13				Other	1.8%	15	2.8%	3
	Women	35.4%	322				Women	27.6%	231	46.2%	49
	Total		910				Total	2.0%	836		106
2016						2003-2008					
	White	73.1%	667	76.5%	137		White				
	African-American	9.4%	86	11.7%	21		African-American	NFL did not			
	Latino	7.1%	65	7.3%	13		Latino				
	Asian	8.9%	81	4.5%	8		Asian				
	Native American	0.2%	2	0.0%	0		Other				
	Other	1.2%	11	0.0%	0		Women				
	Women	32.3%	295	38.0%	68		Total				
	Total		912		179	2002					
2015							White	74%	150	51%	42
	White	72.0%	629	75.4%	132		African-American	14%	28	25%	21
	African-American	9.4%	82	12.0%	21		Latino	4%	9	19%	16
	Latino	6.4%	56	5.7%	10		Asian	8%	16	5%	4
	Asian	8.0%	70	6.3%	11		Other	0%	0	0%	0
	Native American	0.2%	2	0.0%	0		Women	26%	53	54%	45
	Other	4.0%	35	0.6%	1		Total		203		83
	Women	30.3%	265	32.6%	57	2000					
	Total		874		175		White	77%	140	57%	31
2014							African-American	14%	25	22%	12
	White	71.8%	635	75.1%	133		Latino	<3%	5	19%	10
	African-American	9.7%	86	10.7%	19		Asian	7%	12	2%	1
	Latino	5.8%	51	6.2%	11		Other	0%	0	0%	0
	Asian	9.2%	81	6.8%	12		Women	29%	53	56%	30
	Native American	0.2%	2	0.0%	0		Total		182		54
	Other	3.4%	30	1.1%	2	1998					
	Women	29.6%	262	30.5%	54		White	79%	131	70%	40
	Total		885		177		African-American	15%	25	19%	11
2013							Latino	2%	3	9%	5
	White	72.4%	596	77.8%	144		Asian	4%	6	2%	1
	African-American	9.2%	76	9.2%	17		Other	0%	0	x	x
	Latino	4.9%	40	5.4%	10		Women	26%	43	75%	43
	Asian	10.1%	83	5.9%	11		Total		165		57
	Native American	0.1%	1	0.0%	0	1997					
	Other	3.3%	27	1.6%	3		White	80%	119	68%	34
	Women	29.3%	241	31.4%	58		African-American	15%	22	22%	11
	Total		823		185		Latino	2%	3	8%	4
2012							Asian	3%	4	2%	1
	White	74%	675	66%	40		Other	0%	0	x	x
	African-American	8%	76	18%	11		Women	26%	39	84%	42
	Latino	5%	49	10%	6		Total		148		50
	Asian	9%	85	3%	2	1996					
	Native American	0%	1	0%	0		White	82%	93	81%	56
	Other	3%	26	3%	2		African-American	14%	16	12%	8
	Women	28%	254	51%	31		Latino	<1.0%	1	4%	3
	Total		912		61		Asian	2%	2	3%	2
2011							Other	<1.0%	1	x	x
	White	75%	644	66%	48		Women	22%	25	64%	44
	African-American	8%	69	19%	14		Total		113		69
	Latino	5%	43	10%	7	1995					
	Asian	10%	87	1%	1		White	82%	93	81%	56
	Native American	0%	1	0%	0		African-American	14%	16	12%	8
	Other	2%	17	4%	3		Latino	<1.0%	1	4%	3
	Women	28%	238	56%	41		Asian	2%	2	3%	2
	Total		861		73		Other	<1.0%	1	x	x
2010							Women	22%	25	64%	44
	White	75.1%	653	71.3%	67		Total		113		69
	African-American	8.7%	76	17.0%	16	1994					
	Latino	4.6%	40	6.4%	6		White	82%	93	81%	56
	Asian	9.4%	82	1.1%	1		African-American	14%	16	12%	8
	Native American	0.2%	2	0.0%	0		Latino	<1.0%	1	4%	3
	Other	1.8%	16	4.3%	4		Asian	2%	2	3%	2
	Women	27.5%	239	52.1%	49		Other	<1.0%	1	x	x
	Total		869		94		Women	22%	25	64%	44
x= Data not recorded						Note: Data provided by the NFL league office.					
						table 2					

x= Data not recorded

Note: Data provided by the NFL league office.

