



**For immediate release:**

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## **The 2009 Racial and Gender Report Card: National Football League**

by Richard Lapchick  
with Chris Kamke and Derek McMechan  
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### **EXECUTIVE SUMMARY**

**Orlando, FL – September 24, 2009...**The National Football League achieved an **A-** grade on racial hiring practices and a **C** on gender hiring practices in the 2009 NFL Racial and Gender Report Card. This gave the NFL a combined **B**. In the history of the NFL Racial and Gender Report Card, those are the best grades ever received in each category for the NFL.

The NFL improved significantly from the previous report from a score for race of 87.1 to 89.2 points out of 100. This was the first grade issued for gender since the 2004 NFL RGRC when it received a **D+**.

Using data from the 2008 season, The Institute conducted an analysis of racial breakdowns of the players, managers and coaches. In addition, the Report includes a racial and gender breakdown of the top team management, senior administration, professional administration, physicians, head trainers, and broadcasters. Coaches, general managers, presidents and owners were updated as of August 1, 2009.

For the third consecutive year, African-Americans played a significant role in the Super Bowl when Pittsburgh's Coach Mike Tomlin helped lead his team to the Super Bowl championship. In 2007, two African-American head coaches faced each other in the Super Bowl for the first time and an African-American general manager helped lead his team to a win in the 2008 Super Bowl. The Report shows sustained progress in the key positions of head coach (seven in 2006, six in 2007, 2008 and 2009) and general manager (four in 2006, five in 2007, 2008 and 2009).

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~MAKING WAVES OF CHANGE~

We are pleased to announce that the National Football League has resumed full participation in our Report. In the years since the League last participated in the Report Card, significant progress has been made in hiring practices regarding race, especially in the ranks of NFL coaching staff, officials, and front office executives. The team data had been chronicled in previous reports. At the League Office, a number of significant programs aimed at diversity, inclusion, and talent development have been implemented. Detailed examples appear in Appendix II and include diversity recruiting and a new rotational program for entry-level hires, several new talent management processes and a number of training and development programs. The NFL continues to have strong community outreach initiatives. A representative sample is included in this report.

From the 2007 to 2008 season, the percentages for people of color increased for team professional administration, players, physicians, trainers and radio/TV broadcasters while the percentages remained the same for head coaches and team senior administrators.

The percentages for people of color decreased only in assistant coaches and team vice-presidents. The number of general managers remained the same.

The percentages for women increased for team senior administrators, team vice-presidents and radio/TV broadcasters while decreasing for team professional administration. In the four previous reports without League Office data, The Institute did not issue a grade on gender. With the data now available, the record of NFL League Office combined with the teams regarding the hiring of women improved slightly but lagged significantly behind the progress on race.

Tables for the Report are included in Appendix I.

It is imperative that sports teams play the best athletes they have available to win games. The Institute for Diversity and Ethics in Sports (TIDES) strives to emphasize the value of diversity to sports organizations when they choose their team on the field and in the office. Diversity initiatives such as diversity management training can help change attitudes and increase the applicant pool for open positions. It is clearly 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. This element of diversity can provide a different perspective, and possibly a competitive advantage for a win in the board room as well as on the field.

The Report Card asks, "Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to score a touchdown and operate the business of professional football?"

The Institute for Diversity and Ethics in Sport (TIDES) located at the University of Central Florida publishes the **Racial and Gender Report Card** to indicate areas of improvement, stagnation and

regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletics department positions. The publication of the 2009 NFL Racial and Gender Report Card follows the publication of the reports on MLB, the NBA, and the WNBA. The remaining reports for this year will be for Major League Soccer and college sport.

## REPORT HIGHLIGHTS

- The NFL received its highest overall grades ever in the history of the NFL Racial and Gender Report Card.
- During the 2008 NFL season, the percentage of white players remained constant at 31 percent while the percentage of African-American players increased slightly from 66 to 67 percent.
- In the League Office, 25 percent of the professionals were African-American, Latino, Asian, Native American and “other.” Over 27 percent of the professionals were women.
- No person of color has ever held majority ownership of an NFL team.
- There were 11 new head coaches for the 2009 NFL season, three of whom were African-American: Jim Caldwell in Indianapolis, Raheem Morris in Tampa Bay, and Mike Singletary in San Francisco. Thus, 27 percent of the new head coaches hired were African-American.
- Despite the hiring of three African-American head coaches for the 2009 NFL season, there was no overall change to the total number of head coaches who were African-American. There were six African-American head coaches in 2008. Two were fired after the 2008 season and one retired. Thus, there were still six African-American head coaches at the start of the 2009 season.
- The NFL started the 2009 season with five African-American general managers, just as it had started the 2007 and 2008 seasons. One of the five, Jerry Reese, became the first African-American general manager to win a Super Bowl when the New York Giants won in 2008.
- Amy Trask of the Oakland Raiders remained the only female President/CEO of a team in the NFL, a position she has held since 2005. There has never been a person of color serving as president or CEO in the history of the NFL.
- When Pittsburg won the 2009 Super Bowl, Mike Tomlin became the second African-American head coach to lead his team to a Super Bowl championship in three years.
- Five out of six of the last Super Bowl teams have had either an African-American head coach or general manager: Tony Dungy (Colts), Lovie Smith (Bears), Mike Tomlin (Steelers) and GMs Jerry Reese (Giants), Rod Graves (Cardinals).
- The number of female vice presidents in the NFL increased by three to a total of 20. However, none are women of color.
- People of color hold more than 18 percent of senior administrator positions on NFL teams. Nineteen percent of the total senior administrator positions are held by women.
- The percentage of women in professional administrative positions dropped to 29 percent, marking the first time it was recorded below 30 percent since 1999.
- There was an increase in the African-American and Latino radio and television broadcasters by three and six percentage points to 14 percent and 18 percent, respectively.

## OVERALL GRADES

The National Football League achieved an **A-** grade on racial hiring practices. The NFL improved from the previous report from a score for race of 87.1 to 89.2 points out of 100.

The NFL received a **C** on gender hiring practices in the 2009 NFL Racial and Gender Report Card, the first grade issued for gender since the 2004 NFL RGRC when it received a **D+**.

This gave the NFL a combined **B** with 80.4 points out of 100.

In the history of the NFL Racial and Gender Report Card, the **A-** for race, **C** for gender and **B** for the combined grade are the best grades ever received in each category for the NFL.

For race, the NFL received an **A+** for players and assistant coaches, an **A** for the League Office and NFL Diversity Initiatives and a **B+** for head coaches, general managers, and team senior and professional administrators. The only grade below a **B+** was a **D+** for team vice-presidents.

For gender, the NFL received a **C+** for the heavily weighted (50 percent) category of team professional administrators and a **C** for the League Office. It received an **F** for team vice-presidents and team senior administrators although the percentages for women increased slightly in both categories.

## GRADES BY CATEGORY

### Players

During the NFL's 2008 season, the percentage of African-American players was 67 percent, an increase of one percentage point from 2007. The all-time high for African-American players was in 2003 at 69 percent. The percentage of whites has remained constant at 31 percent since 2006. The percentage of Latinos and Asian/Pacific Islanders remained at one and two percent, respectively. Of all the professional leagues in the United States, the NFL continues to have the smallest percentage of international players at two percent in 2008 (no change from 2007).

### NFL Grade for Players: **A+**

See Table 1.

### NFL League Office

For the first time since 2002, the NFL has agreed to supply data concerning their league office demographics. There was a substantial increase in the number of League Office employees during this period with 836 people being reported as managerial, up from 203 in 2002 and 106 people being reported as support staff, up from 83.

With the exception of African-Americans, all minorities saw an increase in their percentage of management positions. Overall, there was a slight decline in management positions for minorities from 26 percent to 24.8 percent between 2002 and 2008. African-Americans declined from 14 percent to 8.6 percent while Latinos increased from 4 percent to 4.7 percent, and Asians increased from 8 percent to 9.4 percent. There were two of Native American managers (0.2 percent) reported this year. Categorized as “others,” was 1.8 percent of the management.

