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## The 2006 Racial and Gender Report Card: Major League Baseball

by Richard Lapchick  
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### EXECUTIVE SUMMARY

Sixty years ago Jackie Robinson broke Major League Baseball's color barrier in sport and America changed forever as a result. 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 at bat or to operate a team?'

In the 60<sup>th</sup> anniversary year, a new milestone was achieved with the release of the 2006 Major League Baseball Racial and Gender Report Card.

Baseball achieved its highest grade ever in both race and gender as well as its highest combined grade. With the score of 89.1 for race, baseball is on the brink of achieving its first A with a solid **B+** as well as a **C+** for gender.

Richard Lapchick, Director of the University of Central Florida's Institute for Diversity and Ethics and Sport which released the study, said "baseball achieved this through improvements for race and gender in the Commissioner's office, at the levels of coach, team vice presidents, senior administrators on teams, and professional administrators on teams. We also acknowledge baseball for its outstanding records with Diversity Initiatives which include this year's Inaugural Civil Rights Game played in Memphis this Saturday."

Lapchick noted that "There is some irony in the Report Card. Jackie Robinson's dream was to increase the percentage of African-American players as well as coaches and front office personnel. While MLB has achieved these new distinctions regarding who runs the game, the percentage of African-Americans playing the game reached a new low at 8.4 percent. That has been a concern of Major League Baseball and leaders in the African-American community as the numbers have consistently gone down. On the other hand, with 40.5 percent players of color, MLB is close to its all-time high of 42 percent players of color during the season marking the 50<sup>th</sup> anniversary of Jackie Robinson breaking the color barrier. However, at that time the

percentage of African-American players was double today's total with 17 percent. Nonetheless, this should not take away from MLB's achievement here."

The last two seasons have witnessed historic successes for teams with people of color as both managers and general managers. The 2005 season marked the first time a team won the World Series with a person of color in both positions of manager (Ozzie Guillen) and general manager (Ken Williams). The 2006 season almost followed suit when the New York Mets, also led by two people of color (Willie Randolph as the Manager and Omar Minaya as GM), went to Game 7 of the National League Championship Series.

Issues of race and gender continue to be a concern for sport in America. Once again, much of the news for racial hiring practices in the 2006 Report emanating from offices where Commissioner Bud Selig has authority is very good while the records of MLB teams continue to be inconsistent in this reporting period with some progress and some set-backs.

Baseball received an **A** or better for race for player opportunities, league office professionals, coaches and diversity initiatives. The only grade for race below a B was for the general manager where MLB got a **D**.

Baseball received an **A** for gender only in the league office for professionals.

Using data from the 2006 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the players, managers and coaches. In addition, the Report Card includes a racial and gender breakdown of the owners, management in the Central Office as well as the team level, top team management, senior administration, professional administration, support staff, physicians, head trainers and broadcasters. An overview of player stacking is also included.

Tables for the Report are included in Appendix I. MLB's extensive diversity initiatives are listed in Appendix II.

It is imperative that sports teams play the best athletes they have available to win games. The Institute strives to emphasize the value of diversity to sports organizations when they choose their team on the field and in the office. Diversity initiatives like diversity management training can help change attitudes and increase the applicant pool for open positions. It is obviously the choice of the organization regarding which applicant is the best fit for their ball club, but the Institute wants to illustrate how important it is to have a diverse organization involving individuals who happen to be of a different race or gender because it can provide a different perspective, and possibly a competitive advantage for a win in the board room as well as on the field.

The University of Central Florida'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.

## REPORT HIGHLIGHTS

- Arturo Moreno who purchased the Anaheim Angels remains the only person of color to own a Major League Baseball team and the only Latino in all professional sports to be a majority owner.
- Willie Randolph, in his second season as manager of the New York Mets, led his team to Game 7 of the National League Championship Series. The Mets have MLB's only Latino General Manager, Omar Minaya.
- As of the publication date, MLB has six Major League managers of color (two African-Americans and four Latinos). Thus 20 percent of MLB managers were people of color as the season opened.
- According to MLB, people of color constitute 33 percent of the manager positions within the Minor Leagues. This constitutes an 11 percent increase from the previous year.
- According to MLB, 37 percent of the combined major and minor league coaching staffs are people of color. This was a decrease from 39 percent for 2005.
- 30 percent of the coaches in MLB were either African-American (16 percent), Latino (13 percent) or Asian.
- A total of 40.5 percent of the players were Latino (29.4 percent), African-American (8.4 percent), Asian (2.4 percent) or "other" (0.3 percent). Baseball is close to its all-time high of 42 percent players of color.
- The 8.4 percent African-American player total was the lowest percentage since the Report was initiated in the mid-1980's.
- 27 percent of the staff in MLB's Central Office were people of color while women made up 43 percent of the positions.
- At the senior administration level, 23 percent of MLB Central Office employees were people of color, while women occupied 26 percent of the positions.
- At the director and managerial level, 23 percent were people of color, while women occupied 33 percent of the posts.
- At the team level, MLB had only two general managers who were people of color.
- 13 percent of team vice presidents were people of color and 15 percent were women, indicating an increase in people of color and an increase for female representation in the vice president positions.
- The 2007 season will start off with the first-ever Civil Rights Game in historic Memphis.

## OVERALL GRADES

Overall, MLB earned a high **B+** for race and a **C+** for gender. This gave it a combined **B**. This was a marked improvement from the 2005 Major League Baseball Racial and Gender Report Card when MLB earned a low-range **B+** for race, a **D+** for gender and a combined **C+**.