Table 2

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

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

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

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

Table 3

Head Coaches					
	%	#		%	#
2017			2006		
White	75.0%	24	White	78%	25
African-American	21.9%	7	African-American	22%	7
Asian	0.0%	0	Asian	0%	0
Latino	3.1%	1	Latino	0%	0
Other	0.0%	0	Other	0%	0
Women	0.0%	0	Women	0%	0
2016			2005		
White	81.3%	26	White	81%	26
African-American	15.6%	5	African-American	19%	6
Asian	0.0%	0	Asian	0%	0
Latino	3.1%	1	Latino	0%	0
Other	0.0%	0	Women	0%	0
Women	0.0%	0	2003		
Women	0.0%	0	White	91%	29
2015			African-American	9%	3
White	81.3%	26	Asian	0%	0
African-American	15.6%	5	Latino	0%	0
Asian	0.0%	0	Women	0%	0
Latino	3.1%	1	2001		
Other	0.0%	0	White	94%	30
Women	0.0%	0	African-American	6%	2
2014			Asian	0%	0
White	84.4%	27	Latino	0%	0
African-American	12.5%	4	Women	0%	0
Asian	0.0%	0	2000		
Latino	3.1%	1	White	90%	28
Other	0.0%	0	African-American	10%	3
Women	0.0%	0	Asian	0%	0
2013			Latino	0%	0
White	88.0%	28	Women	0%	0
African-American	9.0%	3	1999		
Asian	0.0%	0	White	94%	29
Latino	3.0%	1	African-American	6%	2
Other	0.0%	0	Asian	0%	0
Women	0.0%	0	Latino	0%	0
2012			Women	0%	0
White	81.0%	26	1997		
African-American	16.0%	5	White	90%	27
Asian	0.0%	0	African-American	10%	3
Latino	3.0%	1	Asian	0%	0
Other	0.0%	0	Latino	0%	0
Women	0.0%	0	Women	0%	0
2011			African-American	10%	3
White	75.0%	24	Latino	0%	0
African-American	22.0%	7	1995		
Asian	0.0%	0	White	90%	27
Latino	3.0%	1	African-American	10%	3
Other	0.0%	0	Latino	3%	1
Women	0.0%	0	1994		
2010			White	93%	28
White	81.0%	26	African-American	7%	2
African-American	19.0%	6	Latino	0%	0
Asian	0.0%	0	1993		
Latino	0.0%	0	White	89%	25
Other	0.0%	0	African-American	7%	2
Women	0.0%	0	Latino	<4%	1
2009			1992		
White	81.0%	26	White	89%	25
African-American	19.0%	6	African-American	7%	2
Asian	0.0%	0	Latino	<4%	1
Latino	0.0%	0			
Other	0.0%	0			
Women	0.0%	0			
2008					
White	81.0%	26			
African-American	19.0%	6			
Asian	0.0%	0			
Latino	0.0%	0			
Other	0.0%	0			
Women	0.0%	0			
2007					
White	81.0%	26			
African-American	19.0%	6			
Asian	0.0%	0			
Latino	0.0%	0			
Other	0.0%	0			
Women	0.0%	0			