The percentage of women in management positions increased from 26 percent to 27.6 percent. The percentage of women in support staff has declined from 54 percent to 46.2 percent since 2002.

There were five minorities who served as vice-presidents in the League Office. All five were African-American males and included:

- Raymond E. Anderson, executive vice president, Football Operations
- Adolpho A. Birch, vice president, Law & Labor Policy, Player Development
- Harold R. Henderson, Special Advisor to the Commissioner
- Stephen Pamon, vice president, Corporate Development
- Kenneth W. Pimpton, vice president, Internal Audit

There were 12 women who served as vice-presidents in the League Office. All were white. They were:

- Mary Pat Augenthaler, vice president, Event Production
- Tracey Bleczynski, vice president, Consumer Products
- Anastasia Danias, vice president, Legal
- Nancy Galietti, vice president, Information Technology
- Nancy F. Gill, senior vice president, Human Resources
- Laura Goldberg, general manager, NFL.com\*
- Dena V. Kaplan, NFL Network Marketing Executive\*
- Jennifer Langton, vice president, Business Ventures Finance
- Tracy Perlman, vice president, Entertainment Marketing & Promotions
- Rosemary Roser, vice president, Controller
- Kennie C. Smith, Executive in Charge of Project Management\*
- Kimberly A. Williams, senior vice president & COO, NFL Network

\*These titles at NFL Network, NFL.com and NFL Films are equivalent to corporate vice president.

#### **NFL Grade for League Office:**

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

See Table 2.

#### **Diversity Initiatives**

The NFL received an **A** for its programs involving diversity initiatives.

See Appendix II.

## Ownership

There has never been a majority owner of color in the NFL.

Denise DeBartolo York, of the San Francisco 49ers, was the one woman who held ownership of an NFL team during the 2008 season.

In August 2009, Serena and Venus Williams purchased a small minority ownership of the Miami Dolphins becoming the first female African-Americans to be part owners of an NFL team. Gloria and Emilio Estefan also bought a small share in the Dolphins in June 2009 becoming the first Cuban American minority owners of an NFL team while Mark Anthony, who is of Puerto Rican descent, purchased a small share of the Dolphins in July 2009.

See Table 3.

## Head Coaches

In 2009, Mike Tomlin helped lead the Pittsburgh Steelers to the Super Bowl championship becoming the second African-American head coach to do so in three years. The Indianapolis Colts and Chicago Bears faced off in the 2007 Super Bowl with Tony Dungy and Lovie Smith, two African-Americans, leading their respective teams. It was the first time this happened in the NFL. It has only happened once in the NBA and it has never happened in Major League Baseball.

To start the 2009 NFL season, there are six African-American head coaches. After the 2008 season, Romeo Crennel of the Cleveland Browns and Herman Edwards of the Kansas City Chiefs were let go and Tony Dungy of the Indianapolis Colts retired. Mike Singletary was introduced as interim head coach of the San Francisco 49ers in 2008 and promoted to full-time head coach for the 2009 season. Jim Caldwell replaced Tony Dungy as head coach of the Indianapolis Colts and Raheem Morris is the head coach for the Tampa Bay Buccaneers.

There were six African-American head coaches at the start of the 2009 season:

- Jim Caldwell, Indianapolis Colts
- Marvin Lewis, Cincinnati Bengals
- Raheem Morris, Tampa Bay Buccaneers
- Mike Singletary, San Francisco 49ers
- Lovie Smith, Chicago Bears
- Mike Tomlin, Pittsburgh Steelers

The efforts of the Commissioner's Office, as well as the diversity groups appointed by the NFL in the past several years, have brought about a dramatic change in head coaches. Former players formed the Fritz Pollard Alliance to add pressure and create more momentum for change.

The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, helped to more than double the number of African-American head coaches in the NFL from two in 2001 to six in 2005. There were seven African-American head coaches in 2006 and there have been six each year since 2007. The Rooney Rule was named after Steelers' owner Dan Rooney, who is the head of the League's diversity committee. The NFL's policy is similar to the approach

adopted earlier by Major League Baseball in 1999 under Bud Selig, which helped triple the number of managers of color in MLB in the first few years after implementation.

In the 2008 NFL season, the following were the African-American head coaches:

- Romeo Crennel, Cleveland Browns
- Tony Dungy, Indianapolis Colts
- Herman Edwards, Kansas City Chiefs
- Marvin Lewis, Cincinnati Bengals
- Lovie Smith, Chicago Bears
- Mike Tomlin, Pittsburgh Steelers

The progress that the NFL has made since the adoption of the Rooney Rule in 2002 is particularly significant considering there is virtually no college pipeline for African-American coaches.

No former NFL head coach who is African-American has ever been hired as a major college head coach. Notable African-American former NFL coaches who routinely took their NFL teams to the playoffs or championship games include:

- Dennis Green (took the Vikings to the playoffs eight out of 10 years)
- Ray Rhodes (took the Eagles to the playoffs and was NFL Coach of the Year)
- Art Shell (took the Raiders to the playoffs including a Championship game)
- Herman Edwards (took both the Jets and the Chiefs to the playoffs)

None of these successful former NFL head coaches have been selected to lead a college team while coaches with far less success in the NFL have such as Dennis Erickson, Lane Kiffin, and Al Groh have all been selected to lead college teams.

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

See Tables 4 and 5.

#### **Assistant Coaches**

The percentage of assistant coaches of color declined in 2008 by one percent to 37 percent. There were 160 assistant coaches of color in 2008 compared to 172 in 2007.

During the 2008 NFL season, the percentage of white assistant coaches increased to 64 percent from 62 percent in 2007; 34 percent were African-American, down from 36 percent.

In 2008, there were eight African-American coordinators in the NFL. They were:

- Ted Cottrell, San Diego Chargers, Defensive Coordinator
- Perry Fewell, Buffalo Bills, Defensive Coordinator
- Leslie Frazier, Minnesota Vikings, Defensive Coordinator
- Ron Meeks, Indianapolis Colts, Defensive Coordinator
- Clarence Shelmon, San Diego Chargers, Offensive Coordinator
- Sherman Smith, Washington Redskins, Offensive Coordinator
- Brian Stewart, Dallas Cowboys, Defensive Coordinator



- Mel Tucker, Cleveland Browns, Defensive Coordinator

Starting the 2009 NFL season, there were nine African-Americans holding coordinator positions:

- Greg Blache, Washington Redskins, Defensive Coordinator
- Frank Bush Sr., Houston Texans, Defensive Coordinator
- Perry Fewell, Buffalo Bills, Defensive Coordinator
- Leslie Frazier, Minnesota Vikings, Defensive Coordinator
- Ron Meeks, Carolina Panthers, Defensive Coordinator
- Jimmy Raye, San Francisco 49ers, Offensive Coordinator
- Clarence Shelton, San Diego Chargers, Offensive Coordinator
- Sherman Smith, Washington Redskins, Offensive Coordinator
- Mel Tucker, Jacksonville Jaguars, Defensive Coordinator

Ron Rivera is the only Latino. He is the defensive coordinator for the San Diego Chargers.

Starting the 2009 NFL season, there were nine African-Americans holding Assistant Head Coach positions:

- Todd Bowles, Miami Dolphins
- Maurice Carthon, Kansas City Chiefs
- Leslie Frazier, Minnesota Vikings
- Richard Mann, Tampa Bay Buccaneers
- John Mitchell, Pittsburgh Steelers
- Stump Mitchell, Washington Redskins
- Winston Moss, Green Bay Packers
- Jim Skipper, Carolina Panthers
- Emmitt Thomas, Atlanta Falcons

Jim Caldwell and Mike Singletary were Assistant Head Coaches in 2008 before being elevated to Head Coaches.

