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The 2012 Racial and Gender Report Card: Major League Baseball

By Richard Lapchick
with Philip Costa, Brenton Nickerson, and Ben Rodriguez
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EXECUTIVE SUMMARY

Orlando, FL- April 25, 2012... The Major League Baseball (MLB) Racial and Gender Report Card was issued one week after the celebration of the 65th anniversary of Jackie Robinson breaking the color barrier. MLB once again recorded an **A** for racial hiring practices. However, MLB's grade for gender hiring practices dropped from a **B-** to a **C+**.

The Racial and Gender Report Card annually 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?"

Dr. Richard Lapchick, the primary author of the study and the director of The Institute for Diversity and Ethics in Sport (TIDES or the Institute) at the University of Central Florida (UCF) said, "Despite the decrease in the grade for gender, there was more good news for MLB. Commissioner Bud Selig recognized the need for diversity in baseball long ago and made tremendous strides for inclusion and diversity, as is exemplified by the high grades for both race and gender in the MLB central offices where the combined grade was an **A**. With Magic Johnson being part of the new ownership group for the Los Angeles Dodgers, MLB became the only one of the major sports leagues to have two teams owned by a person of color. However, there is always room for improvement, especially at the team level."

"In celebrating this 65th anniversary of Jackie Robinson breaking the color barrier, it is vital that we focus on the dream he set forth for baseball. Jackie wanted to see a diverse mixture of people participating in the sport through all levels: on the field as coaches and players, as well as those in the front office. MLB has done an excellent job in continuing to increase the number of people of color in the League Office and for Managers and coaches. Women also do well in the League Office. Now the front office of the teams needs to step up more for their senior staff and for all professional positions," explained Lapchick.

Baseball's grades for race and gender dipped from 91.6 to 90.6 and from 79.3 to 75.2, respectively. Baseball's overall score for the 2012 Report Card is 82.9, which dropped from 85.5 in 2011. MLB's combined grade for 2012 is a **B**.

Lapchick continued, "Although the total percentage of players of color has steadily risen over the years, there has been a concern about the percentage of African-American players in Major League Baseball. For the 2012 season, there was a small increase to 8.8 percent from 8.5 percent from 2011. This has been a concern of Major League Baseball and leaders in the African-American community."

However, the 38.2 percent of players who are people of color also make the playing fields look more like America, with its large Latino population. Latino players made up 27.3 percent of all baseball players for the 2012 season.

There was an increase in the percentage of people of color as coaches, team vice presidents, and team senior professional staff while there was a decrease in the percentage of people of color in the League Office and as managers and general managers. All changes were small.

The drop in the gender grade resulted from a decrease in the percentage of women in the League Office, as team vice presidents and team professional staff.

"Overall, the Commissioner and his team in the League office, led by Wendy Lewis, Sr. Vice President for Diversity and Strategic Alliances, have had a remarkably positive imprint on the diversity record for Major League Baseball. MLB continues to have an outstanding record for diversity initiatives, which include the sixth annual Civil Rights Game, Jackie Robinson Day, Roberto Clemente Day and the 2012 MLB Diversity Business Summit."

Using data from the 2011 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the MLB players, managers and coaches. In addition, this MLB Report Card includes a racial and gender breakdown of the owners, management in the MLB Central Office as well as the team level, top team management, senior administration, professional administration, physicians, and head trainers. An overview of player positions is also included. Listings of professional owners, general managers, and managers were updated as of April 9, 2012.

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

It is imperative that sport teams play the best athletes they have available to win games. The Institute strives to emphasize the business 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 Institute for Diversity and Ethics in Sport at the University of Central Florida publishes the **Racial and Gender Report Card** to indicate areas of improvement, stagnation and regression in the racial and gender composition of professional and collegiate sports personnel and to contribute to the improvement of integration in front office and college athletics department positions.