## GRADES BY CATEGORY

### Players

In the 2006 MLB season 59.5 percent of the players were white, 8.4 percent were African-American, 29.4 percent were Latino and 2.4 percent were of Asian descent. This was a 0.5 percentage point decrease for white players, a 0.6 percent decrease for African-American players and 0.4 percentage point increase for Latinos. The percentage of African-American players is the lowest it has been in 27 years. There were 29 Asian baseball players in the entire league. The percentage of international players in MLB was 31 percent, up one percentage point.

**MLB Grade for Players: A+**

See Table 1.

### Major League Central Office

According to Major League Baseball, of the 468 Central Office employees, 10.4 percent were African-American, 13.2 percent were Latino, 3.0 percent were Asian, less than one percent was Native American and 72.4 percent were white. Women made up 43 percent of the entire staff. This represents a more than nine percent increase in women working in the Central Office from the previous year.

At the senior executive level, 23 percent of the 43 employees were people of color, while women occupied 26 percent of the positions. At the director and managerial level, 23 percent of the 96 employees were people of color, while women occupied 33 percent of the posts. People of color comprised 32 percent of all MLB professionals, technicians and supervisors, increasing from 24 percent for 2005, and 31 percent were women, an increase from 27 percent in 2005.

The following people of color are Senior Executives - vice presidents in the MLB Central office:

- Jonathan Mariner, Executive Vice-President and Chief Financial Officer
- Jimmie Lee Soloman, Executive Vice-President of Baseball Operations

The following women were senior vice presidents in the MLB League Office:

- Phyllis Merhige, vice president, Club Relations
- Marla Miller, senior vice president, Special Events
- Jacqueline Parkes, vice president, Marketing and Advertising
- Katy Feeney, vice president, Scheduling and Club Relations
- Kathleen Torres, vice president, Finance

The following people of color are Vice Presidents in the MLB Central Office:

- Tom Brasuell, vice president, Community Affairs
- Julio Carbonell, vice president, Information Technology
- Shawn Lawson-Cummings, vice president, International Licensing/Sponsorship
- Wendy Lewis, vice president, Strategic Planning, Recruitment and Diversity
- Lou Melendez, vice president, Baseball Operations, International
- Italo Zanzi, vice president, International Broadcasting
- Ray Scott, vice president, Human Resources

Including Lewis and Lawson-Cummings, the following women were vice presidents:

- Bernadette McDonald, vice president, Broadcast Administration and Operations
- Elizabeth Scott, vice president, Programming
- Susan Goodenow, vice president, Business Communications
- Anne Occi, vice president, Design Services
- Jennifer Gefsky, vice president, Deputy General Counsel
- Domna Candido, vice president, Deputy General Counsel
- Jennifer Sims, vice president, Deputy General Counsel

#### **MLB Grade for League Central Offices:**

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

See Table 2.

#### **Ownership**

Arturo Moreno is the first Latino majority owner in MLB, as well as the only person of color to own a Major League Baseball team. There are no women who hold a majority ownership.

See Table 3.

#### **Managers**

Baseball went from seven to five managers of color in the 2006 season. During the 2006 MLB season, the five (16.7 percent) managers of color were:

- Dusty Baker, Chicago Cubs (African-American)
- Ozzie Guillen, Chicago White Sox (Latino)
- Willie Randolph, New York Mets (African-American)
- Felipe Alou, San Francisco Giants (Latino)
- Frank Robinson, Washington Nationals (African-American)

The 16.7 percent was down from 23 percent in 2005. In the 2005 season, 13 percent were African-American and 10 percent were Latino at the Major League level. In 2006, the 16.7 percent were 10 percent African-American and 6.7 percent Latino.

At the start of the 2007 season, only Willie Randolph and Ozzie Guillen still led their teams. During the off-season, four people of color were hired for managerial duties. The new hires

were Ron Washington (Texas Rangers), Lou Piniella (Chicago Cubs), Fredi Gonzalez (Florida Marlins), and Manny Acta (Washington Nationals), raising the percentage to 20 percent.

The grade is based on the 2006 season.

At the start of the 2007 season, 20 percent of MLB Managers were people of color:

- Willie Randolph, New York Mets
- Ozzie Guillen, Chicago White Sox
- Ron Washington, Texas Rangers
- Lou Piniella, Chicago Cubs
- Fredi Gonzalez, Florida Marlins
- Manny Acta, Washington Nationals

According to the MLB, people of color constitute 33 percent of the manager positions within the Minor Leagues. This constitutes an 11 percent increase from the previous year.

**MLB Grade for Managers:                    B / B+**

See Table 4.

## **Coaches**

In the 2006 MLB season, people of color held 30 percent of the MLB coaching positions for the 30 major league teams. African-Americans held 16 percent (up one percent), Latinos held 13 percent (down one percent) and Asians continued to hold one percent of the coaching positions. According to MLB, 37 percent of the combined major and minor league coaching staffs are people of color. This was a decrease from 39 percent for 2005.

**MLB Grade for Coaches:                    A+**

See Tables 5 and 6.

## **Top Management**

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

### CEOs/Presidents

There were two women and no people of color serving as CEO/ President on MLB teams in 2006. Jamie McCourt is Vice Chairman and President of the Los Angeles Dodgers. She is the wife of Frank McCourt, the owner of the Dodgers. Pam Gardner is President of Business Operations for the Houston Astros.