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

See Table 6.

## **Top Management**

### CEOs/Presidents

Amy Trask, of the Oakland Raiders, is the only woman president/CEO in the NFL.

There has never been a president/CEO of color in the NFL.

See Table 7.

General Manager/Principal-in-Charge

Whites hold 84 percent of general manager positions in the NFL, while African-Americans hold 16 percent. In 2008 there were five minorities serving in the role of General Manager. During January of 2009, the Jacksonville Jaguars hired Gene Smith as their General Manager, replacing James Harris who had been counted in this position in last year's report under his position of VP of Player Personnel. Before the start of the 2009 season the Detroit Lions hired Martin Mayhew as General Manager.

The African-American general managers starting the 2009 season were:

- Rod Graves, Arizona Cardinals
- Martin Mayhew, Detroit Lions
- Ozzie Newsome, Baltimore Ravens
- Jerry Reese, New York Giants
- Rick Smith, Houston Texans

The African-American general managers at the start of the 2008 season were:

- Rod Graves, Arizona Cardinals
- James Harris, Jacksonville Jaguars
- Ozzie Newsome, Baltimore Ravens
- Jerry Reese, New York Giants
- Rick Smith, Houston Texans

**NFL Grade for General Manager/Principal-in-Charge:                    B/B+**

See Table 8.

Team Vice Presidents

During the 2008 NFL season, 92 percent of all vice presidents were white while eight percent were African-American. There were 12 African-American vice presidents in 2008 same as in 2007. There were no Latinos or Asians represented. The following are the African-Americans who held vice president positions at the teams in 2008:

- Ronnie Barnes, vice president of medical services, New York Giants
- Greg Carney, vice president of marketing, Denver Broncos
- Joey Clinkscales, vice president of college scouting, New York Jets
- John Guy, vice president of pro-personnel, Buffalo Bills
- Reggie McKenzie, director of football operations, Green Bay Packers\*
- Ozzie Newsome, general manager and executive vice president, Baltimore Ravens
- Reggie Roberts, vice president of football communications, Atlanta Falcons
- Tony Softli, vice president of player personnel, St. Louis Rams
- Keena Turner, vice president of football affairs, San Francisco 49ers
- Kevin Warren, vice president of operations and legal counsel, Minnesota Vikings
- Bob Wallace, executive vice president and general counsel, St. Louis Rams
- Tony Wyllie, vice president of communications, Houston Texans

\* In the Packers organization McKenzie's position carries the same responsibilities as a Vice President of Football Operations in other clubs.

The St. Louis Rams were the only team with more than one vice president of color.

Women held 20 of the vice president positions at the teams during the 2008 season, up from 17 in 2007. None of the 20 female vice presidents were women of color. The 20 women in these posts were:

- Rita Benson LeBlanc, executive vice president, New Orleans Saints
- Linda Bogdan, vice president and assistant director of college scouting, Buffalo Bills
- Susan Darrington, vice president, facility operations and services, Seattle Seahawks
- Gabrielle Dow, vice president of marketing, Baltimore Ravens
- Tammy Fruits, vice president of sales and marketing, Kansas City Chiefs
- Cindy Galloway Kellogg, vice president, community relations, Denver Broncos
- Gretchen Geitter, vice president of community relations, Buffalo Bills
- Casey Coyle Irsay, vice president, Indianapolis Colts
- Jenneen Kaufman, vice president/controller, Tennessee Titans
- Elisabeth Lang, vice president, communications, San Francisco 49ers
- Marilan Logan, vice president and controller, Houston Texans
- Allison Maki, vice president of finance and administration, Detroit Lions
- Lisa Manning, vice president, marketing, Arizona Cardinals
- Vicky Neumeyer, vice president and general counsel, New Orleans Saints
- Mary Owen, vice president, strategic planning, Buffalo Bills
- Laura Sankey, senior vice president of marketing and sales, Green Bay Packers
- Kim Shreckengost, executive vice president, chief of staff, Atlanta Falcons
- Jill Strafacci, senior vice president, finance and administration, Miami Dolphins
- Kelly Urquhart, vice president of events, Detroit Lions
- Vicki Vannieuwenhoven, vice president, finance, Green Bay Packers

Buffalo, Detroit, Green Bay and New Orleans were the only teams in the NFL with more than one woman as a vice president.

#### **NFL Grade for Team Vice Presidents:**

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

See Table 9.

#### **Senior Administration**

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

People of color held more than 18 percent of all NFL senior administration positions. African-Americans occupied 14 percent, Asians increased one percentage point to two percent, and Latinos remained the same at two percent. Whites continued to hold 82 percent of these positions.

Nineteen percent of the senior administrators during the 2008 NFL season were women, which is a one percentage point increase from 2007.

**NFL Grade for Senior Administration:**

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

See Table 10.

**Professional Administration**

In the NFL, white professional administrators decreased in 2008 by two percentage points to 83 percent of the total. African-Americans increased one percentage point to 11 percent, Latinos increased one point to four percent, and Asians remained the same at one percent.

Women decreased five percentage points to 29 percent. It was the first time women were recorded to have dropped below 30 percent since 1999.

**NFL Grade for Professional Administration:**

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

See Table 11.

**Physicians**

Ninety percent of NFL team physicians in 2008 were white, a drop from 92 percent in 2007. Five percent were African-American, two percent were Latino, and three percent were Asian. This represented a one percentage point increase for each minority category.

The percentage of female team physicians in the NFL decreased by two percentage points to just three percent in 2008.

See Table 12.

**Head Trainers**

In 2008, white head trainers in the NFL decreased from 85 to 83 percent, while African-Americans increased by two percentage points to 17 percent of the total. There were no Latino, Asian or women head trainers in 2008.

See Table 13.

**Radio/TV Broadcasters**

With the spread of popularity of the NFL within the Latino community, more teams have been featuring game broadcasts on Spanish speaking radio stations. This has significantly increased the number of

Latino radio/TV broadcasters with NFL teams. For the 2008 season, 67 percent of broadcasters were white, 14 percent were African-American, and 18 percent were Latino. That represented a decrease of 10 percentage points for whites and increases of three and six percentage points for African-Americans and Latinos, respectively.

Women held three percent of the total broadcaster positions in the NFL, an increase of two percentage points.

See Table 14.

### **Stacking**

Most observers agree that the issue of stacking in the NFL is no longer a major concern. In the 2008 NFL season, African-Americans held 17 percent of the quarterback positions. 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 stacking has been greatly diminished.

The breakdown of all positions for African-Americans and whites is listed in Tables 15 and 16.

### **Officials**

In recent years, the NFL has increased diversity in the ranks of game day officials. The number of African-American officials has jumped from 21 in 2006 to 30 for the 2009 season. The number of African-American referees who lead the officiating crews has increased from one to three during that same time frame. Prior to the 2007 season, there was a five year hiatus of African-American officials serving on the Super Bowl officiating crew. The 2008 Super Bowl (Giants vs. Patriots) had three African-American officials, referee Mike Carey and officials Carl Johnson and Boris Cheek. The 2009 Super Bowl (Cardinals vs. Steelers) had two African-American officials, Roy Ellison and Mike Banks.

See Table 17.

## HOW GRADES WERE CALCULATED

As in previous reports, the 2009 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. The category of players was weighted at 20 percent, head and assistant coaches at 30 and 10 percent, respectively, general managers at 10 percent, team vice-presidents at five percent, senior administration at 10 percent and professional administrators at 15 percent for race.

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

## METHODOLOGY

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

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

The report draft was sent to the League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The report covers the 2008 and 2009 season for the National Football League. Listings of professional owners, general managers and head coaches were updated as of August 1, 2009. Grades, however, were calculated according to the reporting period of 2008.