REPORT HIGHLIGHTS

Players

- At the start of the 2012 season, the total percentage of players of color in the MLB was 38.2 percent. The opening day rosters were 61.2 percent white, 27.3 percent Latino, 8.8 percent African-American, 1.9 percent Asian, 0.1 percent Native American or Native Alaskan, and 0.1 Native Hawaiian or Pacific Islander.
- The percentage of African-American players increased to 8.8 percent of total players for the 2012 opening day rosters, up from 8.5 percent in 2011. Although this was a slight increase of 0.3 percentage points, it was still the second lowest percentage since 2007.
- The percentage of Latino players increased from 27 percent in 2011 to 27.3 percent on 2012 opening day rosters.
- The percentage of Asians slightly decreased from 2.1 percent to 1.9 percent, down by 0.2 percentage points.
- The percentage of African-American players in MLB has decreased from 19 percent in 1995 to 8.8 percent on 2012 opening day rosters. The debate on why African-Americans seem to be abandoning baseball continues to be a concern for MLB, which has significant Urban Youth initiatives to address this such as **Reviving Baseball in Inner Cities (RBI) and Major League Baseball's Urban Youth Academy.**
- On opening day of 2012, the total population of Major League Baseball players of color (38.2 percent) was comprised of Latinos (27.3 percent), African-Americans (8.8 percent), Asians (1.9 percent), and Other (0.2 percent).
- Since 1997, the percentage of white players in Major League Baseball has been remarkably consistent, remaining between 58 and 61.6 percent, with the exception of 63 percent in 2004.
- The percentage of international players in MLB on 2012 opening day rosters was 28.4 percent, spanning 15 countries and territories. The percentage of international players in MLB in 2011 was 27.7 percent, an increase of 0.7 percentage points.
- The percentage of Latino players on 2012 opening day rosters was 27.3 percent. This number includes both players born internationally and those born in the United States.

MLB Central Office

- Of the staff in MLB's Central Office, 31.7 percent were people of color while women made up 37.6 percent of the positions based on 2011 MLB workforce data.

- According to the MLB, at the director and managerial level, 21.9 percent of the employees were people of color, while women occupied 30.5 percent of the front-office positions at the MLB Central Office based on 2011 MLB workforce data.
- The MLB Central Office has 10 women in senior vice president roles and 11 women in vice president roles. In 2010, there were eight and 13 women in the senior vice president and vice president roles, respectively.
- There is a 1.2 percent decrease of women in director and managerial level positions between the 2010 and 2011 Central Office employees. The 2011 season saw an increase of 3.2 percent in women serving in senior executive roles from 2010.

Teams

- For the first time in the history of the major professional leagues, there are two different teams owned by persons of color. Arturo Moreno maintains his position as the owner of the Los Angeles Angels. The Los Angeles Dodgers are now owned by an ownership group that includes Earvin "Magic" Johnson. Magic Johnson is the first African-American owner of an MLB franchise.
- For the start of 2012, Major League Baseball had five managers of color. Compared to 2011, there is one less Latino manager. There are two African-Americans and three Latino managers. This is a decrease of three percentage points for managers of color between 2011 and 2012.
- In the 2011 season, coaching positions saw an increase in people of color to 31 percent. This is two percentage points higher than 2010, bringing it back to the same level that it was in 2009. African-Americans increased to 14 percent while Latinos and Asians stayed at a constant level. There are currently two Asian coaches in the MLB.
- Pam Gardner previously served as the President of Business Operations for the Houston Astros from 2001-2011; as of 2012, she is serving as a special advisor to the chairman. There are currently no female or persons of color serving in CEO/President roles in the MLB.
- At the beginning of the 2012 season, there was one Latino and two African-American general managers in the MLB. There has been a decrease of over nine percent in the total people of color serving in general manager roles between 2010 and 2012.
- During the 2011 season, there were three African American general managers, compared to the current total of two. Tony Reagins, of the Los Angeles Angels, resigned in September of 2011.
- In 2011, 24 MLB franchises had at least one woman serving in a vice president role; 2010 had 23 franchises with female vice presidents.
- The Boston Red Sox and San Francisco Giants led the league with six females in vice president positions. The Houston Astros had five female vice presidents, the New York Yankees had four females, four different teams had three females, and the remaining of the 24 franchises either had one or two females in vice president roles.

