



## The 2004 Racial and Gender Report Card: National Football League

by Richard Lapchick  
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### EXECUTIVE SUMMARY

The 2004 Racial and Gender Report Card for the National Football League showed that the NFL improved for both race and gender. Even more improvements are noted for after the reporting period of the 2003 season in the sections on head and assistant coaches, general managers and owners. These changes will be included in the evaluation for grades in the 2005 Report.

The National Football League Players Association continued to excel in both areas of race and gender.

The Report Card asks, 'Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to make and run the team?'

When all categories were combined for the men's leagues, the NFL received a **B** for race and a **D+** for gender. The B for race was third among the big three men's sports, after the NBA's **A** and MLB's **B+**. Its **D+** for gender also followed the NBA's **B** and MLB's **C**.

The NFLPA maintained its **A+** for race and gender and was the best among the professional players associations reviewed.

Using data from the 2003 season, the Institute conducted an analysis of racial breakdowns of the players, general managers and coaches. In addition, the Report includes a racial and gender breakdown of the management in the NFL League Office and, at the team level, top team management, senior administration, professional administration, support staff, physicians and head trainers, and broadcasters.

Tables for the Report are included in Appendix I.

UCF's Institute for Diversity and Ethics in Sport 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.

Again, the Racial and Gender Report Card asks, "Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to make and run the team?" There is clearly significant room for progress in all sports, particularly in professional sports. With continued emphasis on diversity, not only by changing numbers but also by changing attitudes through diversity management training and other diversity initiatives, we believe sports organizations can be as dedicated in their hiring practices as they are on the playing field, to play the best people they have available.

## REPORT HIGHLIGHTS

In the 2003 NFL season, the percentage of African-American players reached an historic high of 69 percent.

In February 2005, it was announced that Red McCombs was selling the Minnesota Vikings to Reggie Fowler, an African-American. If the sale was approved as originally announced, Fowler would have become the first African-American majority owner in the NFL. However, as of May 15, 2005, it appears that Fowler will be a minority owner and not the majority owner.

The NFL had three African-American head coaches in the 2003 season, which was one more than the 2002 season.

After the 2003 season, the Chicago Bears hired Lovie Smith and the Arizona Cardinals hired Dennis Green. After the 2005 Super Bowl, the Cleveland Browns hired Romeo Crennel. These off-season hirings put the NFL at an all-time high of six African-American head coaches.

Three women were president/CEO of NFL teams.

Women gained ground in the NFL for senior administration posts.

The NFL led in the following categories:

- CEOs for women with nine percent

- Majority owners for women at three (tied with NBA)

- Assistant coaches for race at 33 percent

## OVERALL GRADES

The NFL improved for both race and gender. It earned a **B** for race, an improvement over the 2003 grade of **B-**. The NFL also improved from a **D-** to a **D+** for gender, which gave it a combined **C**, up from the 2003 grade of **C-**.

The NFLPA sustained its **A+** for race and gender, earning the highest grade among the professional players associations reviewed.

## GRADES BY CATEGORY

### Players

In the NFL's 2003 season, the percentage of African-Americans reached an historic high of 69 percent, which was a four percentage point increase since the last RGRG, when the percentage was at its lowest point since the 1991 season. This exceeded the previous high in 1994 of 68 percent. The percentage of whites decreased to 29 percent (down four percentage points). The percentages of Latinos and Asians in the NFL remained stable at 0.5 percent and 1.2 percent, respectively. Of all professional leagues in the United States, the NFL continued to have the highest percentage of American-born players at 96 percent.

**NFL Grade for Players: A+**

### NFL League Office

The NFL did not report league office data so it could not be evaluated.

The NFL circulated a memo league-wide late in 2005, urging all its teams to interview at least one person of color for any front-office vacancy. The difference between this and the Rooney Rule discussed in the section on "Coaches" is that the latter attaches a penalty when a team fails to include a person of color in its candidate pool for head coaching vacancies.

**NFL Grade for League Office: None issued**

### Ownership

The NFL, which made progress in the past year in terms of hiring African-American head coaches and general managers, took a giant step when it was announced that Red McCombs was selling the Minnesota Vikings to Reggie Fowler, an African-American.

If approved, the sale of the Vikings would mean that, for the first time, all four major sports in the United States had a majority owner of color. When Charles Wang and Sanjay Kumar purchased the New York Islanders, the National Hockey League became first league to have majority owners of color. That was followed by Robert Johnson being awarded the NBA expansion franchise Charlotte Bobcats. Arturo Moreno purchased the Anaheim Angles in Major League Baseball. However, as of May 15, 2005, it appeared that Fowler would become a minority owner and not the majority owner.

In the 2003 season, there were five African-Americans listed as limited partners in the NFL:

Deron L. Cherry, Jacksonville Jaguars  
Johnnetta Cole, Atlanta Falcons  
Felker W. Ward, Jr., Atlanta Falcons  
Carl Ware, Atlanta Falcons  
Andrew Young, Atlanta Falcons.