Table 4

Assistant Coaches					
	%	#		%	#
2017			2006		
White	68.7%	504	White	62%	269
African-American	28.2%	207	African-American	35%	151
Latino	1.1%	8	Latino	2%	10
Asian	0.7%	5	Asian	1%	4
Other	1.4%	10	Other	0%	0
Women	0.1%	1	Women	0%	0
2016			2005		
White	68.9%	524	White	66%	316
African-American	27.8%	211	African-American	32%	154
Latino	2.5%	19	Latino	1%	5
Asian	0.7%	5	Asian	1%	3
Other	0.1%	1	Other	0%	0
Women	0.1%	1	Women	0%	0
2015			2003		
White	62.1%	499	White	67%	341
African-American	34.7%	279	African-American	30%	153
Latino	1.5%	12	Latino	2%	8
Asian	0.9%	7	Asian	0%	1
Other	0.8%	6	Other	1%	7
Women	0.0%	0	Women	0%	0
2014			2001		
White	67.8%	497	White	71%	333
African-American	29.6%	217	African-American	28%	132
Latino	1.2%	9	Latino	<1%	6
Asian	0.8%	6	Asian	<1%	1
Other	0.5%	4	Other	0%	0
Women	0.0%	0	Women	0%	0
2013			1999		
White	68.4%	440	White	72%	330
African-American	29.1%	187	African-American	28%	127
Latino	1.1%	7	Latino	0%	0
Asian	0.9%	6	Asian	0%	0
Other	0.5%	3	Other	0%	0
Women	0.0%	0	Women	0%	0
2012			1997		
White	68%	364	White	73%	311
African-American	31%	165	African-American	26%	113
Latino	1%	4	Latino	1%	3
Asian	1%	3	Asian	<1%	1
Other	0%	1	Other	0%	0
Women	0%	0	Women	0%	0
2011			1996		
White	68%	332	White	74%	307
African-American	31%	159	African-American	25%	102
Latino	1%	2	Latino	<1%	3
Asian	1%	4	Asian	<1%	1
Other	0%	0	Other	0%	0
Women	0%	0			
2010			1995		
White	68%	364	White	76%	289
African-American	31%	165	African-American	23%	88
Latino	1%	2	Latino	0%	0
Asian	1%	3	Asian	0%	0
Other	0%	0	Other	<1%	4
Women	0%	0			
2009			1994		
White	64%	283	White	77%	249
African-American	34%	148	African-American	23%	73
Latino	1%	4	Latino	<1%	1
Asian	1%	5	Asian	<1%	1
Other	0%	0	Other	0%	0
Women	0%	0			
2008					
White	64%	279			
African-American	34%	148			
Latino	2%	7			
Asian	1%	5			
Other	0%	0			
Women	0%	0			
2007					
White	62%	284			
African-American	36%	162			
Latino	1%	5			
Asian	1%	5			
Other	0%	0			
Women	0%	0			

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

Table 5

CEO/President					
		%	#		
2017				2008	
	White	100.0%	33		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	0.0%	0		
	Other	0.0%	0		
	Women	0.0%	0		
2016				2007	
	White	97.1%	33		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	3.0%	1		
	Other	0.0%	0		
	Women	0.0%	0		
2015				2006	
	White	97.1%	33		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	3.0%	1		
	Other	0.0%	0		
	Women	0.0%	0		
2014				2003	
	White	94.1%	32		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	3.0%	1		
	Other	0.0%	0		
	Women	0.0%	0		
2013				2000	
	White	97.0%	31		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	3.0%	1		
	Other	0.0%	0		
	Women	0.0%	0		
2012				1999	
	White	100.0%	32		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	0.0%	0		
	Other	0.0%	0		
	Women	3.0%	1		
2011				1998	
	White	100.0%	32		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	0.0%	0		
	Other	0.0%	0		
	Women	0.0%	0		
2010				1997	
	White	100.0%	27		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	0.0%	0		
	Other	0.0%	0		
	Women	4.0%	1		
2009					
	White	100.0%	27		
	African-American	0.0%	0		
	Latino	0.0%	0		
	Asian	0.0%	0		
	Other	0.0%	0		
	Women	4.0%	1		
x= Data not recorded			Table		