- In 2011, the percentage of African-American and Latino vice presidents increased by nearly two and one percentage points, respectively. These changes contributed to an overall increase in the people of color from 9.8 percent to 12.4 percent.
- The 2011 MLB season saw an increase in people of color serving in vice president roles. African-Americans comprised 5.7 percent (4.0 percent in 2010) of the vice president positions, while Latinos were 4.8 percent (4.0 percent in 2010) and Asians were nearly 2 percent (1.8 percent in 2010). The African-Americans and Latino categories saw an increase from the 2010 season, resulting in an overall increase of vice presidents who were people of color from 10.8 percent to 12.4 percent.

Diversity Initiatives

- **Diversity Economic Impact Engagement Initiative (DEIE)** is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs and eventually the Minor Leagues.
- **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 \$800 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.
- **The "Civil Rights Game"** The 2012 Civil Rights Game comes back to Atlanta with an extended slate of exciting events culminating with the exciting on-field matchup between the Atlanta Braves and Los Angeles Dodgers on Saturday, August 18, 2012.
- **MLB Diversity Business Summit** MLB and the Chicago White Sox, along with MLB's Major and Minor League Clubs and strategic partners, will launch the inaugural MLB Diversity Business Summit at the Hyatt McCormick (July 24, 2012). This strategically ground-breaking event will provide a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as foster relationships. The MLB Diversity Business Summit will not only capture MLB's advocacy in regards to supplier and workforce diversity, but will also present discussions that are educational, entertaining and celebratory. For more information please visit www.mlb.com/diversitysummit.

OVERALL GRADES

Overall, Major League Baseball received an **A** for race and a **C+** for gender for a combined grade of **B** in the 2012 Report Card. In 2011, MLB received an **A** for race and a **B-** for gender for a combined grade of **B+**

Baseball's grade for race dipped slightly from 91.6 to 90.6, while its grade for gender dropped from 79.3 to 75.2. Baseball's overall score for the 2012 Report Card is 82.9, which is lower than 2011 when MLB had a combined score of 85.5.

MLB received **A's** for race in the following categories: MLB Central Offices, assistant coaches, players and diversity initiatives. Also, it received an **A-/B+** for race in the following categories: managers, team senior administration and professional administration. In addition, it received a **B** for race in the vice presidents category.

MLB received a **C** for race among all General Managers.

MLB's grades for gender are as follows: an **A-/B+** for MLB Central Offices, **C** for team professional administration, **D** for senior administration, and an **F** for vice presidents.

GRADES BY CATEGORY

Players

At the start of the 2012 season, 38.2 percent of the total players were players of color while 61.2 percent were white.

The percentage of African-American players increased to 8.8 percent of total players for the 2012 opening day rosters, up from 8.5 percent in 2011. Although this was a slight increase of 0.3 percentage points, it was still the second lowest percentage since 2007.

The percentage of Latino players increased from 27 percent in 2011 to 27.3 percent on 2012 opening day rosters.

The percentage of Asians slightly decreased from 2.1 percent to 1.9 percent, down by 0.2 percentage points.

The percentage of African-American players in MLB has decreased from 19 percent in 1995 to 8.8 percent on 2012 opening day rosters. The debate on why African-Americans seem to be abandoning baseball continues to be a concern for MLB, as is indicated by its Urban Youth initiatives such as **Reviving Baseball in Inner Cities (RBI) and Major League Baseball's Urban Youth Academy.**

On opening day of 2012, the total population of Major League Baseball players of color (38.2 percent) was comprised of Latinos (27.3 percent), African-Americans (8.8 percent), Asians (1.9 percent), and Other (0.2 percent).

The percentage of international players in MLB on 2012 opening day rosters was 28.4 percent, spanning 15 countries and territories. The percentage of international players in MLB in 2011 was 27.7 percent, an increase of 0.7 percentage points.

The percentage of Latino players on 2012 opening day rosters was 27.3 percent. This number includes both players born internationally and those born in the United States.

Since 1997, the percentage of white players in Major League Baseball has been remarkably consistent, remaining between 58 and 61.6 percent, with the exception of 63 percent in 2004.

MLB Grade for Players: A+

See Table 1.

Major League Central Office

According to Major League Baseball, of the 426 front-office employees, 9.4 percent are African-American, 15.7 percent are Latino, 3.5 percent are Asian and 3.05 percent are classified as “other.” Women make up 37.6 percent of the total workforce, while people of color make up 31.7 percent. The corresponding on-field employee population is comprised of umpires and scouts (96 total, 14.6 percent people of color). This information is based on the 2011 MLB workforce data.