See Table 7.

### General Manager/Principal-in-Charge

Ken Williams, senior vice president/general manager of the Chicago White Sox, is MLB's only African-American general manager. Omar Minaya was appointed by MLB in 2001 to run the day-to-day operations of the Montreal Expos, thus becoming the first Latino general manager in MLB history. He was hired in the same position for the New York Mets at the end of the 2004 season. As the 2007 MLB season opened, they remained as MLB's only two people of color holding the general manager position. Williams' White Sox won the 2005 World Series and Minaya's Mets played in Game 7 of the NL Championship series.

**MLB Grade for General Manager/ Principal-in-Charge: D**

See Table 8.

### Team Vice Presidents

During the 2006 MLB season, the percentage of both people of color and women increased slightly on MLB teams. In all, 12.6 percent of vice presidents were people of color: 11 vice presidents were African-American; 13 were Latino; and eight were Asian. Women held 15 percent of these team vice president positions.

The 11 African-American team vice presidents in MLB were:

- Henry Aaron, senior vice president and assistant to the President, Atlanta Braves
- Elaine Weddington Steward, vice president and club counsel, Boston Red Sox
- Ken Williams, senior vice president and general manager, Chicago White Sox
- Elaine Lewis, vice president, Public Affairs/Strategic Planning, Detroit Tigers
- Chartese Barry, vice president, Communications, Washington Nationals
- Marian Harper, vice president, Community Development, Houston Astros
- Muzzy Jackson, vice president and assistant general manager, Baseball Operations, KC Royals
- David Winfield, vice president/senior advisor, San Diego Padres
- Norm Lyons, vice president, Player/Community Relations, Texas Rangers
- Mike Hill, vice president and assistant general manager, Florida Marlins
- Nona Lee, vice president and general counsel, Arizona Diamondbacks

There were 13 Latino vice presidents during the 2006 MLB season:

- Diane Aguilar, senior vice president, Ticket Operations and Special Services, Arizona Diamondbacks
- Mark Fernandez, vice president, Sales and Marketing, Tampa Bay Devil Rays
- Russ Amaral, vice president, Event Services, Arizona Diamondbacks
- Al Avila, vice president/assistant general manager, Detroit Tigers
- Rosi Hernandez, vice president, Market Development, Houston Astros
- Sam Fernandez, senior vice president and general counsel, Los Angeles Dodgers
- Sergio del Prado, vice president, Sales, Los Angeles Dodgers
- Omar Minaya, vice president and general manager, New York Mets
- Jorge Costa, senior vice president, Ballpark Operations, San Francisco Giants
- Jose Tavarez, vice president, Employee Relations, Tampa Bay Devil Rays
- Felix M. Lopez, Jr., vice president, New York Yankees
- Fred Ferreira, senior vice president and director, Int'l Operations, Florida Marlins
- Kevin Martinez, vice president, Marketing, Seattle Mariners

MLB also had eight vice presidents of Asian descent:

- Kim Ng, vice president and assistant general manager, Los Angeles Dodgers
- Paul Wong, vice president, Finance, Oakland Athletics
- John Yee, senior vice president and chief financial officer, San Francisco Giants
- Richard Wong, senior vice president, Finance, Toronto Blue Jays
- Susan Jaison, vice president, Finance, Florida Marlins
- Jonathan Gilula, vice president, Business Operations, Boston Red Sox
- Peter Wong, vice president, Human Resources, Diamondbacks
- Bill Geivett, vice president and assistant general manager, Baseball Operations, Colorado Rockies

The percentage of women vice presidents increased to 15 percent from 13 percent. Including Jaison, Lee, Ng, Hernandez, Aguilar, Barry, Harper, Lewis and Weddington Steward, there were 37 women holding team vice president positions in MLB:

- Molly Taylor, vice president of Finance and Administration, Anaheim Angels
- Meg Vaillancourt, senior vice president, Corporate Relations, Boston Red Sox
- Janet Marie Smith, senior vice president, Planning and Development, Boston Red Sox
- Jayne Churchmack, vice president, Merchandising and Food Services, Cleveland Indians
- Sue Ann McClaren, vice president, Ticket Operations, Sales and Services, Colorado Rockies
- Jackie Traywick, senior vice president, Finance & Administration, Houston Astros
- Kala Sorenson, vice president, Special Events, Houston Astros
- Christine Hurley, vice president, Finance, Los Angeles Dodgers
- Raenell Dorn, vice president, Human Resources and Diversity, Minnesota Twins
- Jean Afterman, vice president and assistant general manager, New York Yankees
- Patty Paytas, vice president, Communications, Pittsburgh Pirates
- Katie Pothier, vice president/general counsel, San Diego Padres
- Michelle Anderson, vice president, Community Relations, San Diego Padres
- Elizabeth Murphy, vice president & deputy general counsel, San Francisco Giants
- Lisa Pantages, vice president, Finance, San Francisco Giants
- Nancy Donati, vice president, Publications and Creative Services, San Francisco Giants
- Connie Kullberg, vice president, Retail/Tours, San Francisco Giants
- Staci Slaughter, vice president, Communications, San Francisco Giants
- Joyce Thomas, vice president, Human Resources, San Francisco Giants
- Marianne Short, vice president, Human Resources, Seattle Mariners
- Veronica Costello, vice president, Community Relations and Business Affairs, Tampa Bay Devil Rays
- Camille Johnston, senior vice president, Communications, Los Angeles Dodgers
- Amanda Shearer, vice president, Finance, Los Angeles Dodgers
- Kelly Keyes, vice president, Building Services, Toronto Blue Jays
- Susan Brioux, vice president, Finance and Administration, Toronto Blue Jays
- Laurel Lindsay, vice president, Consumer Marketing, Toronto Blue Jays
- Elizabeth Stecklein, vice president, Human Resources, Colorado Rockies
- Annemarie Hasting, vice president, Client Relations, San Francisco Giants