Including Johnnetta Cole, 10 women were minority shareholders of six NFL teams, including four minority owners of the Tennessee Titans:

Ashley Allen, Carolina Panthers  
Rosalind Richardson, Carolina Panthers  
Virginia McCaskey, Chicago Bears  
Delores Weaver, Jacksonville Jaguars  
Nancy Adams, Tennessee Titans  
Amy Strunk, Tennessee Titans  
Susan Lewis, Tennessee Titans  
Susie Smith, Tennessee Titans  
Michele Snyder, Washington Redskins

## **Head Coaches**

The efforts of the Commissioner's Office, as well as the diversity groups appointed by the NFL in the last three years, have brought about a dramatic change in head coaches. The Rooney Rule, which requires that people of color are interviewed as part of the search process for head coaches, has helped to double the number of African-American head coaches in the NFL from three to six. The "Rooney Rule" was named after Steelers' owner Dan Rooney, who heads the league's diversity committee. The NFL's policy is similar to the approach adopted earlier by Major League Baseball under Bud Selig, which helped triple the number of managers of color in MLB.

The NFL discouraged teams searching for a coach from tampering with the staffs of teams in the playoffs or in the Super Bowl. That has often restricted the advancement opportunities for some coordinators and top assistant coaches, including people of color, who might have been considered for head coaching jobs. In 2005, Cleveland was willing to wait to hire Romeo Crennel until the conclusion of the Super Bowl.

In 2003, with the hiring of Marvin Lewis by the Cincinnati Bengals, the number of head coaches of color in the NFL increased from two (six percent) to three (nine percent). Whites held 29 head coaching positions, decreasing from 94 to 91 percent. As with the NBA, there were no Asian-Americans or Latinos in these positions.

The three African-American head coaches (nine percent of the total) in 2003 were:

Marvin Lewis, Cincinnati Bengals  
Tony Dungy, Indianapolis Colts  
Herman Edwards, New York Jets

The percentage of African-American head coaches grew to 16 percent before the start of the 2004 season when the NFL added two more African-American head coaches: Dennis Green of the Arizona Cardinals and Lovie Smith of the Chicago Bears. After the 2005 Super Bowl, Romeo Crennel was hired as head coach of the Cleveland Browns, giving the NFL six African-American head coaches, two times the previous high of three African-American NFL head coaches.

## **Historical Listing of African-American Professional Head Coaches in the NFL**

(\*8 permanent head coaches, 1 interim head coach)

Art Shell	L.A. Raiders	1989-94	54-38
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-present	6-10
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-present	24-12
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004-present	0-0 (interim head coach)
Herman Edwards	N.Y. Jets	2001-present	26-25
Marvin Lewis	Cincinnati	2003-present	8-8
Lovie Smith	Chicago	2004-present	5-11
Romeo Crennel	Cleveland	2005	First season

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

**NFL Grade for Head Coaches: B+**

### **Assistant Coaches**

The 2004 season saw a record number of people of color in assistant coaching and offensive and defensive coordinator positions in the NFL. In the 2004 season, there were 173 assistant coaches of color (up from 169 in the 2003 season reviewed in this Racial and Gender Report Card), as well as 14 offensive or defensive coordinators. The coordinators position is considered the final stepping stone to a head coaching job.

In the assistant coaching category for the 2003 NFL season, the percentage of whites dropped from 71 to 67 percent, while African-Americans increased from 28 to 30 percent. Latino's had two percent; there was one assistant coaching position being held by an Asian-American. Twelve African-Americans held coordinator positions in the NFL.

**NFL Grade for Assistant Coaches: A+**

## **Top Management**

### CEOs/Presidents

Amy Trask of the Oakland Raiders was the only woman president/CEO in the NFL in 2002. However, there were three female presidents/CEOs in the 2003-04 reporting period with the addition of Delores Barr Weaver (Jacksonville Jaguars) and Jody Patton (Seattle Seahawks).

There were no president/CEOs of color in the 2003 NFL season.

### General Manager/Principal-in-Charge

In what the NFL defined as the position equivalent to a general manager, whites held 94 percent of the posts in the 2003 season (the period covered in this RGRC), with the remaining six percent being African-American. The two African-Americans in this position in the 2003 season were:

Ozzie Newsome, general manager and executive vice president, Baltimore Ravens  
Rod Graves, vice president, Football Operations, Arizona Cardinals

At the end of the season, the Jacksonville Jaguars hired James Harris, an African-American, as its vice president of Player Personnel. Thus, the NFL currently has its own historic record in that category as well.

### **NFL Grade for General Manager/Principal-in-Charge: C**

### Team Vice Presidents

In the 2003 NFL season, 89 percent of all vice presidents were white, 10 percent were African-American and the remaining one percent was Latino. There were 14 African-American vice presidents in 2003, five more than there were the 2003 RGRC. This represented an increase of three percentage points.

Rod Graves, vice president, Football Operations, Arizona Cardinals  
Ray Anderson, executive vice president and chief administrative officer, Atlanta Falcons  
Susan Bass, vice president, Communications & Community Relations, Atlanta Falcons  
Ozzie Newsome, vice president, Player Personnel, Baltimore Ravens  
Kofi Bonner, executive vice president, Business Operations, Cleveland Browns  
Greg Carney, vice president of Marketing, Denver Broncos  
Martin Mayhew, senior vice president, Football Administration & Legal Affairs, Detroit Lions  
Tony Willie, vice president, Communications, Houston Texans  
James Harris, vice president, Player Personnel, Jacksonville Jaguars  
Rena Clark, vice president, Community Affairs & Corporate Philanthropy, New England Patriots  
Ronnie Barnes, vice president, Medical Services, New York Giants  
Ed Goines, vice president, Business Affairs and general counsel, San Francisco 49ers  
Bob Wallace, senior vice president, Administration, St. Louis Rams  
Adrian Bracy, vice president, Finance, St. Louis Rams

The Atlanta Falcons and St. Louis Rams were the only NFL teams with more than one African-American vice president.