At the senior executive level, 21.4 percent of the 56 employees were people of color, while women occupied 23.2 percent of the positions. At the director and managerial level, 22.1 percent of the 104 employees were people of color, while women occupied 30.8 percent of the posts.

The following people of color are executive vice presidents in the MLB Central Office:

- Jonathan Mariner, executive vice president and chief financial officer
- Jimmie Lee Solomon, executive vice president, Baseball Operations

The following people of color are senior vice presidents in the MLB’s Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Art Marquez, senior vice president, Affiliate Sales
- Peter Woodfork, senior vice president, Baseball Operations
- Kim Ng, senior vice president, Baseball Operations
- Wendy Lewis, senior vice president, Diversity and Strategic Alliances

The following women are senior vice presidents in the MLB’s Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Kathy Feeney, senior vice president, Scheduling and Club Relations
- Phyllis Merhige, senior vice president, Club Relations
- Marla Miller, senior vice president, Special Events
- Jacqueline Parkes, senior vice president, chief marketing officer - Marketing and Advertising
- Wendy Lewis, senior vice president, Diversity

- Mary Beck, senior vice president, Baseball Channel
- Kim Ng, senior vice president, Baseball Operations
- Kathleen Lyons, senior vice president, Finance
- Susan Stone, senior vice president, Operations
- Jennifer Shaw, senior vice president, Strategic Planning and International Marketing

The following people of color are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Tom Brasuell, vice president, Community Affairs
- Earnell Lucas, vice president, Security & Facilities Management
- Lou Melendez, vice president, Baseball Operations, International
- Christopher Park, vice president, Labor Economics & Labor Relations
- John Quinones, vice president, Recruitment
- Ray Scott, vice president, Human Resources
- Darrell Miller, vice president, Urban Youth Academies
- Derrick Godfrey, vice president, Business Development
- Kushal Patel, vice president, Network Infrastructure
- Carlton Thompson, vice president, executive editor
- Roger Williams, vice president, Multimedia Operations

The following women are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Domna Candido, vice president, Legal
- Bernadette McDonald, vice president, Broadcasting Domestic
- Ellen Miller-Wachtel, vice president, Legal
- Anne Occi, vice president, Design Services
- Elizabeth Scott, vice president, Programming
- Donna Hoder, vice president, Office Operations
- Heather Benz, vice president, Ticketing
- Kimberly Hausmann, vice president, Controller
- Leslie Knickerbocker, vice president, Human Resources and Special Projects
- Lara Pitaro Wisch, vice president, Deputy General Counsel
- Courtney Connors, vice president, Client Services

MLB Grade for League Central Offices:

Race: A+
Gender: B+/A-

See Table 2.

Ownership

Arturo Moreno is the only Latino majority owner in MLB, with the Los Angeles Angels.

The Los Angeles Dodgers are now owned by an ownership group that includes Earvin “Magic” Johnson. Magic Johnson is the first African-American owner of an MLB franchise. This is also the first time in the history of the major sports leagues that there have been two persons of color that own a Major League Baseball team.

Owners of MLB franchises who are female include individuals with both the New York Yankees and Washington Nationals. Jessica, Joan, and Jennifer Steinbrenner all serve as Vice Chairperson’s with the New York Yankees. The Washington Nationals four female Principal Owners include Annette Lerner, Judy Lerner, Debra Lerner Cohen and Maria Tenenbaum.

See Table 3.

Managers

The 2012 Major League Baseball season began with a total of five managers of color. There have been a decreasing number of managers of color for the last two years. Prior to the previous decline in the 2010 season, there had been an increase between 2007 and 2009.

To begin the 2012 season, 16.7 percent of MLB managers are people of color. These five managers were:

- Fredi Gonzalez, Atlanta Braves (Latino)
- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Ozzie Guillen, Miami Marlins (Latino)
- Ron Washington, Texas Rangers (African-American)

During the 2011 MLB season, 20 percent of MLB managers were people of color. These six managers were:

- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Edwin Rodriguez, Miami Marlins (Latino)
- Ozzie Guillen, Chicago White Sox (Latino)
- Ron Washington, Texas Rangers (African-American)
- Fredi Gonzalez, Atlanta Braves (Latino)

This change between the 2011 and 2012 season means that there were no new managers of color added to the MLB. However, one manager of color (Edwin Rodriguez) no longer holds a managerial position with an MLB team.