In its own internal calculations, MLB's vice president group consists of vice presidents as well as executive vice presidents, senior vice presidents, and some senior directors depending on the management level and organizational structure of the Club. Using that method, 15 percent of their vice presidents are women and 14.3 percent are people of color. The percentage of

women vice presidents held steady, while the percentage of people of color increased by 1.1 percent.

**MLB Grade for Team vice presidents:**

**Race: B**  
**Gender: F**

See Table 9.

**Senior Administration**

This category includes the following titles but is not restricted to: directors, assistant general managers, senior managers, general counsel, legal counsel, senior advisor, assistant vice president, public relations director and director of community relations.

In the 2006 MLB season, the percent of senior team administrators who were people of color remained about the same at nearly 16 percent. Seven percent were African-American, seven percent Latino, and one percent was of Asian descent resulting in a one percent decline among African-Americans and a one percent increase for Latinos. Whites held 84 percent of the MLB team senior administration positions, the same as last year's report. Women saw an increase of two percentage points and held 20 percent of senior administration positions.

According to MLB's internal records, in the 2006 MLB season, almost 19 percent of senior team administrators were people of color, marking a 1.8 percent increase from 2005. According to MLB, women held 29 percent of senior administration positions, marking an increase from 27.7 percent the previous year.

**MLB Grade for Senior Administration:**

**Race: B+**  
**Gender: C**

See Table 10.

**Professional Administration**

Positions categorized as professional administration include, but are not restricted to, professionals who hold titles similar to manager, coordinator, supervisor, or administrator in business operations, marketing, promotions, publications and various other departments. The category excludes the traditional support staff positions such as secretaries, administrative assistants, staff assistants and receptionists.

In 2006, the percentage of people of color holding professional positions increased by a relatively dramatic five percent. While 85 percent of professional administrators were white, that was down by five percent. African-Americans increased from four to five percent; Latinos increased from five percent to eight percent in 2006. Those of Asian descent had two percent of team professional administration, up one percent. The percentage of women decreased to 24 percent, down from 30 percent in 2005.

According to internal calculations at MLB, the percentage of white professional administrators is 70 percent while people of color held 30 percent of these same positions. This was a five percent increase from the 2005 season. MLB also listed the percentage of women holding team professional administration positions at 28 percent, a decrease of two percent from the previous year.

**MLB Grade for Professional Administration:**

**Race: B+**  
**Gender: D+ / C-**

See Table 11.

**Diversity Initiatives**

As can be seen in the appendix, MLB has had outstanding diversity initiatives.

**MLB Grade for Diversity Initiatives: A+**

**Physicians and Head Trainers**

The percentage of white team physicians increased from 93 to nearly 95 percent. People of color held six percent of these positions in MLB. African-Americans decreased from four to three percent and Asians were represented with three percent. Previously women represented two percent of physicians, but the number decreased to one percent this year.

In 2006, people of color held 13 percent of these positions (three percent African-American, eight percent Latino, and two percent Asian). Whites held 87 percent, up slightly from 86 percent in the 2005 Report. This category included both head athletic trainers and head strength and conditioning coaches/trainers. There were still no women.

See Tables 12 and 13.

**Radio/TV Broadcasters**

During the 2006 MLB season, whites held the same 79 percent of the broadcasting positions as in the 2005 Report. African-Americans held three percent, down one percent, while the percentage of Latinos stayed at 17 percent. There are only two Asian broadcasters in MLB. The percentage of broadcasters who were women decreased from two to one percent, with three broadcasters.

See Table 14.

**Stacking**

The Racial and Gender Report Cards previously examined the issue of stacking for the positions of pitcher, catcher, and third baseman filled by African-Americans. The question still remains, but now takes into account the three positions specifically identified by MLB as pitcher,

catcher, and now “infielder.” While the terminology has changed slightly, the concerns remain the same. These are baseball’s primary “thinking positions.” Only three percent of pitchers, and nine percent of infielders were African-American. Historically, there have been almost no African-American catchers and that remains the same. It is worth noting that in 2004 when the Report Card looked at the isolated position of third baseman versus the entire infield, the percent of African-Americans was only five percent. The percentage of African-American pitchers is less than one half of what it was in 1983. Twenty-eight percent of outfielders, who rely on speed and reactive ability, were African-American during the 2006 MLB season. This was nearly three times the percentage of African-Americans in MLB.

See Table 15.

## HOW GRADES WERE CALCULATED

As in previous reports, the 2006 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. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent.

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 40 percent is also taken from the federal affirmative action standards. The Institute once again acknowledges that even those sports where grades are low generally have better records on race and gender than society as a whole.

## METHODOLOGY

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

Baseline data was gathered from media guides for Major League Baseball 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.

In addition to team data, the Central Office provided data on its personnel. The findings were put into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes in statistics from previous years.