There were two Latino vice presidents in the 2003 NFL season, representing one percent of NFL vice presidents:

- Pete Garcia, vice president, Player Personnel & Football Development, Cleveland Browns
- Lou Imbriano, vice president/chief marketing officer, New England Patriots

Women held seven percent of the vice president positions during the 2003 season, which was a two percentage point decrease since last year's Racial and Gender Report Card. In addition to Susan Bass, Adrian Bracy and Rena Clark, the other seven women in these posts were:

- Nancy Bidwell, vice president, Arizona Cardinals
  - Linda Bogdan, corporate vice president, Buffalo Bills
  - Tracey Short, vice president, Guest Experience & Business Strategy, Detroit Lions
  - Suzie Thomas, senior vice president/chief administrative officer, Houston Texans
  - Jill Strafacci, senior vice president, Finance and Administration, Miami Dolphins
  - Christine Procops, vice president/chief financial officer, New York Giants
  - Jeanne Bonk, vice president/chief financial and administrative officer, San Diego Chargers
- No team in the NFL had more than one female vice president.

**NFL Grade for Team Vice Presidents:**

<b>Race</b>	<b>D</b>
<b>Gender</b>	<b>F</b>

**Senior Administration**

During the 2003 season, people of color occupied 16 percent of all NFL senior administration positions. African-Americans held 13 percent, while Latinos and Asian-Americans held one percent each. Seventeen percent of the senior administrators of the NFL were women, which is a two percentage point increase from last season. The percentage of African-Americans in the NFL's senior administration decreased two percentage points from the last report card, while the percentages of Asians and Latinos remained the same. Whites held 85 percent of these positions, up two percentage points.

**NFL Grade for Senior Administration:**

<b>Race</b>	<b>B+</b>
<b>Gender</b>	<b>F</b>

Chief Financial Officer

There was one person of color holding a CFO position in the 2003 NFL season, down from two in the previous RGRC. Women occupied 19 percent of the NFL chief financial officer positions, a six percentage point increase from the last Report Card.

### Public Relations Director

In the NFL, 20 percent of the directors of public relations were African-American and there were no women in the position.

### Community Relations Director

In the 2003 NFL season, 25 percent of the community relations directors were people of color, up two percentage points. Nineteen percent were African-American and six percent were Latino.

Women held 50 percent of these posts, a decrease of 15 percentage points.

### **Professional Administration**

In the NFL, white professional administrators again represented 87 percent of the total. African-Americans dropped one percentage point to nine percent, while women gained two percentage points to 31 percent. The categories of Asian-Americans, Latinos and “others” all combined for a total of five percent, up one percentage point.

#### **NFL Grade for Professional Administration:**

<b>Race</b>	<b>B</b>
<b>Gender</b>	<b>C</b>

### **Physicians and Head Trainers**

In the NFL, white team physicians decreased from 96 to 94 percent and African-Americans increased from one to two percent. Both Asians and “others” increased from 1.0 to 2.4 percent. There were no Latino physicians, a one percentage point decrease from last year. The percentage of women physicians remained the same at 2 percent.

In the NFL, white head trainers decreased from 88 to 81 percent while African-Americans increased from 13 to 16 percent. There was one Latino and there were no Asian head trainers.

### **Radio/TV Broadcasters**

In the NFL, white broadcasters increased from 87 to 94 percent while African-Americans dropped from 10 to three percent. There were no Latinos. Women increased from two percent to three percent of these broadcasting jobs. There were no Asian-American broadcasters.

### **Support Staff**

Among support staff positions on NFL teams, whites decreased from 86 to 83 percent, African-Americans increased from 10 to 12 percent and Latinos remained at three percent. Women held 68 percent of support staff positions.

**NFL Grade for Support Staff:**

<b>Race</b>	<b>B+</b>
<b>Gender</b>	<b>A+</b>

**Stacking**

Most observers agree that the issue of stacking in the NFL is no longer a major concern. In the 2003 NFL season, the percentage of African-American quarterbacks was 22 percent, two percentage points less than 2002's all-time high of 24 percent. The quarterback is football's central "thinking" position. Historically, the positions of running back, wide receiver, cornerback and safety have had disproportionately high percentages of African-Americans. The latter positions rely a great deal on speed and reactive ability. The quarterback position was the primary concern since it was so central to the game and now that African-Americans have broken down that barrier, concern about other positions has been greatly diminished.

While the positions of running back (86 percent), wide receiver (86 percent), cornerback (98 percent) and safety (81 percent) continued to be disproportionately held by African-Americans, these are of less concern. That is also true for the position of center, considered to be the anchor of the offensive line, which was still dominated (85 percent) by whites.

**National Football League Players Association**

African-Americans held 64 percent of the positions on the board of the NFLPA, while whites held 34 percent. There was one Asian-American, representing the remaining two percent of the board members. These percentages were unchanged from last year's RGR. Eight of the 10 vice presidents were African-American, while one was white and one was Asian-American.

There was no change in the composition of the department head posts, where whites continue to hold 59 percent and African-Americans occupied 41 percent of the positions. The percentage of women remained at 52 percent.

In the support staff of the NFLPA, the whites held at 38 percent of the positions, African-Americans held 54 percent and Latinos held eight percent. The percentage of women holding support staff posts was 67 percent.