According to the MLB, people of color constitute 32 percent of the manager positions within the combined Major and Minor Leagues based on 2011 MLB workforce data.

The grade is based on the 2011 season.

MLB Grade for Managers: B+/A-

See Tables 4 and 5.

Coaches

For the 2011 season, people of color held 31.2 percent of the coaching positions for all MLB teams. This number is approximately one percentage point higher than the 2010 numbers, bringing it just above the 31 percent of coaching positions held by people of color in 2009.

African-Americans hold approximately 13.7 percent, Latinos hold 16.7 percent and Asians hold 0.9 percent of the coaching positions. African-American and Asian totals were up slightly, while Latino totals stayed constant.

According to the MLB, people of color constitute 45 percent of the coaching positions within the combined Major and Minor Leagues based on 2011 MLB workforce data.

MLB Grade for Coaches: A+

See Table 6.

Top Management

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

Chief Executive Officers/Presidents

Pam Gardner currently serves as a special advisor to the chairman. She previously served as the only woman in the role of president as the President of Business Operations for the Houston Astros from 2001-2011. Pam began her time with the Astros in 1989 as the director of communications.

Ulice Payne Jr. (Milwaukee Brewers, 2003 season) was the only CEO or team president of an MLB team who was a person of color.

See Table 7.

General Manager/Principal-in-Charge

The start of the 2012 season saw a decrease in the number of people of color serving as general managers in the MLB. At the beginning of the season there was one Latino and two African-American general managers. This is a decrease from 14 percent to below 10 percent between 2012 and 2011. Since the 2010 season, there has been a nine percent decrease.

During 2011 there were three African-American general managers at the start of the season. However in September Tony Reagins of the Los Angeles Angels resigned. At the time of his hire with the Angels, Tony was the fourth African-American general manager in the history of the MLB. Reagins started out with the Angels as an intern and worked his way through the organization before being promoted to general manager in 2007. During his four years in the position, the Angels won two American League West titles and had a 363-285 record (including a league best 100-62 in 2008).

In the 2012 MLB season, the general managers of color were:

- Michael Hill, Miami Marlins (African-American)
- Ruben Amaro Jr., Philadelphia Phillies (Latino)
- Ken Williams, Chicago White Sox (African-American)

The 2011 MLB general managers of color were:

- Michael Hill, Miami Marlins (African-American)
- Tony Reagins, Los Angeles Angels (African-American)
- Ruben Amaro Jr., Philadelphia Phillies (Latino)
- Ken Williams, Chicago White Sox (African-American)

MLB Grade for General Manager/Principal-in-Charge: C

See Table 8.

Team Vice Presidents*

In the 2011 season, the percentage of people of color holding team vice president positions increased by 2.6 percentage points to 12.4 percent. The percentage of women in these same positions fell to 17.2 percent in 2011 from 18.2 percent in 2010. The 41 people of color holding vice president positions were comprised of 19 African-Americans, 16 Latinos, and 6 Asians.

While there are a total of 57 women holding vice president positions, it's important to note that all of these categories are not independent of each other. There are 11 women who are counted in multiple categories because they are female and African-American, Latino, or Asian.

The 19 African-American executive vice-presidents, senior vice presidents and vice presidents in MLB were:

- Henry Aaron- senior vice president (Atlanta Braves)
- Robert Brown-vice president and CFO (New York Yankees)
- Michael Hall- vice president and group director, Community Outreach/Cardinals Care (St. Louis Cardinals)
- Marian Harper- vice president, Foundation Development (Houston Astros)
- Elaine Hendrix- vice president, Community and Public Affairs (Detroit Tigers)
- Sonny Hight- senior vice president, chief security officer (New York Yankees)
- Ellen Hill Zeringue- vice president, Marketing (Detroit Tigers)
- Michael Hill-Need- vice president, general manager (Miami Marlins)
- Derek Jackson- vice president, general counsel (Miami Marlins)