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

This is the 17<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 the Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the sixth year the Report Card is being issued sport-by-sport. Reports for MLB, the NBA, and WNBA have already been released. The complete Racial and Gender Report Card, including all the leagues, will be issued after the release of subsequent individual reports on 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, Chris Kamke and Derek McMechan contributed greatly to and co-authored this report. Their research efforts were invaluable.

### **The Institute for Diversity and Ethics in Sport (TIDES)** [www.tidesport.org](http://www.tidesport.org)

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, UCF**

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>%</b>	<b>#</b>			<b>%</b>	<b>#</b>
<b>2008</b>	White	31%	805	<b>1998</b>	White	32%	x
	African-American	67%	1762		African-American	66%	x
	Latino	1%	25		Latino	<1%	x
	Asian/Pacific Islanders	2%	45		Other	1%	x
	Other	<1%	1	<b>1997</b>	White	33%	x
	International	2%	63		African-American	65%	x
<b>2007</b>	White	31%	730		Latino	<1%	x
	African-American	66%	1566		Other	1%	x
	Latino	1%	30	<b>1996</b>	White	31%	x
	Asian/Pacific Islanders	2%	44		African-American	66%	x
	Other	<1%	1		Latino	<1%	x
	International	2%	43		Other	2%	x
<b>2006</b>	White	31%	532	<b>1995</b>	White	31%	x
	African-American	67%	1131		African-American	67%	x
	Latino	0.5%	8		Latino	0%	x
	Asian/Pacific Islanders	1.5%	25		Other	<2%	x
	Other	0%	0	<b>1994</b>	White	31%	x
	International	1%	24		African-American	68%	x
<b>2005</b>	White	31.5%	537		Latino	0%	x
	African-American	65.5%	1116		Other	1%	x
	Latino	<1%	10	<b>1993</b>	White	35%	x
	Asian/Pacific Islanders	2%	34		African-American	65%	x
	Other	<1%	1		Latino	0%	x
	International	1%	18	<b>1992</b>	White	30%	x
<b>2003</b>	White	29%	516		African-American	68%	x
	African-American	69%	1228		Latino	<1%	x
	Latino	1%	9		Other	1%	x
	Asian/Pacific Islanders	1%	22	<b>1991</b>	White	36%	x
	Other	0%	0		African-American	62%	x
<b>2000</b>	White	x	x		Latino	2%	x
	African-American	x	x	<b>1990</b>	White	39%	x
	Latino	x	x		African-American	61%	x
	Other	x	x		Latino	0%	x
<b>1999</b>	White	32%	x	<b>1989</b>	White	40%	x
	African-American	67%	x		African-American	60%	x
	Latino	<1%	x		Latino	0%	x
	Other	<1%	x				

x=Data not recorded

**Table 1**



League Office: NFL									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
<b>2009</b>					<b>1998</b>				
White	75.2%	629	77.4%	82	White	79%	131	70%	40
African-American	8.6%	72	12.3%	13	African-American	15%	25	19%	11
Latino	4.7%	39	4.7%	5	Latino	2%	3	9%	5
Asian	9.4%	79	2.8%	3	Asian	4%	6	2%	1
Native American	0.2%	2	0.0%	0	Other	0%	0	x	x
Other	1.8%	15	2.8%	3	Women	26%	43	75%	43
Women	27.6%	231	46.2%	49	Total		165		57
Total		836		106	<b>1997</b>				
<b>2003-2008</b>					<b>1996</b>				
White					White	80%	119	68%	34
African-American					African-American	15%	22	22%	11
Latino	NFL did not supply data				Latino	2%	3	8%	4
Asian					3%	4	2%	1	
Other					0%	0	x	x	
Women					26%	39	84%	42	
Total					Total		148		50
<b>2002</b>					<b>1995</b>				
White	74%	150	51%	42	White	82%	93	81%	56
African-American	14%	28	25%	21	African-American	14%	16	12%	8
Latino	4%	9	19%	16	Latino	<1.0%	1	4%	3
Asian	8%	16	5%	4	Asian	2%	2	3%	2
Other	0%	0	0%	0	Other	<1.0%	1	x	x
Women	26%	53	54%	45	Women	22%	25	64%	44
Total		203		83	Total		113		69
<b>2000</b>					<b>1995</b>				
White	77%	140	57%	31	White	79%	62	85%	68
African-American	14%	25	22%	12	African-American	15%	12	8%	6
Latino	<3%	5	19%	10	Latino	<2%	1	5%	4
Asian	7%	12	2%	1	Asian	3%	2	3%	2
Other	0%	0	0%	0	Other	<2.0%	1	x	x
Women	29%	53	56%	30	Women	21%	16	58%	46
Total		182		54	Total		78		80

Note: Data provided by the NFL league office.

x= Data not recorded

**Table 2**

Majority Owners				
		%		
2009	White	100%	2003	
	African-American	0%		
	Latino	0%		
	Asian	0%		
	Other	0%		
	Women	3%		
2008	White	100%	2001	
	African-American	0%		
	Latino	0%		
	Asian	0%		
	Other	0%		
	Women	6%		
2007	White	100%	1999	
	African-American	0%		
	Latino	0%		
	Asian	0%		
	Other	0%		
	Women	8%		
2006	White	100%	1998	
	African-American	0%		
	Latino	0%		
	Asian	0%		
	Other	0%		
	Women	9%		
2005	White	100%	1997	
	African-American	0%		
	Latino	0%		
	Asian	0%		
	Other	0%		
	Women	11%		
			White	100%
			African-American	0%
			Latino	0%
			Asian	0%
			Women	6%
			White	100%
			African-American	0%
			Latino	0%
			Asian	0%
			Women	7%

Table 3

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

	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004	1-4 (interim head coach)
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City Chiefs	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-present	46-49-1
Lovie Smith	Chicago	2004-present	45-35
Romeo Crennel	Cleveland	2005-2008	24-40
Mike Tomlin	Pittsburgh	2007-present	22-10
Mike Singletary	San Francisco	2008-present	5-4
Jim Caldwell	Indianapolis	2009	first year
Raheem Morris	Tampa Bay	2009	first year

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

**Table 4**

Head Coaches								
		%	#					
2009	White	81%	26	2000	White	90%	28	
	African-American	19%	6		African-American	10%	3	
	Asian	0%	0		Asian	0%	0	
	Latino	0%	0		Latino	0%	0	
	Other	0%	0		Women	0%	0	
	Women	0%	0					
2008	White	81%	26	1999	White	94%	29	
	African-American	19%	6		African-American	6%	2	
	Asian	0%	0		Asian	0%	0	
	Latino	0%	0		Latino	0%	0	
	Other	0%	0		Women	0%	0	
	Women	0%	0					
2007	White	81%	26	1997	White	90%	27	
	African-American	19%	6		African-American	10%	3	
	Asian	0%	0		Asian	0%	0	
	Latino	0%	0		Latino	0%	0	
	Other	0%	0		Women	0%	0	
	Women	0%	0		African-American	10%	3	
2006	White	78%	25	1995	Latino	0%	0	
	African-American	22%	7		White	90%	27	
	Asian	0%	0		African-American	10%	3	
	Latino	0%	0		Latino	3%	1	
	Other	0%	0					
	Women	0%	0		1994	White	93%	28
			African-American	7%		2		
2005	White	81%	26	1993		Latino	0%	0
	African-American	19%	6			White	89%	25
	Asian	0%	0			African-American	7%	2
	Latino	0%	0			Latino	<4%	1
	Other	0%	0					
	Women	0%	0		1992	White	89%	25
			African-American	7%		2		
2003	White	91%	29	1991		Latino	<4%	1
	African-American	9%	3			White	93%	26
	Asian	0%	0			African-American	7%	2
	Latino	0%	0			Latino	0%	0
	Other	0%	0					
	Women	0%	0		1990	White	96%	27
			African-American	4%		1		
2001	White	94%	30	1989		Latino	0%	0
	African-American	6%	2					
	Asian	0%	0					
	Latino	0%	0					
	Other	0%	0					
	Women	0%	0					