The report draft was sent to the Central Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. MLB responded with updates and corrections that were then incorporated into the final report.

The report covers the 2006 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of March 11, 2007. Grades, however, were calculated according to the reporting periods noted herein.

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

This is the 15<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), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks only the second 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*.) In addition to Lapchick, Ekiyor and Ruiz, Nadia Gruny, Marina Bustamante and Jacquelyn Schetter contributed greatly to this report. Their research efforts were invaluable.

### **The Institute for Diversity and Ethics in Sport (TIDES)**

The Institute for Diversity and Ethics in Sport serves as a comprehensive resource for issues related to gender and race in amateur, collegiate and professional 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

<b>Players</b>								
			%	#				
<b>2006</b>					<b>1999</b>			
	White	59.5%	707			White	60%	x
	African-American	8.4%	100			African-American	13%	x
	Latino	29.4%	350			Latino	26%	x
	Asian	2.4%	29			Other	<1%	x
	Other	0.3%	3					
	International	31%	368		<b>1998</b>			
<b>2005</b>					White	59%	x	
	White	60%	709		African-American	15%	x	
	African-American	9%	101		Latino	25%	x	
	Latino	29%	339		Other	1%	x	
	Asian	3%	30					
	Other	0%	4		<b>1997</b>			
	International	30%	358		White	58%	x	
<b>2004</b>					African-American	17%	x	
	White	63%	789		Latino	24%	x	
	African-American	9%	111		Other	1%	x	
	Latino	26%	326					
	Asian	2%	26		<b>1996</b>			
	Other	0%	1		White	62%	x	
	International	27%	338		African-American	17%	x	
<b>2002</b>					Latino	20%	x	
	White	60%	x		Other	1%	x	
	African-American	10%	x					
	Latino	28%	x		<b>1995</b>			
	Asian	2%	x		White	62%	x	
	Other	0%	x		African-American	19%	x	
	International	25%	x		Latino	19%	x	
<b>2001</b>					Other	0%	x	
	White	59%	x					
	African-American	13%	x		<b>1994</b>			
	Latino	26%	x		White	64%	x	
	Other	1%	x		African-American	18%	x	
<b>2000</b>					Latino	18%	x	
	White	60%	x					
	African-American	13%	x		<b>1993</b>			
	Latino	26%	x		White	67%	x	
	Other	1%	x		African-American	16%	x	
					Latino	16%	x	
					Other	<1%	x	
					<b>1992</b>			
					White	68%	x	
					African-American	17%	x	
					Latino	14%	x	
					<b>1991</b>			
					White	68%	x	
					African-American	18%	x	
					Latino	14%	x	

x= Data not recorded, totals may not equal 100% due to rounding.

**Table 1**

### MLB Central Office Staff

	%	#		%	#
<b>2006</b>			<b>2000</b>		
White	72.4%	340	White	74%	x
African-American	10.4%	50	African-American	14%	x
Asian	3.0%	14	Asian	2%	x
Latino	13.2%	62	Latino	14%	x
Native American	<1%	2	Native American	1%	x
Women	43.0%	201	Women	47%	x
Total		468	Total	314	x
People of color total	27.6%	127	People of color total	26%	x
<b>2005</b>			<b>1997</b>		
White	73%	336	White	78%	x
African-American	10%	48	African-American	13%	x
Asian	3%	14	Asian	1%	x
Latino	13%	61	Latino	8%	x
Native American	<1%	2	Women	53%	x
Women	34%	157	Total	215	x
Total		462	People of color total	22%	x
People of color total	27%	125	<b>1995</b>		
<b>2004</b>			White	72%	x
White	71%	252	African-American	18%	x
African-American	11%	40	Asian	1%	x
Asian	4%	14	Latino	9%	x
Latino	13%	48	Women	54%	x
Native American	<1%	2	Total	141	x
Women	40%	144	People of color total	28%	x
Total		356	<b>1994</b>		
People of color total	29%	104	White	78%	x
<b>2002</b>			African-American	16%	x
White	68%	250	Asian	0%	x
African-American	13%	48	Latino	6%	x
Asian	4%	15	Women	56%	x
Latino	15%	54	Total	188	x
Native American	1%	1	People of color total	22%	x
Women	46%	169	<b>1990</b>		
Total		368	White	79%	x
People of color total	32%	118	African-American	14%	x
			Asian	0%	x
			Latino	7%	x
			Women	55%	x
			Total	116	x
			People of color total	21%	x

*x= Data not recorded*

*Note: Data provided by MLB league office*

**Table 2**

<b>Majority Owners</b>		
	<b>%</b>	<b>#</b>
<b>2006</b>		
White	96.6%	27
African-American	0%	0
Latino	3.4%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2005</b>		
White	96.9%	31
African-American	0%	0
Latino	3%	1
Asian	0%	0
Other	0%	0
Women	0%	0