- Sonya Jenkins- vice president, Human Resources (Washington Nationals)
- Damon Jones- vice president, general counsel (Washington Nationals)
- Nona Lee- senior vice president, general counsel (Arizona Diamondbacks)
- Aleta Mercer- vice president, Entertainment and Broadcasting (Milwaukee Brewers)
- Marian Rhodes- senior vice president, chief human resources and diversity officer (Arizona Diamondbacks)
- Brian Smith- senior vice president, Corporate/Community Relations (New York Yankees)
- Elaine Steward- vice president and general counsel (Boston Red Sox)
- Larry Stokes- vice president, Human Resources (Houston Astros)
- Ken Williams- senior vice president, general manager (Chicago White Sox)
- Dave Winfield- executive vice president, senior advisor (San Diego Padres)

The 16 Latino senior vice presidents and vice presidents in MLB were:

- Robert Alvarado- vice president, Marketing and Ticket Sales (Los Angeles Angels)
- Ruben Amaro Jr.- senior vice president and general manager (Philadelphia Phillies)
- Paul Asencio- senior vice president, Corporate Sales and Partnerships (New York Mets)
- Al Avila- vice president, assistant general manager (Detroit Tigers)
- Diann Blanco- vice president, Administration, Tampa (New York Yankees)
- Jorge Costa- senior vice president, Ballpark Operations (San Francisco Giants)
- Dave Curry- vice president, Info Services (Seattle Mariners)
- Jarrod Dillon- vice president, Ticket Sales and Service (San Diego Padres)
- Mark Fernandez- senior vice president (Tampa Bay Rays)
- Oneri Fleita- vice president, Player Personnel (Chicago Cubs)
- Rosi Hernandez- vice president, Corporate Partnerships (Houston Astros)
- Francine Hughes- vice president, Stadium Operations (Los Angeles Dodgers)
- Felix Lopez Jr.- executive vice president, CIO (New York Yankees)
- Dave Martinez- vice president, Retail Operations (San Francisco Giants)
- Kevin Martinez- vice president, Marketing (Seattle Mariners)
- Elizabeth Stecklein- vice president, Human Resources (Colorado Rockies)
- Francine Hughes- vice president, Stadium Ops, (LA Dodgers)

The six Asian senior vice presidents and vice presidents in MLB were:

- Russ Amaral- vice president, Facilities and Event Services (Arizona Diamondbacks)
- Alan Chang- vice president, deputy general counsel (New York Yankees)
- Susan Jaison- senior vice president, Finance (Miami Marlins)
- Bill Geivett- vice president, Baseball Operations, and assistant general manager (Colorado Rockies)
- Paul Wong- vice president, Finance (Oakland Athletics)
- John Yee- senior vice president and chief financial officer (San Francisco Giants)

The percentage of women vice presidents fell to 17.2 percent from 18.2 percent. There were a total of 57 women holding team senior vice president and vice president positions in MLB:

- Jean Afterman- vice president, assistant general manager (New York Yankees)
- Sally Andrist- vice president, Human Resources and Office Management (Milwaukee Brewers)
- Diann Blanco- vice president, Administration- Tampa (New York Yankees)