Table 5

Assistant Coaches							
			%	#			
<b>2008</b>					<b>1999</b>		
	White	64%	279		White	72%	330
	African-American	34%	148		African-American	28%	127
	Latino	2%	7		Latino	0%	0
	Asian	1%	5		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
<b>2007</b>					<b>1997</b>		
	White	62%	284		White	73%	311
	African-American	36%	162		African-American	26%	113
	Latino	1%	5		Latino	1%	3
	Asian	1%	5		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
<b>2006</b>					<b>1996</b>		
	White	62%	269		White	74%	307
	African-American	35%	151		African-American	25%	102
	Latino	2%	10		Latino	<1%	3
	Asian	1%	4		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0				
<b>2005</b>					<b>1995</b>		
	White	66%	316		White	76%	289
	African-American	32%	154		African-American	23%	88
	Latino	1%	5		Latino	0%	0
	Asian	1%	3		Asian	0%	0
	Other	0%	0		Other	<1%	4
	Women	0%	0				
<b>2003</b>					<b>1994</b>		
	White	67%	341		White	77%	249
	African-American	30%	153		African-American	23%	73
	Latino	2%	8		Latino	<1%	1
	Asian	0%	1		Asian	<1%	1
	Other	1%	7		Other	0%	0
	Women	0%	0				
<b>2001</b>					<b>1993</b>		
	White	71%	333		White	76%	217
	African-American	28%	132		African-American	23%	73
	Latino	<1%	6		Latino	<1%	1
	Asian	<1%	1		Other	0%	0
	Other	0%	0				
	Women	0%	0		<b>1992</b>		
					White	80%	264
					African-American	20%	65
					Latino	0%	0
					Other	0%	0
					<b>1991</b>		
					White	84%	289
					African-American	16%	54

x= Data not recorded

**Table 6**

CEO/President					
		%	#		
<b>2009</b>				<b>2003</b>	
	White	100%	27		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	4%	1		9%
					3
<b>2008</b>				<b>2000</b>	
	White	100%	29		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		100%
					x
<b>2007</b>				<b>1999</b>	
	White	100%	30		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		100%
					x
<b>2006</b>				<b>1998</b>	
	White	100%	35		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		100%
					x
<b>2005</b>				<b>1997</b>	
	White	100%	41		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Other
	Women	3%	1		Women
					100%
					x

*x= Data not recorded*

**Table 7**

General Manager/Director of Player Personnel					
	%	#		%	#
<b>2009</b>			<b>2001</b>		
White	84%	27	White	94	30
African-American	16%	5	African-American	6	2
Latino	0%	0	Latino	0	0
Asian	0%	0	Asian	0	0
Other	0%	0	Women	0	0
Women	0%	0	<b>1999</b>		
<b>2008</b>			White	87%	27
White	83%	25	African-American	13%	4
African-American	17%	5	Latino	0%	0
Latino	0%	0	Asian	0%	0
Asian	0%	0	Women	0%	0
Other	0%	0	<b>1998</b>		
Women	0%	0	White	87%	27
<b>2007</b>			African-American	13%	4
White	84%	26	Latino	0%	0
African-American	16%	5	Asian	0%	0
Latino	0%	0	Women	0%	0
Asian	0%	0	<b>1997</b>		
Other	0%	0	White	87%	26
Women	0%	0	African-American	13%	4
<b>2006</b>			Latino	0%	0
White	87%	28	Asian	0%	0
African-American	13%	4	Women	0%	0
Latino	0%	0	<b>1996</b>		
Asian	0%	0	White	83%	25
Other	0%	0	African-American	17%	5
Women	0%	0	Latino	0%	0
<b>2005</b>			<b>1995</b>		
White	87%	27	White	87%	26
African-American	13%	4	African-American	13%	4
Latino	0%	0	Latino	0%	0
Asian	0%	0	<b>1994</b>		
Women	0%	0	White	86%	25
<b>2003</b>			African-American	14%	4
White	94%	30	Latino	0%	0
African-American	6%	2	<b>1993</b>		
Latino	0%	0	White	86%	25
Asian	0%	0	African-American	10%	3
Women	0%	0	Latino	4%	1

x= Data not recorded

**Table 8**

Vice Presidents							
			%	#			
<b>2008</b>					<b>1999</b>		
	White	92%	137		White	92%	130
	African-American	8%	12		African-American	8%	11
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	7%	10
	Women	14%	20	<b>1997</b>			
<b>2007</b>							
	White	92%	141		White	90%	97
	African-American	8%	12		African-American	10%	11
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	7%	8
	Women	11%	17	<b>1996</b>			
<b>2006</b>							
	White	92%	152		White	88%	76
	African-American	8%	13		African-American	12%	10
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Other	0%	0
	Other	0%	0		Women	12%	10
	Women	12%	18	<b>1995</b>			
<b>2005</b>							
	White	90%	143		White	95%	70
	African-American	10%	16		African-American	5%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Other	0%	0
	Women	8%	13		Women	6%	5
<b>2003</b>					<b>1994</b>		
	White	89%	131		White	96%	64
	African-American	10%	14		African-American	4%	3
	Latino	1%	2		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	7%	10		Women	4%	3
<b>2001</b>					<b>1993</b>		
	White	92%	118		White	93%	56
	African-American	7%	9		African-American	7%	4
	Latino	1%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	9%	11		Women	6%	4

**Table 9**



<b>Senior Administrators</b>								
			<b>%</b>	<b>#</b>				
<b>2008</b>					<b>2003</b>			
	White	82%	424		White	84%	351	
	African-American	14%	70		African-American	13%	52	
	Latino	2%	10		Latino	<1%	3	
	Asian	2%	8		Asian	<1%	4	
	Other	<1%	3		Women	17%	70	
	Women	19%	96	<b>2000</b>				
<b>2007</b>						White	90%	x
	White	82%	421		African-American	9%	x	
	African-American	14%	73		Latino	1%	x	
	Latino	2%	9		Asian	<1%	x	
	Asian	1%	7		Women	28%	x	
	Other	<1%	2	<b>1999</b>				
	Women	18%	94		White	86%	x	
<b>2006</b>						African-American	14%	x
	White	84%	421		Latino	0%	x	
	African-American	12%	61		Asian	0%	x	
	Latino	2%	8		Women	14%	x	
	Asian	2%	8	<b>1998</b>				
	Other	0%	1		White	88%	x	
	Women	17%	86		African-American	9%	x	
<b>2005</b>						Latino	2%	x
	White	86%	424		Asian	1%	x	
	African-American	12%	60		Women	27%	x	
	Latino	1%	6	<b>1997</b>				
	Asian	<1%	2		White	91%	x	
	Other	<1%	2		African-American	9%	x	
	Women	16%	80		Other	0%	x	
						Women	16%	x
					<b>1996</b>			
						White	89%	x
						African-American	9%	x
						Other	<2%	x
						Women	9%	x