**Grade for NFLPA:**

<b>Race</b>	<b>A+</b>
<b>Gender</b>	<b>A+</b>

## HOW GRADES WERE CALCULATED

As in previous reports, the 2004 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only nine percent. There were no grades for race below this level.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 35 percent, **C** for 30 percent, **D** for 25 percent and **F** for anything below that. The Institute once again acknowledges that even those sports where grades are low generally have better records on race and gender than society as a whole.

## METHODOLOGY

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

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

For the first time in the history of the Racial and Gender Report Card, the NFL League Office did not report data for its own personnel. Thus, we did not report on this and for the purposes of this report did not include it or grade that aspect.

The team findings were put into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted and compared changes to statistics from previous years.

The report draft was sent to the NFL League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The NFL acknowledged receipt but did not suggest any changes.

The report covers the 2003 season for the NFL. Listings of professional owners, general managers and head coaches were updated as of May 15, 2005. Grades, however, were calculated according to the reporting periods noted herein.

## ABOUT THE RACIAL AND GENDER REPORT CARD...

This is the 13<sup>th</sup> issue of the ***Racial and Gender Report Card (RGRC)***, which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), National Hockey League (NHL), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the first time the Report Card is being issued sport-by-sport. The complete Racial and Gender Report Card, including all the leagues and college sport, will be issued after the release of individual reports on the NBA and WNBA, NFL, NHL, MLS and college sport.

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

### **Institute for Diversity and Ethics in Sport**

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 sports. The Institute researches and publishes annual studies on hiring practices in coaching and sport management, student-athlete graduation rates and racial attitudes in sports. Additionally, the Institute conducts diversity management training. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for the 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 is the only program in a business college to offer a two degree option, allowing students to earn a master's of business administration (MBA) degree in addition to the master's 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								
		%	#			%	#	
<b>2003</b>	White	29.1%	516	<b>1996</b>	White	31%	x	
	African-American	69.2%	1228		African-American	66%	x	
	Latino	0.5%	9		Latino	<1%	x	
	Asian-American	1.2%	22		Other	2%	x	
	Other	0.0%	0		<b>1995</b>	White	31%	x
	International	4.0%	67			African-American	67%	x
<b>2001</b>	White	33%	x	Latino		0%	x	
	African-American	65%	x	Other		<2%	x	
	Latino	<1%	x	<b>1994</b>		White	31%	x
	Asian-American	1%	x			African-American	68%	x
Other	<1%	x	Latino		0%	x		
<b>2000</b>	White	x	x		Other	1%	x	
	African-American	x	x	<b>1993</b>	White	35%	x	
	Latino	x	x		African-American	65%	x	
	Other	x	x		Latino	0%	x	
<b>1999</b>	White	32%	x		<b>1992</b>	White	30%	x
	African-American	67%	x	African-American		68%	x	
	Latino	<1%	x	Latino		<1%	x	
	Other	<1%	x	Other		1%	x	
<b>1998</b>	White	32%	x	<b>1991</b>	White	36%	x	
	African-American	66%	x		African-American	62%	x	
	Latino	<1%	x		Latino	2%	x	
	Other	1%	x		<b>1990</b>	White	39%	x
<b>1997</b>	White	33%	x	African-American		61%	x	
	African-American	65%	x	Latino		0%	x	
	Latino	<1%	x	<i>x=Data not recorded</i>				
	Other	1%	x					



<b>Majority Owners</b>					
		<b>%</b>		<b>%</b>	
<b>2003</b>	<b>White</b>	100%	<b>1999</b>	<b>White</b>	100%
	<b>African-American</b>	0%		<b>African-American</b>	0%
	<b>Latino</b>	0%		<b>Latino</b>	0%
	<b>Asian-American</b>	0%		<b>Asian-American</b>	0%
	<b>Other</b>	0%		<b>Women</b>	6%
	<b>Women</b>	10%	<b>1998</b>	<b>White</b>	100%
<b>2001</b>	<b>White</b>	100%		<b>African-American</b>	0%
	<b>African-American</b>	0%		<b>Latino</b>	0%
	<b>Latino</b>	0%		<b>Asian-American</b>	0%
	<b>Asian-American</b>	0%		<b>Women</b>	6%
	<b>Women</b>	9%	<b>1997</b>	<b>White</b>	100%
<b>2000</b>	<b>White</b>	100%		<b>African-American</b>	0%
	<b>African-American</b>	0%		<b>Latino</b>	0%
	<b>Latino</b>	0%		<b>Asian-American</b>	0%
	<b>Asian-American</b>	0%		<b>Women</b>	7%
	<b>Women</b>	6%	<i>x= Data not recorded</i>		

<b>Head Coaches</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2003</b>	White	91%	28	<b>1996</b>	White	90%	27
	African-American	9%	3		African-American	10%	3
	Asian-American	0%	0		Latino	0%	0
	Latino	0%	0	<b>1995</b>	White	90%	27
	Women	0%	0		African-American	10%	3
<b>2001</b>	White	94%	30		Latino	3%	1
	African-American	6%	2	<b>1994</b>	White	93%	28
	Asian-American	0%	0		African-American	7%	2
	Latino	0%	0		Latino	0%	0
	Women	0%	0	<b>1993</b>	White	89%	25
<b>2000</b>	White	90%	28		African-American	7%	2
	African-American	10%	3		Latino	<4%	1
	Asian-American	0%	0	<b>1992</b>	White	89%	25
	Latino	0%	0		African-American	7%	2
	Women	0%	0		Latino	<4%	1
<b>1999</b>	White	94%	29	<b>1991</b>	White	93%	26
	African-American	6%	2		African-American	7%	2
	Asian-American	0%	0		Latino	0%	0
	Latino	0%	0	<b>1990</b>	White	96%	27
	Women	0%	0		African-American	4%	1
<b>1998</b>	White	90%	28		Latino	0%	0
	African-American	10%	3	<i>x= Data not recorded</i>			
	Asian-American	0%	0				
	Latino	0%	0				
	Women	0%	0				
<b>1997</b>	White	90%	27				
	African-American	10%	3				
	Asian-American	0%	0				
	Latino	0%	0				
	Women	0%	0				