x= Data not recorded

Table 6

General Manager/Director of Player Personnel					
	%	#		%	#
2017			2007		
White	81.2%	26	White	84%	26
African-American	18.8%	6	African-American	16%	5
Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Other	0%	0
Women	0.0%	0	Women	0%	0
2016			2006		
White	84.4%	27	White	87%	28
African-American	15.6%	5	African-American	13%	4
Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Other	0%	0
Women	0.0%	0	Women	0%	0
2015			2005		
White	78.1%	25	White	87%	27
African-American	21.9%	7	African-American	13%	4
Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0
Other	0.0%	0	Women	0%	0
Women	0.0%	0	2003		
2014			White	94%	30
White	75.9%	22	African-American	6%	2
African-American	24.1%	7	Latino	0%	0
Latino	0.0%	0	Asian	0%	0
Asian	0.0%	0	Women	0%	0
Other	0.0%	0	2001		
Women	0.0%	0	White	94	30
2013			African-American	6	2
White	81.0%	26	Latino	0	0
African-American	19.0%	6	Asian	0	0
Latino	0.0%	0	Women	0	0
Asian	0.0%	0	1999		
Other	0.0%	0	White	87%	27
Women	0.0%	0	African-American	13%	4
2012			Latino	0%	0
White	81.0%	26	Asian	0%	0
African-American	19.0%	6	Women	0%	0
Latino	0.0%	0	1998		
Asian	0.0%	0	White	87%	27
Other	0.0%	0	African-American	13%	4
Women	0.0%	0	Latino	0%	0
2011			Asian	0%	0
White	84.0%	27	Women	0%	0
African-American	16.0%	5	1997		
Latino	0.0%	0	White	87%	26
Asian	0.0%	0	African-American	13%	4
Other	0.0%	0	Latino	0%	0
Women	0.0%	0	Asian	0%	0
2010			Women	0%	0
White	83.0%	25	1996		
African-American	17.0%	5	White	83%	25
Latino	0.0%	0	African-American	17%	5
Asian	0.0%	0	Latino	0%	0
Other	0.0%	0	1995		
Women	0.0%	0	White	87%	26
2009			African-American	13%	4
White	84.0%	27	Latino	0%	0
African-American	16.0%	5			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Women	0.0%	0			
2008					
White	83.0%	25			
African-American	17.0%	5			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Women	0.0%	0			

x= Data not recorded

Table 7

Vice Presidents					
	%	#		%	#
2017			2007		
White	89.5%	272	White	92.0%	141
African-American	6.9%	21	African-American	8.0%	12
Latino	1.3%	4	Latino	0.0%	0
Asian	1.9%	6	Asian	0.0%	0
Two or More	0.6%	2	Other	0.0%	0
Women	20.0%	61	Women	11.0%	17
2016			2006		
White	89.2%	247	White	92%	152
African-American	6.9%	19	African-American	8%	13
Latino	0.4%	1	Latino	0%	0
Asian	2.2%	6	Asian	0%	0
Other	1.4%	4	Other	0%	0
Women	21.3%	59	Women	12%	18
2015			2005		
White	87.7%	256	White	90%	143
African-American	8.9%	26	African-American	10%	16
Latino	1.4%	4	Latino	0%	0
Asian	2.7%	8	Asian	0%	0
Other	0.7%	2	Women	8%	13
Women	22.9%	67	2003		
2014			White	89%	131
White	88.5%	238	African-American	10%	14
African-American	7.4%	20	Latino	1%	2
Latino	1.5%	4	Asian	0%	0
Asian	0.7%	2	Women	7%	10
Other	1.9%	5	2001		
Women	17.8%	48	White	92%	118
2013			African-American	7%	9
White	86.5%	224	Latino	1%	1
African-American	8.5%	22	Asian	0%	0
Latino	1.9%	5	Women	9%	11
Asian	0.0%	0	1999		
Other	3.1%	8	White	92%	130
Women	15.1%	39	African-American	8%	11
2012			Latino	0%	0
White	91.0%	196	Asian	0%	0
African-American	6.0%	13	Women	7%	10
Latino	1.0%	3	1997		
Asian	0.0%	0	White	90%	97
Other	1.0%	3	African-American	10%	11
Women	17.0%	37	Latino	0%	0
2011			Asian	0%	0
White	92.0%	145	Women	7%	8
African-American	8.0%	12	1996		
Latino	1.0%	1	White	88%	76
Asian	0.0%	0	African-American	12%	10
Other	0.0%	0	Latino	0%	0
Women	15.0%	23	Other	0%	0
2010			Women	12%	10
White	88.0%	137	1995		
African-American	10.0%	16	White	95%	70
Latino	1.0%	1	African-American	5%	4
Asian	0.0%	0	Latino	0%	0
Other	0.0%	0	Other	0%	0
Women	15.0%	25	Women	6%	5
2009					
White	90.0%	146			
African-American	9.0%	15			
Latino	0.0%	0			
Asian	1.0%	1			
Other	0.0%	0			
Women	15.0%	25			
2008					
White	93.0%	137			
African-American	7.0%	11			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Women	14.0%	20			