**Table 3**

<b>Managers</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2006</b>				<b>1999</b>			
	White	83.3%	25		White	90%	27
	African-American	10%	3		African-American	7%	2
	Asian	0	0		Asian	0%	0
	Latino	6.7%	2		Latino	3%	1
	Women	0	0		Women	0%	0
<b>2005</b>				<b>1998</b>			
	White	77%	23		White	87%	26
	African-American	13%	4		African-American	10%	3
	Asian	0%	0		Asian	0%	0
	Latino	10%	3		Latino	3%	1
	Women	0%	0		Women	0%	0
<b>2004</b>				<b>1997</b>			
	White	77%	23		White	86%	24
	African-American	10%	3		African-American	11%	3
	Asian	0%	0		Latino	3%	1
	Latino	13%	4	<b>1996</b>			
	Women	0%	0		White	86%	24
<b>2002</b>					African-American	11%	3
	White	68%	21		Latino	3%	1
	African-American	26%	8	<b>1995</b>			
	Asian	0%	0		White	86%	24
	Latino	6%	2		African-American	11%	3
	Women	0%	0		Latino	3%	1
<b>2001</b>				<b>1994</b>			
	White	77%	25		White	82%	23
	African-American	20%	6		African-American	14%	4
	Asian	0%	0		Latino	3%	1
	Latino	3%	1	<b>1993</b>			
	Women	0%	0		White	79%	22
<b>2000</b>					African-American	14%	4
	White	83%	25		Latino	7%	2
	African-American	13%	4	<b>1992</b>			
	Asian	0%	0		White	89%	23
	Latino	3%	1		African-American	7%	2
	Women	0%	0		Latino	<4%	1
				<b>1991</b>			
					White	89%	23
					African-American	7%	2
					Latino	<4%	1

**Table 4**

## Historical Listing of Managers of Color Major League Baseball

(25 managers)

	Team	Year(s)	Record
Mike Gonzalez	St. Louis	1938, 1940	9-13
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Larry Doby	Chicago White Sox	1978	37-50
Maury Wills	Seattle	1980	26-56
Lou Piniella	New York Yankees	1986-88	224-193
	Cincinnati	1990-92	255-231
	Seattle	1993-02	840-711
	Tampa Bay	2003-05	200-285
	Chicago Cubs	2006-present	First season
Cookie Rojas	California	1988	76-79
Cito Gaston	Toronto	1989-97	683-616
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
Felipe Alou	Montreal	1992-01	691-717
	San Francisco	2003-2006	342-304
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
Tony Perez	Cincinnati	1993	20-24
	Florida	2001	54-60
Jerry Manuel	Chicago White Sox	1997-2003	500-471
Davey Lopes	Milwaukee	2000-02	141-189
Lloyd McClendon	Pittsburgh	2001-2005	336-446
Luis Pujols	Detroit	2002	55-100
Tony Pena	Kansas City	2002-2005	259-389
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Ozzie Guillen	Chicago White Sox	2004-present	272-214
Frank Robinson	Cleveland	1975-77	186-189
	San Francisco	1981-84	264-277
	Baltimore	1988-91	230-285
	Montreal	2002-2004	233-253
	Washington	2005-2006	152-172
Willie Randolph	NY Mets	2005-present	180-144
Manny Acta	Washington	2007-present	First season
Fredi Gonzalez	Florida	2007-present	First season
Ron Washington	Texas	2007-present	First season

**Table 5**

<b>Coaches</b>					
		<b>%</b>	<b>#</b>		
<b>2006</b>				<b>1999</b>	
	White	70%	150		White
	African-American	16%	34		African-American
	Latino	13%	29		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2005</b>				<b>1998</b>	
	White	71%	154		White
	African-American	15%	33		African-American
	Latino	14%	30		Latino
	Asian	1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2004</b>				<b>1997</b>	
	White	73%	165		White
	African-American	12%	28		African-American
	Latino	13%	31		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2002</b>				<b>1996</b>	
	White	72%	150		White
	African-American	16%	34		African-American
	Latino	11%	23		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2000</b>				<b>1995</b>	
	White	70%	139		White
	African-American	19%	38		African-American
	Latino	11%	21		Latino
	Asian	0%	0		Asian
	Other	0%	0		Other
	Women	0%	0		Women
				<b>1994</b>	
					White
					African-American
					Latino
					Other
				<b>1993</b>	
					White
					African-American
					Latino
					Other

\*2005 Numbers rounded, 1% rounding error

**Table 6**

CEO/President			
		%	#
<b>2006</b>			
	White	100%	32
	African-American	0%	0
	Latino	0%	0
	Asian	0%	0
	Women	7.1%	2
<b>2005</b>			
	White	100%	33
	African-American	0%	0
	Latino	0%	0
	Asian	0%	0
	Women	6%	2
<b>2004</b>			
	White	100%	31
	African-American	0%	0
	Latino	0%	0
	Asian	0%	0
	Women	3%	1
<b>2002</b>			
	White	100%	x
	African-American	0%	x
	Latino	0%	x
	Asian	0%	x
	Women	3%	x
<b>2001</b>			
	White	100%	x
	African-American	0%	x
	Latino	0%	x
	Asian	0%	x
	Women	3%	x
<b>2000</b>			
	White	100%	x
	African-American	0%	x
	Latino	0%	x
	Asian	0%	x
	Women	3%	x
<b>1999</b>			
	White	100%	x
	African-American	0%	x
	Latino	0%	x
	Asian	0%	x
	Women	3%	x
<i>x= Data not recorded</i>			