<b>Assistant Coaches</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2003</b>	White	67%	341	<b>1996</b>	White	74%	307
	African-American	30%	153		African-American	25%	102
	Latino	2%	8		Latino	<1%	3
	Asian-American	0%	1		Asian-American	<1%	1
	Other	1%	7		Other	0%	0
	Women	0%	0	<b>1995</b>	White	76%	289
<b>2001</b>	White	71%	333		African-American	23%	88
	African-American	28%	132		Latino	0%	0
	Latino	<1%	6		Asian-American	0%	0
	Asian-American	<1%	1		Other	<1%	4
	Other	0%	0	<b>1994</b>	White	77%	249
	Women	0%	0		African-American	23%	73
<b>1999</b>	White	72%	330		Latino	<1%	1
	African-American	28%	127		Asian-American	<1%	1
	Latino	0%	0		Other	0%	0
	Asian-American	0%	0	<b>1993</b>	White	76%	217
	Other	0%	0		African-American	23%	73
	Women	0%	0		Latino	<1%	1
<b>1998</b>	White	72%	313		Other	0%	0
	African-American	27%	118	<b>1992</b>	White	80%	264
	Latino	0%	2		African-American	20%	65
	Asian-American	0%	1		Latino	0%	0
	Other	0%	0		Other	0%	0
	Women	0%	0	<b>1991</b>	White	84%	289
<b>1997</b>	White	73%	311		African-American	16%	54
	African-American	26%	113	<i>x= Data not recorded</i>			
	Latino	1%	3				
	Asian-American	<1%	1				
	Other	0%	0				
	Women	0%	0				

CEO/President							
		%	#		%	#	
<b>2003</b>	White	100%	32	<b>1999</b>	White	100%	x
	African-American	0%	0		African-American	0%	x
	Latino	0%	0		Latino	0%	x
	Asian-American	0%	0		Asian-American	0%	x
	Women	9%	3		Women	3%	x
<b>2001</b>	White	97%	x	<b>1998</b>	White	100%	x
	African-American	3%	x		African-American	0%	x
	Latino	0%	x		Latino	0%	x
	Asian-American	0%	x		Asian-American	0%	x
	Women	3%	x		Women	3%	x
<b>2000</b>	White	100%	x	<b>1997</b>	White	100%	x
	African-American	0%	x		African-American	0%	x
	Latino	0%	x		Latino	0%	x
	Asian-American	0%	x		Other	0%	x
	Women	3%	x		Women	0%	x
<i>x= Data not recorded</i>							

<b>General Manager/Director of Player Personnel</b>							
			<b>%</b>	<b>#</b>			
<b>2003</b>					<b>1997</b>		
	White	94%	30			White	87% 26
	African-American	6%	2			African-American	13% 4
	Latino	0%	0			Latino	0% 0
	Asian-American	0%	0			Asian-American	0% 0
	Women	0%	0			Women	0% 0
<b>2001</b>					<b>1996</b>		
	White	94%	30			White	83% 25
	African-American	6%	2			African-American	17% 5
	Latino	0%	0			Latino	0% 0
	Asian-American	0%	0		<b>1995</b>		
	Women	0%	0			White	87% 26
<b>2000</b>						African-American	13% 4
	White	x	x			Latino	0% 0
	African-American	x	x		<b>1994</b>		
	Latino	x	x			White	86% 25
	Asian-American	x	x			African-American	14% 4
	Women	x	x			Latino	0% 0
<b>1999</b>					<b>1993</b>		
	White	87%	27			White	86% 25
	African-American	13%	4			African-American	10% 3
	Latino	0%	0			Latino	4% 1
	Asian-American	0%	0		<i>x= Data not recorded</i>		
	Women	0%	0				
<b>1998</b>							
	White	87%	27				
	African-American	13%	4				
	Latino	0%	0				
	Asian-American	0%	0				
	Women	0%	0				

## Vice Presidents

	%	#		%	#
<b>2003</b>			<b>1996</b>		
White	89%	131	White	88%	76
African-American	10%	14	African-American	12%	10
Latino	1%	2	Latino	0%	0
Asian-American	0%	0	Other	0%	0
Women	7%	10	Women	12%	10
<b>2001</b>			<b>1995</b>		
White	92%	118	White	95%	70
African-American	7%	9	African-American	5%	4
Latino	1%	1	Latino	0%	0
Asian-American	0%	0	Other	0%	0
Women	9%	11	Women	6%	5
<b>1999</b>			<b>1994</b>		
White	92%	130	White	96%	64
African-American	8%	11	African-American	4%	3
Latino	0%	0	Latino	0%	0
Asian-American	0%	0	Asian-American	0%	0
Women	7%	10	Women	4%	3
<b>1998</b>			<b>1993</b>		
White	89%	107	White	93%	56
African-American	10%	13	African-American	7%	4
Latino	0%	0	Latino	0%	0
Asian-American	0%	0	Asian-American	0%	0
Women	4%	5	Women	6%	4
<b>1997</b>			<i>x= Data not recorded</i>		
White	90%	97			
African-American	10%	11			
Latino	0%	0			
Asian-American	0%	0			
Women	7%	8			