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

Table 8

Senior Administrators						
		%	#			
2017				2008		
White	81.8%	650	White	82.0%	424	
African-American	11.3%	90	African-American	14.0%	71	
Latino	3.8%	30	Latino	2.0%	10	
Asian	2.3%	18	Asian	2.0%	8	
Other	0.8%	6	Other	<1%	3	
Women	20.0%	152	Women	19.0%	96	
2016				2007		
White	78.7%	633	White	82%	421	
African-American	12.0%	97	African-American	14%	73	
Latino	2.8%	24	Latino	2%	9	
Asian	2.6%	22	Asian	1%	7	
Other	1.0%	7	Other	<1%	2	
Women	21.0%	169	Women	18%	94	
2015				2006		
White	80.7%	592	White	84%	421	
African-American	14.2%	104	African-American	12%	61	
Latino	2.5%	18	Latino	2%	8	
Asian	1.6%	12	Asian	2%	8	
Other	1.1%	8	Other	0%	1	
Women	22.2%	163	Women	17%	86	
2014				2005		
White	83.8%	570	White	86%	424	
African-American	11.2%	76	African-American	12%	60	
Latino	2.5%	17	Latino	1%	6	
Asian	1.5%	10	Asian	<1%	2	
Other	1.0%	7	Other	<1%	2	
Women	19.9%	135	Women	16%	80	
2013				2003		
White	83.0%	595	White	84%	351	
African-American	12.1%	87	African-American	13%	52	
Latino	2.1%	15	Latino	<1%	3	
Asian	1.4%	10	Asian	<1%	4	
Other	1.4%	10	Women	17%	70	
Women	18.8%	135	2000			
2012				White	90%	x
White	84.7%	510	African-American	9%	x	
African-American	11.6%	70	Latino	1%	x	
Latino	1.8%	11	Asian	<1%	x	
Asian	0.8%	5	Women	28%	x	
Other	1.0%	6	1999			
Women	19.9%	120	White	86%	x	
2011			African-American	14%	x	
White	85.0%	395	Latino	0%	x	
African-American	12.0%	54	Asian	0%	x	
Latino	2.0%	8	Women	14%	x	
Asian	1.0%	6				
Other	<1%	2				
Women	20.0%	91				
2010						
White	84.0%	420				
African-American	13.0%	65				
Latino	2.0%	8				
Asian	1.0%	5				
Other	<1%	1				
Women	21.0%	104				
2009						
White	83.0%	412				
African-American	14.0%	69				
Latino	2.0%	9				
Asian	1.0%	7				
Other	<1%	1				
Women	17.0%	87				