x= Data not recorded

**Table 10**

Professional Teams: Administration								
		%	#					
2008	White	83%	789	1998	White	87%	x	
	African-American	11%	108		African-American	10%	x	
	Latino	4%	36		Latino	2%	x	
	Asian	1%	13		Asian	1%	x	
	Other	<1%	3		Women	24%	x	
	Women	29%	272		1997	White	87%	x
2007	White	85%	753	African-American		10%	x	
	African-American	10%	86	Latino		2%	x	
	Latino	3%	30	Asian		1%	x	
	Asian	1%	13	Women		34%	x	
	Other	<1%	3	1996		White	90%	x
	Women	34%	297		African-American	8%	x	
2006	White	86%	805		Other	2%	x	
	African-American	9%	83		Women	18%	x	
	Latino	3%	27		1995	White	88%	x
	Asian	1%	13			African-American	11%	x
	Other	1%	5	Other		1%	x	
	Women	33%	310	Women		15%	x	
2005	White	89%	873	1994		White	89%	x
	African-American	8%	79			African-American	11%	x
	Latino	2%	21		Latino	<1%	x	
	Asian	1%	10		Asian	0%	x	
	Other	<1%	3		Other	<1%	x	
	Women	32%	311		Women	12%	x	
2003	White	87%	1024	1993	White	88%	x	
	African-American	9%	101		African-American	9%	x	
	Latino	2%	20		Latino	1%	x	
	Asian	<1%	6		Asian	<1%	x	
	Other	2%	20		Other	<1%	x	
	Women	31%	362		1992	White	90%	x
1999	White	84%	x	African-American		6%	x	
	African-American	15%	x	Latino		3%	x	
	Latino	<1%	x	Asian		<1%	x	
	Asian	<1%	x	Other		0%	x	
	Women	19%	x					

x= Data not recorded

**Table 11**

Physicians							
			%	#			
<b>2008</b>					<b>1998</b>		
	White	90%	115		White	95%	52
	African-American	5%	6		African-American	0%	0
	Latino	2%	2		Latino	4%	2
	Asian	3%	4		Asian	1%	1
	Other	<1%	1		Women	0%	0
	Women	3%	4	<b>1997</b>			
<b>2007</b>							
	White	92%	112		White	91%	38
	African-American	4%	5		African-American	2%	1
	Latino	1%	1		Latino	7%	3
	Asian	2%	3		Asian	0%	0
	Other	1%	1		Women	0%	0
	Women	5%	6	<b>1996</b>			
<b>2006</b>							
	White	95%	109		White	96%	45
	African-American	1%	1		African-American	2%	1
	Latino	1%	1		Latino	2%	2
	Asian	3%	3		Other	0%	0
	Other	1%	1		Women	0%	0
	Women	5%	6	<b>1995</b>			
<b>2005</b>							
	White	94%	117		White	100%	44
	African-American	1%	1		African-American	0%	0
	Latino	2%	2		Latino	0%	0
	Asian	2%	3		Other	0%	0
	Other	1%	1		Women	0%	0
	Women	7%	9	<b>1994</b>			
<b>2003</b>							
	White	94%	118		White	100%	72
	African-American	2%	2		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	2%	3		Other	0%	0
	Other	2%	3		Women	0%	0
	Women	2%	2	<b>1993</b>			
<b>2001</b>							
	White	96%	94		White	97%	71
	African-American	1%	1		African-American	<2%	1
	Latino	1%	1		Latino	<2%	1
	Asian	1%	1		Other	0%	0
	Women	2%	2	<b>1992</b>			
	White	98%	66		White	98%	66
	African-American	<2%	1		African-American	<2%	1
	Latino	0%	0		Latino	0%	0

**Table 12**

Head Trainers					
	%	#		%	#
<b>2008</b>			<b>2001</b>		
White	83%	48	White	88%	28
African-American	17%	10	African-American	13%	4
Latino	0%	0	Latino	0%	0
Asian	0%	0	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	<b>1998</b>		
<b>2007</b>			White	87%	27
White	85%	50	African-American	13%	4
African-American	15%	9	Latino	0%	0
Latino	0%	0	Other	0%	0
Asian	0%	0	Women	0%	0
Other	0%	0	<b>1997</b>		
Women	0%	0	White	87%	26
<b>2006</b>			African-American	10%	3
White	86%	48	Latino	0%	0
African-American	13%	7	Other	3%	1
Latino	0%	0	Women	0%	0
Asian	2%	1	<b>1996</b>		
Other	0%	0	White	90%	27
Women	0%	0	African-American	10%	3
<b>2005</b>			Other	0%	0
White	88%	52	<b>1995</b>		
African-American	12%	7	White	89%	25
Latino	0%	0	African-American	7%	2
Asian	0%	0	Other	4%	1
Other	0%	0	<b>1994</b>		
Women	0%	0	White	89%	25
<b>2003</b>			African-American	7%	2
White	18%	26	Other	4%	1
African-American	16%	5	<b>1993</b>		
Latino	3%	1	White	92%	26
Asian	0%	0	African-American	4%	1
Other	0%	0	Other	4%	1
Women	0%	0	<b>1992</b>		
			White	92%	26
			African-American	4%	1
			Other	4%	1

**Table 13**

Radio and TV Announcers				
		%		
2008	White	67%	1998	
	African-American	14%		
	Latino	18%		
	Asian	0%		
	Other	0%		
	Women	3%		
2007	White	77%	1997	
	African-American	11%		
	Latino	12%		
	Asian	0%		
	Other	0%		
	Women	1%		
2006	White	74%	1996	
	African-American	13%		
	Latino	13%		
	Asian	0%		
	Other	0%		
	Women	2%		
2005	White	74%	1995	
	African-American	12%		
	Latino	14%		
	Asian	0%		
	Other	0%		
	Women	0%		
2003	White	94%	1993	
	African-American	3%		
	Latino	0%		
	Asian	0%	1992	
	Other	0%		
	Women	3%		
2001	White	87%	White	86%
	African-American	10%	African-American	2%
	Latino	3%	Latino	12%
	Asian	0%		
	Other	0%		
	Women	2%		

Table 14

NFL Offense							
	QB	RB	WR	TE	OT	OG	C
<b>2008</b>							
White	82%	14%	10%	58%	47%	53%	74%
African-American	17%	85%	89%	39%	51%	42%	20%
<b>2007</b>							
White	76%	9%	10%	56%	49%	59%	77%
African-American	19%	89%	89%	42%	49%	35%	18%
<b>2006</b>							
White	82%	10%	8%	54%	43%	53%	70%
African-American	16%	88%	91%	43%	57%	42%	26%
<b>2005</b>							
White	82%	9%	9%	57%	44%	54%	69%
African-American	16%	89%	91%	40%	55%	39%	24%
<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%

Note: 67 % of all players in the NFL are Black. 31% of all players are White. 3% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 15

<b>NFL Defense</b>					
	<b>CB</b>	<b>S</b>	<b>LB</b>	<b>DE</b>	<b>DT</b>
<b>2008</b>					
White	2%	14%	24%	20%	18%
African-American	97%	84%	73%	77%	77%
<b>2007</b>					
White	2%	13%	26%	21%	18%
African-American	97%	84%	71%	73%	76%
<b>2006</b>					
White	4%	14%	24%	24%	18%
African-American	96%	85%	73%	75%	75%
<b>2005</b>					
White	5%	14%	26%	24%	20%
African-American	95%	83%	71%	75%	75%
<b>2003</b>					
White	2%	19%	17%	22%	20%
African-American	98%	81%	80%	77%	76%
<b>2002</b>					
White	1%	13%	19%	20%	23%
African-American	98%	87%	78%	78%	78%
<b>2000</b>					
White	7%	13%	22%	25%	26%
African-American	93%	87%	76%	73%	73%
<b>1999</b>					
White	4%	10%	23%	21%	20%
African-American	96%	90%	74%	77%	68%
<b>1998</b>					
White	1%	9%	24%	19%	31%
African-American	99%	91%	75%	79%	63%

*Note: 67 % of all players in the NFL are Black. 31% of all players are White. 3% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.*

**Table 16**

<b>Officials</b>		
	<b>%</b>	<b>#</b>
<b>2009</b>		
White	74%	89
African-American	25%	30
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2008</b>		
White	78%	93
African-American	22%	26
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2007</b>		
White	79%	95
African-American	20%	24
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2006</b>		
White	82%	98
African-American	18%	21
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2005</b>		
White	83%	100
African-American	16%	19
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2004</b>		
White	82%	98
African-American	18%	21
Latino	1%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2003</b>		
White	82%	98
African-American	18%	22
Latino	0%	0
Asian	0%	0
Other	0%	0
Women	0%	0

**Table 17**



## APPENDIX II

### NATIONAL FOOTBALL LEAGUE (NFL) DIVERSITY and COMMUNITY SERVICE INITIATIVES

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the league's core values and an integral element of the NFL's strategic initiatives.