<b>Senior Administrators</b>					
		<b>%</b>	<b>#</b>		
<b>2003</b>	<b>White</b>	85%	351	<b>1998</b>	<b>White</b> 88% x
	<b>African-American</b>	13%	52		<b>African-American</b> 9% x
	<b>Latino</b>	1%	3		<b>Latino</b> 2% x
	<b>Asian-American</b>	1%	4		<b>Asian-American</b> 1% x
	<b>Other</b>	1%	4		<b>Women</b> 27% x
	<b>Women</b>	17%	70	<b>1997</b>	<b>White</b> 91% x
<b>2001</b>	<b>White</b>	83%	x		<b>African-American</b> 9% x
	<b>African-American</b>	15%	x		<b>Other</b> 0% x
	<b>Latino</b>	1%	x		<b>Women</b> 16% x
	<b>Asian-American</b>	1%	x	<b>1996</b>	<b>White</b> 89% x
	<b>Women</b>	15%	x		<b>African-American</b> 9% x
<b>2000</b>	<b>White</b>	90%	x		<b>Other</b> <2% x
	<b>African-American</b>	9%	x		<b>Women</b> 9% x
	<b>Latino</b>	1%	x	<i>x= Data not recorded</i>	
	<b>Asian-American</b>	<1%	x		
	<b>Women</b>	28%	x		
<b>1999</b>	<b>White</b>	8%	x		
	<b>African-American</b>	14%	x		
	<b>Latino</b>	0%	x		
	<b>Asian-American</b>	0%	x		
	<b>Women</b>	14%	x		

Key Positions									
		PRD	DCR	CFO			PRD	DCR	CFO
<b>2003</b>	<b>White</b>	80%	75%	100%	<b>1996</b>	<b>White</b>	80%	57%	97%
	<b>African-American</b>	20%	19%	6%		<b>African-American</b>	20%	32%	3%
	<b>Latino</b>	0%	6%	0%		<b>Other</b>	0%	11%	0%
	<b>Asian-American</b>	0%	0%	0%		<b>Women</b>	3%	32%	10%
	<b>Other</b>	0%	0%	0%		<b>1995</b>	<b>White</b>	80%	69%
<b>Women</b>	0%	50%	19%	<b>African-American</b>	16%		25%	0%	
<b>2001</b>	<b>White</b>	81%	77%	93%	<b>Other</b>		4%	6%	0%
	<b>African-American</b>	19%	19%	<4%	<b>Women</b>		5%	32%	14%
	<b>Latino</b>	0%	4%	<4%	<b>1994</b>		<b>White</b>	80%	68%
	<b>Asian-American</b>	0%	0%	0%		<b>African-American</b>	46%	19%	0%
	<b>Other</b>	0%	0%	0%		<b>Latino</b>	4%	13%	0%
<b>Women</b>	0%	65%	13%	<b>Women</b>		0%	31%	20%	
<b>1999</b>	<b>White</b>	94%	78%	88%		<b>1993</b>	<b>White</b>	89%	69%
	<b>African-American</b>	6%	19%	6%	<b>African-American</b>		11%	25%	4%
	<b>Latino</b>	0%	3%	6%	<b>Latino</b>		0%	6%	0%
	<b>Asian-American</b>	0%	0%	0%	<b>Asian-American</b>		0%	0%	0%
	<b>Other</b>	0%	0%	0%	<b>1992</b>		<b>White</b>	96%	69%
<b>Women</b>	0%	55%	13%	<b>African-American</b>		4%	25%	4%	
<b>1998</b>	<b>White</b>	90%	81%	90%		<b>Latino</b>	0%	6%	0%
	<b>African-American</b>	41%	19%	6%		<b>Asian-American</b>	0%	0%	0%
	<b>Latino</b>	0%	0%	3%		<i>Note: PRD=Public Relations Director/ DCR=Director of Community Relations/ CFO=Chief Financial Officer x= Data not recorded</i>			
	<b>Asian-American</b>	0%	0%	0%					
	<b>Other</b>	0%	0%	0%					
<b>1997</b>	<b>Women</b>	0%	32%	16%					
	<b>White</b>	87%	77%	90%					
	<b>African-American</b>	13%	23%	7%					
	<b>Latino</b>	0%	0%	3%					
	<b>Asian-American</b>	0%	0%	0%					
<b>Other</b>	0%	0%	0%						
<b>Women</b>	0%	30%	17%						