- Susanna Botos- vice president, Community Relations (San Diego Padres)
- Laura Broderick- senior vice president, Brand Development (San Diego Padres)
- Vicki Bryant- vice president, Event Services and Merchandising (St. Louis Cardinals)
- Debbie Castaldo- vice president, Corporate and Community Impact (Arizona Diamondbacks)
- Leigh Castergine- vice president, Ticket Sales and Services (New York Mets)
- Bonnie Clark- vice president, Communications (Philadelphia Phillies)
- Laura Day- senior vice president, Business Development (Minnesota Twins)
- Nancy Donati- vice president, Creative Services (San Francisco Giants)
- Raenell Dorn- vice president, Human Resources (Minnesota Twins)
- Kellie Fischer- vice president and Chief Financial Officer (Texas Rangers)
- Jennifer Flynn- senior vice president, assistant general counsel (Boston Red Sox)
- Karen Forgas- senior vice president, Business Operations (Cincinnati Reds)
- Jennifer Germer- vice president, Marketing (Houston Astros)
- Marcy Glasser- vice president, Corporate Sales (Colorado Rockies)
- Susan Goodenow- senior vice president, Public Affairs and Marketing (Boston Red Sox)
- Marian Harper- vice president, Foundation Development (Houston Astros)
- Annemarie Hastings- vice president, Client Relations (San Francisco Giants)
- Elaine Hendrix- vice president, Community and Public Affairs (Detroit Tigers)
- Rosi Hernandez- vice president, Corporate Partnership (Houston Astros)
- Elise Holman- vice president, Administration (Washington Nationals)
- Ellen Hill Zeringue- vice president, Marketing (Detroit Tigers)
- Francine Hughes- vice president, Stadium Operations (Los Angeles Dodgers)
- Susan Jaison- senior vice president, Finance (Miami Marlins)
- Sonya Jenkins- vice president, Human Resources (Washington Nationals)
- Therese Jenkins- vice president, Risk Management (New York Yankees)
- Molly Jolly- vice president, Finance and Administration (Los Angeles Angels)
- Kelly Keyes- vice president, Building Services (Toronto Blue Jays)
- Kathy Killian- vice president, Human Resources and Customer Service (Philadelphia Phillies)
- Nona Lee- senior vice president, general counsel (Arizona Diamondbacks)
- Sara Lehrke- vice president, Human Resources, and chief diversity officer (Cleveland Indians)
- Melanie Lenz- vice president, Development (Tampa Rays)
- Sue Ann McClaren- vice president, Ticket Sales, Operations and Services (Colorado Rockies)
- Sarah McKenna- vice president, Fan Services and Entertainment (Boston Red Sox)
- Aleta Mercer- vice president, Entertainment and Broadcasting (Milwaukee Brewers)
- Karin Morris- vice president, Community Outreach and Exec Director Foundation (Texas Rangers)
- Elizabeth Murphy- vice president and deputy general counsel (San Francisco Giants)
- Lisa Pantages- vice president, Finance (San Francisco Giants)
- Patty Paytas- vice president, Community and Public Affairs (Pittsburgh Pirates)
- Lara Potter- vice president and managing director, Communications and Brand Development (Washington Nationals)
- Marian Rhodes- senior vice president, chief human resources and diversity officer (Arizona Diamondbacks)
- Marianne Short- vice president, Human Resources (Seattle Mariners)
- Staci Slaughter- senior vice president, Communications (San Francisco Giants)

RICHARD E. LAPCHICK, DIRECTOR • C. KEITH HARRISON, ASSOCIATE DIRECTOR
 FITZ HILL, VISITING SCHOLAR • SCOTT BUKSTEIN, RESEARCH ASSOCIATE

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- Janet Marie Smith- vice president, Planning and Development (Baltimore Orioles)
- Kala Sorenson- vice president, Conference Center and Special Events (Houston Astros)
- Mary Sprong- senior vice president, Human Resources and Administration (Boston Red Sox)
- Elizabeth Stecklein- vice president, Human Resources (Colorado Rockies)
- Elaine Steward- vice president, general counsel (Boston Red Sox)
- Joyce Thomas- vice president, Human Resources (San Francisco Giants)
- Frances Traisman- vice president, Sales (Seattle Mariners)
- Jackie Traywick- senior vice president, Finance and Administration (Houston Astros)
- Deborah Tymon- vice president, Marketing (New York Yankees)
- Meg Vailancourt- senior vice president, executive director Red Sox Foundation (Boston Red Sox)
- Marlo Vandemore- vice president, Finance Accounting (Los Angeles Dodgers)
- Marti Wronski- vice president, general counsel (Milwaukee Brewers)

For the 2011 season, 24 out of the 30 MLB franchises had at least one woman in a vice president role. The Boston Red Sox and San Francisco Giants led the league with a total of six females in vice president positions. The Houston Astros had five female vice presidents, the New York Yankees had four, and four other teams had three.

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 advisors, assistant vice presidents, public relations directors and directors of community relations.

For the 2011 season, there was an increase in the percentage of senior team administrators of color from 16 percent in 2010 to 17 percent in 2011. Six percent were African-American and nine percent were Latino; two percent were Asian. African-American and Latino senior administration categories saw increases of one percent each. Women held 18 percent of these senior level positions.