**Table 7**

## General Manager/Director of Player Personnel

		%	#			%	#
<b>2006</b>				<b>2000</b>			
	White	93%	28		White	100%	30
	African-American	3%	1		African-American	0%	0
	Latino	3%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	0%	0		Women	0%	0
<b>2005</b>				<b>1999</b>			
	White	93%	28		White	100%	30
	African-American	3%	1		African-American	0%	0
	Latino	3%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	0%	0		Women	0%	0
<b>2004</b>				<b>1998</b>			
	White	94%	28		White	100%	30
	African-American	3%	1		African-American	0%	0
	Latino	3%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	0%	0		Women	0%	0
<b>2002</b>				<b>1997</b>			
	White	94%	28		White	97%	29
	African-American	3%	1		African-American	3%	1
	Latino	3%	1		Latino	0%	0
	Asian	0%	0	<b>1996</b>			
	Women	0%	0		White	96%	27
<b>2001</b>					African-American	3%	1
	White	97%	29		Latino	0%	0
	African-American	3%	1	<b>1995</b>			
	Latino	0%	0		White	96%	27
	Asian	0%	0		African-American	4%	1
	Women	0%	0		Latino	0%	0
				<b>1994</b>			
					White	96%	27
					African-American	4%	1
					Latino	0%	0

**Table 8**

## Vice Presidents

	%	#
<b>2006</b>		
White	87%	223
African American	4.3%	11
Latino	5.1%	13
Asian	3.1%	8
Women	15%	37
<b>2005</b>		
White	88%	218
African-American	4%	10
Latino	5%	12
Asian	3%	8
Women	13%	31
<b>2004</b>		
White	89%	199
African-American	4%	11
Latino	4%	10
Asian	3%	5
Women	14%	32
<b>2002</b>		
White	89%	178
African-American	5%	9
Latino	4%	7
Asian	2%	4
Women	12%	23
<b>2000</b>		
White	90%	170
African-American	6%	10
Latino	3%	6
Asian	1%	2
Women	6%	12
<b>1999</b>		
White	92%	176
African-American	5%	9
Latino	2%	4
Asian	1.6%	3
Women	8%	16
<b>1998</b>		
White	92%	123
African-American	5%	7
Latino	<2%	2
Asian	<2%	2
Women	5%	6

**Table 9**

## Senior Administrators

	%	#
<b>2006</b>		
White	84%	248
African-American	7%	20
Latino	7%	22
Asian	1%	3
Other	0%	1
Women	20%	59
<b>2005</b>		
White	84%	246
African-American	8%	22
Latino	6%	18
Asian	2%	6
Other	0%	0
Women	18%	52
<b>2004</b>		
White	83%	217
African-American	10%	25
Latino	5%	12
Asian	2%	6
Other	0%	0
Women	14%	36
<b>2001</b>		
White	86%	x
African-American	10%	x
Latino	4%	x
Asian	<1%	x
Women	24%	x
<b>2000</b>		
White	84%	x
African-American	8%	x
Latino	6%	x
Asian	3%	x
Women	24%	x

*x= Data not recorded*

**Table 10**

## Team Professional Administration

		%	#
<b>2006</b>			
	White	85%	273
	African-American	5%	16
	Latino	8%	25
	Asian	2%	6
	Other	0%	1
	Women	24%	78
<b>2005</b>			
	White	90%	243
	African-American	4%	10
	Latino	5%	14
	Asian	1%	3
	Other	0%	0
	Women	30%	80
<b>2004</b>			
	White	85%	537
	African-American	7%	42
	Latino	7%	41
	Asian	1%	9
	Other	0%	0
	Women	28%	174
<b>2002</b>			
	White	87%	x
	African-American	7%	x
	Latino	4%	x
	Asian	1%	x
	Other	1%	x
	Women	22%	x
<b>2000</b>			
	Minorities	23%	x
	Women	32%	x

*x= Data not recorded*

**Table 11**

<b>Physicians</b>		
	<b>%</b>	<b>#</b>
<b>2006</b>		
White	95%	71
African American	3%	2
Latino	0%	0
Asian	3%	2
Other	0%	0
Women	1%	1
<b>2005</b>		
White	93%	77
African-American	4%	3
Latino	0%	0
Asian	2%	2
Other	1%	1
Women	2%	2
<b>2004</b>		
White	98%	55
African-American	2%	1
Latino	0%	0
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2003</b>		
White	x	x
African-American	x	x
Latino	x	x
Asian	x	x
Other	x	x
Women	x	x
<b>2002</b>		
White	96%	66
African-American	1%	1
Latino	0%	0
Asian	3%	2
Other	0%	0
Women	6%	4
<i>x = Data not recorded</i>		

**Table 12**

## Head Trainers

	%	#
<b>2006</b>		
White	87%	53
African-American	3%	2
Latino	8%	5
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2005</b>		
White	86%	49
African-American	4%	2
Latino	9%	5
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2004</b>		
White	100%	30
African-American	0%	0
Latino	0%	0
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2003</b>		
White	x	x
African-American	x	x
Latino	x	x
Asian	x	x
Other	x	x
Women	x	X

x=Data not recorded

**Table 13**

## Radio and TV Announcers

	%
<b>2006</b>	
White	79%
African-American	3%
Latino	17%
Asian	1%
Other	0%
Women	1%
<b>2005</b>	
White	79%
African-American	4%
Latino	17%
Asian	1%
Other	0%
Women	2%
<b>2004</b>	
White	81%
African-American	3%
Latino	15%
Asian	1%
Other	0%
Women	2%
<b>2003</b>	
White	x
African-American	x
Latino	x
Asian	x
Other	x
Women	x
<b>2002</b>	
White	83%
African-American	4%
Latino	12%
Asian	1%
Other	0%
Women	1%