Professional Teams: Administration								
		%	#					
<b>2003</b>	White	87%	1024	<b>1996</b>	White	90%	x	
	African-American	9%	101		African-American	8%	x	
	Latino	2%	20		Other	2%	x	
	Asian-American	1%	6		Women	18%	x	
	Other	2%	20		<b>1995</b>	White	88%	x
	Women	31%	362			African-American	11%	x
<b>2001</b>	White	87%	x	Other		1%	x	
	African-American	10%	x	Women	15%	x		
	Latino	2%	x	<b>1994</b>	White	89%	x	
	Asian-American	<1%	x		African-American	11%	x	
	Other	<1%	x		Latino	<1%	x	
	Women	29%	x		Asian-American	0%	x	
<b>1999</b>	White	84%	x		Other	<1%	x	
	African-American	15%	x		Women	12%	x	
	Latino	<1%	x	<b>1993</b>	White	88%	x	
	Asian-American	<1%	x		African-American	9%	x	
	Women	19%	x		Latino	1%	x	
	<b>1998</b>	White	87%		x	Asian-American	<1%	x
African-American		10%	x		Other	<1%	x	
Latino		2%	x		<b>1992</b>	White	90%	x
Asian-American		1%	x	African-American		6%	x	
Women		24%	x	Latino		3%	x	
<b>1997</b>		White	87%	x		Asian-American	<1%	x
	African-American	10%	x	Other		0%	x	
	Latino	2%	x	<i>x= Data not recorded</i>				
	Asian-American	1%	x					
	Women	34%	x					

Physicians								
		%	#					
<b>2003</b>	White	94%	118	<b>1996</b>	White	96%	45	
	African-American	2%	2		African-American	2%	1	
	Latino	0%	0		Latino	2%	2	
	Asian-American	2%	3		Other	0%	0	
	Other	2%	3		Women	0%	0	
	Women	2%	2		<b>1995</b>	White	100%	44
<b>2001</b>	White	96%	94	African-American		0%	0	
	African-American	1%	1	Latino		0%	0	
	Latino	1%	1	Other		0%	0	
	Asian-American	1%	1	Women		0%	0	
	Other	1%	1	<b>1994</b>		White	100%	72
	Women	2%	2		African-American	0%	0	
<b>1999</b>	White	97%	58		Latino	0%	0	
	African-American	0%	0		Other	0%	0	
	Latino	<2%	1		Women	0%	0	
	Asian-American	<2%	1		<b>1993</b>	White	97%	71
	Women	0%	0	African-American		<2%	1	
	<b>1998</b>	White	95%	52		Latino	<2%	1
African-American		0%	0	Other		0%	0	
Latino		400%	2	<b>1992</b>		White	98%	66
Asian-American		100%	1			African-American	<2%	1
Women		0%	0		Latino	0%	0	
<b>1997</b>		White	91%		38	<i>x= Data not recorded</i>		
	African-American	2%	1					
	Latino	7%	3					
	Asian-American	0%	0					
	Women	0%	0					

<b>Head Trainers</b>							
		<b>%</b>	<b>#</b>			<b>%</b>	<b>#</b>
<b>2003</b>				<b>1997</b>			
	White	81%	26		White	87%	26
	African-American	16%	5		African-American	10%	3
	Latino	3%	1		Latino	0%	0
	Asian-American	0%	0		Other	3%	1
	Other	0%	0		Women	0%	0
	Women	0%	0	<b>1996</b>			
<b>2001</b>					White	90%	27
	White	88%	28		African-American	10%	3
	African-American	13%	4		Other	0%	0
	Latino	0%	0	<b>1995</b>			
	Asian-American	0%	0		White	89%	25
	Other	0%	0		African-American	7%	2
	Women	0%	0		Other	4%	1
<b>1999</b>				<b>1994</b>			
	White	90%	28		White	89%	25
	African-American	10%	3		African-American	7%	2
	Latino	0%	0		Other	4%	1
	Other	0%	0	<b>1993</b>			
	Women	0%	0		White	92%	26
<b>1998</b>					African-American	4%	1
	White	87%	27		Other	4%	1
	African-American	13%	4	<b>1992</b>			
	Latino	0%	0		White	92%	26
	Other	0%	0		African-American	4%	1
	Women	0%	0		Other	4%	1

x= Data not recorded

## Radio and TV Announcers

2003		1997	
White	94%	White	82%
African-American	3%	African-American	15%
Latino	0%	Latino	3%
Asian-American	0%	Asian-American	0%
Other	0%	Other	0%
Women	3%	Women	3%
2001		1996	
White	87%	White	80%
African-American	10%	African-American	15%
Latino	3%	Latino	5%
Asian-American	0%	Asian-American	0%
Other	0%	Other	0%
Women	2%	Women	3%
1999		1995	
White	89%	White	79%
African-American	2%	African-American	7%
Latino	8%	Latino	9%
Asian-American	0%	Asian-American	0%
Other	0%	Other	5%
Women	3%	Women	2%
1998		1993	
White	89%	White	85%
African-American	5%	African-American	2%
Latino	5%	Latino	13%
Asian-American	0%		
Other	0%		
Women	3%		
		1992	
		White	86%
		African-American	2%
		Latino	12%