Below is a representative sample of various ways the NFL promotes diversity and inclusion:

#### Employee Learning & Development

- **The NFL Diversity Council:** The NFL Diversity Council was established in 2002. Its mission is to collaborate with the commissioner and NFL executive team to design and implement programs to build diversity awareness and foster an inclusive work environment. The council membership includes employees from across the league office, representing three locations (New York, New Jersey and California) and providing leadership and learning opportunities for members as they drive important league diversity initiatives. In addition, the NFL Diversity Council provides a vehicle for employees to have their voices heard and concerns addressed.
- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support employee retention, career development and advancement initiatives. It is a structured program in which experienced executives (mentors) share their business insights and experiences with less experienced professionals (protégés). Special training is offered to participating mentors and protégés who are paired in the mentoring relationship for six months.
- **NFL Special Teams:** The NFL Special Teams initiative was created by the NFL Diversity Council to provide a unique opportunity for NFL employees to build their skills, advance their career potential, and make greater contributions to the NFL. Each team is composed of employees from different departments, levels and demographic groups working toward a common goal and putting the NFL's principles of inclusion, teamwork, and innovation into practice. Teams work on projects assigned by an internal "client" for a period of 45 days. At the end of the engagement, the team presents its recommendations to the commissioner and executive team. Seven special teams have been commissioned since the launch of this initiative in 2004. Team projects have included NFL Network programming for Black History Month, increasing numbers and engagement of female fans, Hispanic marketing, improving the game-day experience, creating an annual employee recognition program (Commissioner's Awards), improving the league's entry-level recruiting process, and developing league efforts to become more environmentally responsible.
- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was implemented in 2007. JRP was designed to build a strong entry-level pipeline for the league, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Having the opportunity to rotate through several business areas in a condensed period of time provides a strong understanding of the fundamentals of how the league operates. Participants are assigned mentors, gain

exposure to senior executives and network with professionals in the sports, media and entertainment industry.

- **NFL Talent Review:** Each year the NFL's executive team identifies and reviews top performing employees at the director level and above who have demonstrated clear potential to assume broader responsibilities and more complex assignments. The NFL Talent Review process allows senior leadership to obtain an accurate and broad assessment of the league's leadership potential focusing on a diverse pool of high performing and skilled talent. Formal development plans are put in place to provide additional metrics and tools to assess readiness for promotion in the future.
- **NFLU Executive Training Program:** The NFLU Executive Training Program is a year-long program for employees identified in the NFL Talent Review as high performing and high potential. The mission of the program is to empower and prepare participants to play a meaningful role in shaping the future of the NFL. Internal and external executives, professors, authors and team owners teach the participants the fundamentals of executive leadership, business communication, league business and strategy, as well as the culture and rich history of the NFL. Participants develop strong ties during their year together. Experience has proven these ties remain strong long after the formal program ends, fostering on-going cross organizational collaboration.
- **NFL Stanford Program for Managers:** The NFL, in partnership with Stanford University Business School, presents an annual program for developing leaders from across the league. Approximately 40 executives are invited to the program each year. The NFL Stanford Program for Managers is designed to broaden and deepen participants' understanding of the "bigger picture" that guides decisions at both the league and club management level.
- **GE Leadership for Customers:** As part of its partnership with GE, the NFL regularly sponsors high performing and high potential employees to attend GE's Leadership for Customers program at the legendary John F. Welch Leadership Center at Crotonville, New York.
- **Business Information Sessions:** League executives regularly deliver presentations to employees aimed at increasing employees' knowledge about our business. Examples of past programs include the NFL "Mock Draft" presented by Football Operations and an overview of the NFL Collective Bargaining Agreement presented by NFL Labor Operations.

## Recruitment

- **Emerging Workforce Recruiting through MonsterTRAK and Monster.com:** Monster.com is an official sponsor of the NFL and a key component in the NFL's talent sourcing activities. MonsterTRAK enables the NFL to reach millions of college and entry-level job seekers by targeting thousands of colleges and universities nationwide.
- **NACELink, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACELink, UCAN and Experience.com. Each can target specific schools and experience, allowing us to find the best qualified diverse applicants.

- **Management Leadership of Tomorrow:** The NFL is proud to be a partner of Management Leadership of Tomorrow (MLT). MLT has made groundbreaking progress addressing the underrepresentation of African-Americans, Hispanics, and Native Americans in senior leadership positions. This partnership connects the NFL with top diverse students who are candidates for entry-level positions across the league.
- **NFL.com Career Center:** The NFL internally posts all league office positions up through vice president. Postings can be accessed by external applicants via NFL.com.
- **Power Hiring Training Program:** Training is available to NFL employees who interview candidates for employment with the NFL. "Power Hiring" training is mandatory for all employees participating as interviewers for the JRP and internship programs. This training teaches interviewers the NFL's hiring policies and procedures plus competencies needed for success at the NFL. Interviewers develop effective interviewing and assessment techniques in order to be consistent in their hiring practices. The training also provides an understanding of legal considerations in the interview process.

### Diversity Supplier Program

- **NFL Emerging Business Program:** The goal of the NFL Emerging Business Program is to increase procurement opportunities for small, minority and women-owned enterprises to do Super Bowl business and/or grow their businesses for future success. Every year, the NFL makes a positive economic impact in the Super Bowl host cities.  
The NFL Emerging Business Program has become an important component of the overall impact by connecting the NFL and minority with women-owned businesses.

### Special Employee Programs

- **Employee Volunteer Opportunities:** Throughout the year, the NFL provides opportunities for employees to volunteer to work on projects and programs outside of their day-to-day work area. Examples include mentoring in the corporate Big Brothers Big Sisters program, leading the annual Take Our Daughters and Sons to Work Day programs, escorting NFL players on "Take A Player to School" school visits, and participating in a variety of youth football clinics and events.
- **Flexible Work Arrangements:** Employees who need alternatives to traditional work schedules may apply for a flexible work arrangement. A number of NFL employees work remotely and/or on reduced work schedules. Flexible work arrangements have allowed the NFL to retain valuable employees through a variety of work/life circumstances, including relocations.

### Community Outreach

Football and community are two pillars of the NFL. Whether nationally at the league level, locally at the team level, or individually through the volunteerism and philanthropy of players, coaches and team owners, there exists a powerful NFL-wide commitment to giving back.

- **NFL PLAY 60:** Through NFL PLAY 60, the league's commitment to youth health and wellness, the league and teams are responding to the nation's youth obesity crisis by encouraging kids to be active for at least 60 minutes every day. One-third of our nation's children are overweight or

obese, and with this condition comes a significantly increased likelihood for health problems such as diabetes, hypertension, and heart disease. To combat the childhood obesity epidemic, the NFL and its clubs are providing in-school programming, building fields and playgrounds, and reviving physical education programs, particularly in the communities most affected by the childhood obesity epidemic – low income and minority communities.