x= Data not recorded

Percentages may not equal 100 percent due to rounding

Table 9

Professional Teams: Administration					
	%	#		%	#
2017			2006		
White	72.7%	4,374	White	86%	805
African-American	10.1%	610	African-American	9%	83
Latino	8.9%	533	Latino	3%	27
Asian	4.4%	263	Asian	1%	13
Other	3.4%	207	Other	1%	5
Women	35.9%	2,157	Women	33%	310
2016			2005		
White	76.0%	2790	White	89%	873
African-American	12.5%	459	African-American	8%	79
Latino	5.5%	202	Latino	2%	21
Asian	2.3%	84	Asian	1%	10
Other	1.7%	63	Other	<1%	3
Women	33.2%	1218	Women	32%	311
2015			2003		
White	80.6%	2481	White	87%	1024
African-American	11.1%	341	African-American	9%	101
Latino	5.4%	167	Latino	2%	20
Asian	2.1%	64	Asian	<1%	6
Other	0.8%	24	Other	2%	20
Women	32.2%	992	Women	31%	362
2014			1999		
White	81.6%	2452	White	84%	x
African-American	10.5%	316	African-American	15%	x
Latino	5.2%	157	Latino	<1%	x
Asian	1.9%	58	Asian	<1%	x
Other	0.8%	23	Women	19%	x
Women	30.6%	919	1998		
2013			White	87%	x
White	81.0%	2363	African-American	10%	x
African-American	11.7%	342	Latino	2%	x
Latino	4.4%	127	Asian	1%	x
Asian	1.9%	55	Women	24%	x
Other	1.1%	32	1997		
Women	27.2%	794	White	87%	x
2012			African-American	10%	x
White	81.0%	1033	Latino	2%	x
African-American	11.0%	135	Asian	1%	x
Latino	5.0%	66	Women	34%	x
Asian	1.0%	13	1996		
Other	2.0%	22	White	90%	x
Women	29.0%	363	African-American	8%	x
2011			Other	2%	x
White	88.0%	749	Women	18%	x
African-American	9.0%	76	1995		
Latino	2.0%	19	White	88%	x
Asian	1.0%	8	African-American	11%	x
Other	<1%	2	Other	1%	x
Women	30.0%	259	Women	15%	x
2010			1994		
White	86.0%	746	White	89%	x
African-American	10.0%	89	African-American	11%	x
Latino	3.0%	24	Latino	<1%	x
Asian	1.0%	5	Asian	0%	x
Other	<1%	3	Other	<1%	x
Women	29.0%	254	Women	12%	x
2009			1993		
White	84.0%	766	White	88%	x
African-American	10.0%	93	African-American	9%	x
Latino	4.0%	35	Latino	1%	x
Asian	1.0%	13	Asian	<1%	x
Other	<1%	3	Other	<1%	x
Women	28.0%	251			
2008					
White	83.0%	789			
African-American	11.0%	108			
Latino	4.0%	36			
Asian	1.0%	13			
Other	<1%	3			
Women	29.0%	272			
2007					
White	85.0%	753			
African-American	10.0%	86			
Latino	3.0%	30			
Asian	1.0%	13			
Other	<1%	3			
Women	34.0%	297			

x= Data not recorded

Table 10

Officials						
		%	#			
2017				2009		
White	69.4%	86	White	73%	88	
African-American	27.4%	34	African-American	25%	30	
Latino	1.6%	2	Latino	1%	1	
Asian	0.0%	0	Asian	0%	0	
Other	1.6%	2	Other	1%	1	
Women	0.8%	1	Women	0%	0	
2016				2008		
White	69.4%	86	White	77%	92	
African-American	27.4%	34	African-American	22%	26	
Latino	1.6%	2	Latino	1%	1	
Asian	0.0%	0	Asian	0%	0	
Other	1.6%	2	Other	1%	1	
Women	0.8%	1	Women	0%	0	
2015				2007		
White	70.5%	86	White	78%	94	
African-American	27.0%	33	African-American	20%	24	
Latino	1.7%	2	Latino	1	1	
Asian	0.0%	0	Asian	0	0	
Other	0.8%	1	Other	1%	1	
Women	0.8%	1	Women	0%	0	
2014				2006		
White	69.7%	83	White	81%	97	
African-American	28.6%	34	African-American	18%	21	
Latino	0.8%	1	Latino	1%	1	
Asian	0.0%	0	Asian	0%	0	
Other	0.8%	1	Other	1%	1	
Women	0.0%	0	Women	0%	0	
2013				2005		
White	71.0%	85	White	83%	99	
African-American	28.0%	33	African-American	16%	19	
Latino	0.0%	0	Latino	1%	1	
Asian	0.0%	0	Asian	0	0	
Other	1.0%	1	Other	1%	1	
Women	0.0%	0	Women	0%	0	
2012				2004		
White	71.9%	87	White	81%	97	
African-American	26.4%	32	African-American	18%	21	
Latino	0.8%	1	Latino	1%	1	
Asian	0.0%	0	Asian	0	0	
Other	0.8%	1	Other	1%	1	
Women	0.0%	0	Women	0%	0	
2011						
White	72.0%	87				
African-American	26.0%	32				
Latino	1.0%	1				
Asian	0.0%	0				
Other	1.0%	1				
Women	0.0%	0				
2010						
White	72.0%	86				
African-American	26.0%	31				
Latino	1.0%	1				
Asian	0.0%	0				
Other	1.0%	1				
Women	0.0%	0				
Notes: 13 new officials hired for 2014 as 13 officials retired. Stats reference regular officials, not lock						
Table 11						

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

Table 11