*x= Data not recorded*

Support Staff Personnel							
		%	#			%	#
<b>2003</b>	White	83%	337	<b>1996</b>	White	90%	x
	African-American	12%	50		African-American	7%	x
	Latino	3%	10		Latino	2%	x
	Asian-American	0%	2		Asian-American	1%	x
	Other	1%	5		Other	0%	x
	Women	68%	276		Women	48%	x
<b>2001</b>	White	86%	x	<b>1995</b>	White	90%	x
	African-American	10%	x		African-American	6%	x
	Latino	3%	x		Other	4%	x
	Asian-American	1%	x		Women	54%	x
	Other	0%	x	<b>1994</b>	White	90%	x
	Women	83%	x		African-American	6%	x
<b>1999</b>	White	89%	x		Latino	2%	x
	African-American	9%	x		Asian-American	<1%	x
	Latino	<1%	x	Other	<1%	x	
	Asian-American	<1%	x	Women	57%	x	
	Other	0%	x	<b>1993</b>	White	89%	x
Women	61%	x	African-American		5%	x	
<b>1998</b>	White	86%	x		Latino	4%	x
	African-American	11%	x		Asian-American	1%	x
	Latino	2%	x		Other	0%	x
	Asian-American	1%	x	<b>1992</b>	White	89%	x
	Other	<1%	x		African-America	5%	x
Women	61%	x	Latino		3%	x	
<b>1997</b>	White	86%	x		Other	3%	x
	African-American	11%	x	<i>x= Data not recorded</i>			
	Latino	2%	x				
	Asian-American	1%	x				
	Other	0%	x				
	Women	53%	x				

NFL Offense								
		QB	RB	WR	TE	OT	OG	C
<b>2003</b>	White	77%	13%	14%	55%	44%	56%	85%
	African-American	22%	86%	86%	42%	55%	41%	12%
<b>2002</b>	White	76%	16%	12%	56%	45%	56%	83%
	African-American	24%	82%	88%	41%	53%	41%	14%
<b>2000</b>	White	78%	13%	10%	56%	48%	48%	70%
	African-American	21%	86%	90%	41%	30%	50%	25%
<b>1999</b>	White	81%	13%	9%	55%	42%	55%	75%
	African-American	18%	86%	91%	42%	55%	42%	20%
<b>1998</b>	White	91%	13%	8%	55%	39%	67%	83%
	African-American	8%	87%	92%	42%	55%	29%	17%
<b>1997</b>	White	91%	7%	8%	52%	49%	72%	72%
	African-American	7%	90%	89%	48%	47%	23%	20%
<b>1993</b>	White	93%	8%	10%	39%	51%	64%	79%
	African-American	7%	92%	90%	60%	47%	32%	18%
<b>1983</b>	White	99%	12%	23%	52%	68%	77%	97%
	African-American	1%	88%	77%	48%	32%	23%	3%

Note: 37% of all players in the NFL are African-American. 32% of all players are white. 1% of all players in the NFL are either Pacific Islander, Latino or Asian-American. Any totals of less than 100% are due to the third category of "other."

<b>NFL Defense</b>						
	<b>CB</b>	<b>S</b>	<b>LB</b>	<b>DE</b>	<b>DT</b>	
<b>2003</b>						
<b>White</b>	2.0%	19.0%	17.0%	22.0%	20.0%	
<b>African-American</b>	98.0%	81.0%	80.0%	77.0%	76.0%	
<b>2002</b>						
<b>White</b>	1%	13%	19%	20%	23%	
<b>African-American</b>	98%	87%	78%	78%	78%	
<b>2000</b>						
<b>White</b>	7%	13%	22%	25%	26%	
<b>African-American</b>	93%	87%	76%	73%	73%	
<b>1999</b>						
<b>White</b>	4%	10%	23%	21%	20%	
<b>African-American</b>	96%	90%	74%	77%	68%	
<b>1998</b>						
<b>White</b>	1%	9%	24%	19%	31%	
<b>African-American</b>	99%	91%	75%	79%	63%	
<b>1997</b>						
<b>White</b>	2%	10%	24%	15%	24%	
<b>African-American</b>	98%	89%	74%	8%	71%	
<b>1993</b>						
<b>White</b>	1%	18%	27%	27%	30%	
<b>African-American</b>	99%	80%	72%	71%	53%	
<b>1983</b>						
<b>White</b>	8%	43%	53%	31%	47%	
<b>African-American</b>	92%	57%	47%	36%	53%	
<p>Note: 37 % of all players in the NFL are Black. 32% of all players are White. 1% of all players in the NFL are either Pacific Islander, Latino, or Asian-American. Any totals of less than 100% are due to the third category of "other."</p>						

<b>Players Association</b>							
			<b>%</b>	<b>#</b>			
			<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	
<b>Executive Committee</b>				<b>Department Heads</b>			
<b>2003</b>				<b>2003</b>			
	White	34%	22		White	59%	27
	African-American	64%	43		African-American	41%	19
	Asian-American	2%	1		Latino	0%	0
<b>2002</b>				<b>2002</b>			
	White	34%	22		Women	52%	24
	African-American	64%	43		White	59%	27
	Asian-American	2%	1		African-American	41%	19
<b>2000</b>				<b>2000</b>			
	White	42%	38		Latino	0%	0
	African-American	56%	50		Women	52%	24
	Other	2%	2		White	59%	27
<b>Vice Presidents</b>				African-American 41% 19			
<b>2003</b>				Latino 50% 23			
	White	10%	1	Women x x			
	African-American	80%	8	<b>Support Staff</b>			
	Asian-American	10%	1	<b>2003</b>			
<b>2002</b>				White 38% 9			
	White	10%	1	African-American 54% 13			
	African-American	80%	8	Latino 8% 2			
	Asian-American	10%	1	Women 67% 16			
<b>2000</b>				<b>2002</b>			
	White	10%	1	White 38% 9			
	African-American	90%	9	African-American 54% 13			
				Latino 8% 2			
				Women 67% 16			
				<b>2000</b>			
				White 43% 10			
				African-American 39% 9			
				Latino 9% 2			
				Women 70% 16			
<i>x= Data not recorded</i>							