Some of our key PLAY 60 programs are described below:

- **NFL PLAY 60 Challenge:** Created in partnership with the American Heart Association and funded by NFL Charities, the NFL PLAY 60 Challenge is an in-school curriculum that teaches educators to integrate health and fitness into daily classroom lessons.
  - **Fuel Up to PLAY 60:** Fuel Up to PLAY 60 serves as the nutritional arm of NFL PLAY 60. This program shows student teams how they can effectively engage key school and community leaders to create healthy school environments.
  - **Keep Gym in School:** NFL Network's Keep Gym In School program delivers high quality, daily physical education opportunities to targeted schools. In addition, schools nationwide can compete for ten \$1,000 grants to support their physical education programs.
  - **NFL Take A Player To School:** This program grants lucky students in 34 cities nationwide the opportunity to arrive at school with an NFL player for the Ultimate PE Class. Together, the NFL player and the student lead classmates in fitness activities and talk about the importance of good health and smart food choices.
  - **NFL PLAY 60 Super Bowl Contest:** Through this contest, one child who submits a short essay about the role of health and fitness in his or her life wins the experience of a lifetime – a chance to run onto the field with the game ball and hand it to the referee in front of millions right before kickoff at the Super Bowl.
- **Youth Football:** NFL Youth Football programs teach young people skills to play the game, but even more importantly, these programs teach values and lessons to succeed in life. **NFL Punt, Pass & Kick** is a nationwide football skills competition for boys and girls ages 8-15 with more than 3,000 local competitions running through schools, plus over 3,000 local youth organizations participating during the months of August and September. **NFL FLAG**, the official youth flag football league for boys and girls 5-17 years old, gives every community the opportunity to play in an organized NFL non-contact football league. The NFL's successful **Girls Flag Football Program** has led to the introduction of the sport of high school girls flag football in 7 states and to over 12,000 girls nationwide.
  - **NFL Youth Football Fund:** The NFL Youth Football Fund (YFF) is a non-profit organization that seeks to use football as a catalyst to promote positive youth development, support youth and high school football nationwide, and ensure the health of football in future generations. The Youth Football Fund's **NFL Grassroots Program** provides non-profit, neighborhood-based youth organizations and high schools with financial and technical assistance to improve the quality, safety and accessibility of football fields in underserved areas. Since 1998, the YFF has contributed more than \$25 million through the program to refurbish 190 playing fields in 70 cities nationwide. In 2008, the NFL Grassroots Program awarded \$2.5 million in field grants to underserved neighborhoods in 17 NFL team cities, building new fields or renovating existing fields in need of improvements.

**The ATLAS & ATHENA Steroids Education Programs** are nationally-acclaimed, gender-specific programs designed to promote healthy living and reduce the use of steroids and other drugs

among male and female high school athletes. The NFL Youth Football Fund has funded ATLAS & ATHENA training programs in 80 high schools located in sixteen NFL markets. The program benefited 1,500 coaches and 40,000 student-athletes during the 2008-09 school year.

Through its **NFL Player Matching Youth/High School Football Grant Program** and its **NFL Player Youth Football Camp Grant Program**, the NFL Youth Football Fund supports youth and high school football, as well as free youth football camps where NFL players serve as positive role models for young athletes. Between these two initiatives, the NFL Youth Football Fund invested more than \$1 million in communities nationwide in 2009.

- **NFL Charities:** The mission of NFL Charities – another of the NFL’s 501c3 non-profit organizations – is to make charitable donations to worthwhile and important causes on the national level on behalf of the 32 NFL teams. Since its inception in 1973, NFL Charities has granted nearly \$120 million to more than 640 organizations.

One of NFL Charities key programs is the **NFL Youth Education Town** (NFL YET) initiative. Youth Education Towns are education enrichment centers that the NFL builds in at-risk neighborhoods in each Super Bowl host city as lasting legacies of each game. Presently, there are 13 NFL YETs in 11 cities. NFL YET facilities and programs vary, but most include interactive fitness equipment, classrooms, technology and multi-media labs, physical fitness zones, recreation fields and other resources.

NFL Charities promotes volunteerism. **NFL Tuesdays** is a program that raises awareness for volunteerism and the charitable activities of NFL players. Tuesday is the traditional day off for players during the season, and on any given Tuesday, many NFL players can be found spending their one off-day doing volunteer work in their communities. Hometown Huddle is an NFL-wide day of service in partnership with United Way that is held annually on a Tuesday in October and features significant involvement by NFL players, coaches, staff, and wives who participate in a variety of community service activities. In recent years, Hometown Huddle projects have focused on health and fitness as part of the NFL’s PLAY 60 initiative.

The NFL supports its players – past and present – via NFL Charities. NFL Charities allocates \$1 million annually in **Player Foundation Grants** to its current and former players who have charitable foundations in order to encourage and advance their philanthropic work. NFL Charities also makes significant contributions to aid former players who have fallen on hard times. In 2008, these contributions totaled well over \$2 million. Another \$1.5 million is granted annually from NFL Charities to fund Sports-Related Medical Research that benefits all those involved in the game of football, competitive sports, and recreational athletics.

- **Hispanic Outreach:** The NFL has created a 360-degree platform of customized offerings for its strong and growing Hispanic fan base, with a special emphasis on youth- and community-focused programming. Hispanic Heritage Month (September 15–October 15) is the NFL’s biggest and most visible Hispanic-focused platform, through which the NFL and its member clubs celebrate and honor Hispanic fans, players, and communities nationwide. The annual month-long celebration includes a League-designated national game and surrounding festivities, as well as local celebrations across NFL clubs, incorporating elements such as player visits to Hispanic-focused community centers, honoring of local Hispanic community leaders in-game, football clinics for Hispanic youth, and more. The NFL has also aggressively extended its NFL

FLAG football program to Hispanic communities nationwide, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise.

- **One World:** An educational program designed by Scholastic Inc. and funded by the NFL/NFLPA Disaster Relief Fund, One World: Connecting Communities, Cultures and Classrooms is a multi-tiered curriculum designed to develop cross-cultural understanding among students in 4th through 6th grades. This program was funded by the NFL after 9/11/2001, when educators were looking for tools to help teach tolerance and the value of diversity to their students. The One World program has been a core part of the NFL's outreach work in Super Bowl host communities since the program was developed.
- **United Way Partnership:** 2009 marks the 36th anniversary of the NFL-United Way relationship, the sports industry's longest running public service campaign. Since 1973, the National Football League and United Way have worked together to promote the importance of volunteering in local communities while showcasing the community service activities of NFL players. In addition to working with United Way to promote NFL PLAY 60, the league also promotes the United Way's LIVE UNITED campaign. LIVE UNITED invites and inspires all communities to join a movement to advance the common good by focusing on education, income and health for all Americans.
- **Breast Cancer:** The NFL's Breast Cancer Awareness campaign in October – with its campaign tagline “A Crucial Catch” – reminds fans about the importance of annual breast cancer screenings for women over 40. This initiative includes team community outreach in all NFL markets; special pre-game ceremonies; and unique pink items on-field, in-stadium, and at retail. The goals of the NFL's breast cancer campaign include raising awareness and funds for a cause that has touched the lives of so many in the NFL family and across the country. In addition, important breast health information is supplied by the American Cancer Society and distributed to fans at stadiums and online.
- **Sustainability:** The NFL is committed to mitigating its environmental impacts and operating its business in an environmentally-friendly manner. The NFL's green efforts have three focus areas: (1) facilities, (2) events, and (3) clubs. NFL teams such as the Philadelphia Eagles are among the most environmentally-friendly sports organizations in the world. The Super Bowl has had a successful and ever-growing environmental initiative in place for 15 years. The NFL's three corporate offices – like many team headquarters – have taken numerous steps to lessen their environmental footprints, from increasing energy efficiency to using recycled paper and paper products.
- **Military Support:**  
For over four decades, NFL stars have visited troops overseas as part of NFL-USO Tours. In 2009, Jared Allen, Danny Clark, Larry Fitzgerald, Drew Brees, Donnie Edwards, Billy Miller, and Warrick Dunn all visited servicemen and women overseas on goodwill tours with the USO (3 tours in total). Six top current and former coaches – Tom Coughlin, Bill Cowher, Jeff Fisher, Jon Gruden, John Harbaugh, and Don Shula – also made trips to the Middle East this offseason to meet and greet the troops (2 tours).

NFL teams have military support initiatives ranging from holding training camp practices on military installations to ticket donation programs for service members. Nearly every team honors the military around Veterans Day.