*x=Data not recorded*

**Table 14**

## MLB by Position

2006

	P	C	IF	OF
White	67%	61%	50%	51%
African-American	3%	0%	9%	28%
Latino	28%	37%	39%	18%
Asian	3%	2%	2%	3%

2005

White	69%	62%	48%	48%
African-American	3%	1%	11%	26%
Latino	26%	36%	39%	22%
Asian	3%	1%	2%	3%

2004

	P	C	1B	2B	3B	SS	OF
White	72%	65%	64%	53%	75%	28%	46%
African-American	3%	2%	15%	15%	5%	7%	26%
Latino	22%	33%	20%	32%	19%	64%	25%
Asian	3%	0%	2%	0%	0%	1%	3%

2002

White	72%	61%	61%	65%	71%	29%	41%
African-American	3%	1%	14%	21%	0%	11%	31%
Latino	22%	37%	23%	14%	29%	60%	25%
Asian	3%	1%	1%	0%	0%	0%	2%

Note: Some totals do not equal 100% due to the 1.4% Asian players.

\*2005 Combines categories due to a change in terminology by MLB.

**Table 15**

## APPENDIX II

### MAJOR LEAGUE BASEBALL DIVERSITY INITIATIVES

Major League Baseball's strategic focus of formal commitments to the diversity of its game has not only included employment but also addresses supplier diversity, player development, community relations, education and philanthropic awards. MLB has been widely recognized nationally for their efforts, most notably the 2005 CEO Diversity Leadership awarded presented to Commissioner Selig by D.C. based Diversity Best Practices. This entity recognizes national and global diversity leadership. In 2007, Commissioner Selig will receive the Global Diversity and Innovation award from the World Diversity Leadership Council. MLB is the first sport to be awarded. Here are a few highlights of some of MLB's commitments:

#### Employment/Workforce Diversity

Since 1995 MLB has aggressively addressed workplace diversity primarily through its Human Resources practices at both the Commissioner's Office and the Clubs. The industry is staffed throughout by professional HR practitioners who contribute to MLB's benchmark reports that profile all levels of employment within the baseball organizations. The resulting matrix serves as a management tool for strategic planning and performance management.

#### Supplier Diversity

**Major League Baseball's Diverse Business Partner's Program** is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$400 million being spent with thousands of minority- and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's TOP 50 Organizations for Multicultural Business Opportunities" for several years running. MLB is the first sport to receive this prestigious award for the fourth year in a row.

#### Urban Youth Initiatives

There are several aspects to this component of MLB's mission to grow its game. They are:

- 1) to make meaningful contributions to the development of minority communities,
- 2) to provide safe and organized recreational activities for urban youth, and
- 3) to prepare minority high school players for college and professional baseball and softball programs.

One example of this commitment is **Major League Baseball's Youth Baseball Academy** located on the campus of Compton Community College in Los Angeles, California. The Academy is an actual brick and mortar presence in the community and is now officially open for business. The Academy is home to four fields: two regulation baseball fields, one softball field and one youth field. MLB will operate the facility and work with local youth organizations to identify the Academy's attendees. In addition to offering year-round baseball and softball

instruction, MLB will provide academic support and career development through after-school study programs. Baseball's return on investment for this multi-million dollar facility is the marketplace strategy that eventually thousands will participate as members of the Academy and ultimately become players, baseball operation and business operations employees, franchise leaders and fans. The Academy opened on February 28, 2006 and has supported more than 2,000 youth through camps, clinics, tournaments and scout leagues.

Another example is one of MLB's longest on-going urban youth initiatives, the RBI program. Reviving Baseball in the Inner Cities is a youth outreach program to promote interest in baseball, boost self-esteem and to encourage young people to stay in school. Managed with the Boy and Girls Clubs of America, RBI programs have been started in more than 200 cities worldwide and in 2004 gave nearly 95,000 young women and men the opportunity to play the game. In 2005, over 75 percent of RBI's targeted age group (13 to 18 year olds) were minorities. MLB clubs have drafted more than 150 RBI participants, including six players selected in the first round of the first-year player draft.

### **Education and Philanthropy**

**"Breaking Barriers: In Sports, In Life"** is a multi-curricular character education program developed by Major League Baseball, The Major League Baseball Player's Trust for Children, and Scholastic Inc. The program utilizes baseball-themed features, activities and lessons to teach children grades K-12 the values and traits they need to deal with the barriers and challenges in their lives. Using baseball as a metaphor for life, the curriculum is based on the nine values demonstrated by Jackie Robinson. The nine values are: Determination, Commitment, Persistence, Integrity, Justice, Courage, Teamwork, Citizenship and Excellence.

**"The Baseball Tomorrow Fund"** is a joint initiative between Major League Baseball and the Major League Baseball Player's Association. It is designed to promote and enhance the growth of the game throughout the world by funding programs, field improvements and equipment purchases to encourage and maintain youth participation in baseball and softball. Since its inception in 1999, BTF has awarded grants totaling more than \$10 million and has benefited 120,000 youth participating in more than 200 baseball and softball programs across the US.

**The "Civil Rights Game"** will be staged by Major League Baseball on March 31, when the defending World Series champion St. Louis Cardinals play the Cleveland Indians in an exhibition game at AutoZone Park in Memphis, the home of the National Civil Rights Museum and the city where Rev. Martin Luther King Jr. was assassinated on April 4, 1968. The game is planned to culminate a day during which baseball will celebrate the nation's civil rights movement.