According to MLB's internal records, in the 2011 MLB season, 20 percent of senior team administrators were people of color, while women held 28 percent of senior administration positions.

MLB Grade for Senior Administration*

Race: B+
Gender: D

See Table 10.

Professional Administration*

Positions categorized as professional administration include, but are not restricted to: managers, coordinators, supervisors, and administrators in business operations such as marketing, promotions, publications and various other departments. The category excludes the traditional support staff positions such as secretaries, receptionists, administrative assistants, and staff assistants.

Women and people of color in professional positions lost ground in 2011. In 2011, 12 percent of professional positions were held by people of color, a decrease of two percentage points from 2010. Six percent were African-American, four percent were Latino, two percent were Asian and people categorized as "other" remained at less than one percent. Women held 29 percent of these positions, a decrease of three percentage points from 2010.

For 2011, TIDES included specialists, technicians, analysts, engineers and programmers in this category for the first time.

According to internal calculations, in the 2011 MLB season the percentage of people of color holding professional administrative positions is 22 percent. MLB also listed the percentage of women holding team professional administration positions at 25 percent.

MLB Grade for Professional Administration*:

Race:	B+
Gender:	C

See Table 11.

**In the last two categories, TIDES continued the policy of combining our data with that of MLB, and then averaging the two data sets.*

Diversity Initiatives

Appendix II shows various diversity initiatives that the MLB takes part in. These initiatives serve a wide variety of people and include events such as supplier diversity, scholarship funds, awareness events, and many more. Some highlights of the past year have included an increase of 45,000 participants in their Reviving Baseball in Inner Cities (RBI) Program, continued commitment towards an Annual Civil Rights Game and efforts to maintain supplier diversity for all 30 MLB teams.

MLB Grade for Diversity Initiatives: A+

See Appendix II.

Physicians

In 2011, the physicians of color increased to 17 percent. This increase is a result of African-American physicians making six percent of the league total in 2011, compared to four percent in 2010. There was

also an increase of Asians from seven percent to nine percent of the MLB total. In 2011 there was a Latino physician for the first time since 2007.

See Table 12.

Head Trainers

Head Trainers saw an increase in diversity during 2011 as people of color held a record 12 positions which was 19.7 percent of the league total. African-Americans decreased, while Latino and Asian percentages were higher than in 2010. There has never been a woman who served as head athletic trainers or head strength and conditioning coaches/trainers since the RGRC was first published.

See Table 13.

Radio/TV Broadcasters

The MLB RGRC examines professional staff members from the Major League Baseball teams. Since the majority of the broadcasters are not employees of the teams. TIDES will no longer be including the category of Radio/TV Broadcasters in the Report Card.

Stacking

The Racial and Gender Report Card examines the issue of stacking for the positions of pitcher, catcher and infielder filled by African-Americans. These are baseball's primary "thinking positions." Three percent of pitchers (down two percentage points) and eight percent of infielders (down three percentage points) were African-American.

Twenty-seven percent of outfielders, who rely on speed and reactive ability, were African-American during the 2011 MLB season. Of the 95 African-American players in MLB, 60 percent were outfielders. Historically, there have been almost no African-American catchers. In fact, in 2010 and 2011 there were none, decreasing from one percent in 2009.

See Table 14.

HOW GRADES WERE CALCULATED

As in previous reports, the 2012 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 9 percent. Grades for race below this level were assigned a **D** for 6 percent or **F** for any percent equal to or below 5 percent.

For issues of gender, an **A** would be 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 in the University of Central Florida's DeVos Sport Business Management Graduate Program.

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 MLB 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 2011 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of April 9, 2012. Grades were calculated according to the reporting periods noted herein.

ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 20th issue of the ***Racial and Gender Report Card (RGRG)***, 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 the eighth 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 University and now at UCF (until 1998 the report was known as the *Racial Report Card*). In addition to Lapchick, Philip Costa, Brenton Nickerson and Ben Rodriguez contributed to the report. Their research efforts were invaluable.

The Institute for Diversity and Ethics in Sport (TIDES)

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

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

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports

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industry while also emphasizing diversity, community service and sport and social issues. It offers a two degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition to the Master of Sport Business Management (MSBM) degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.

APPENDIX I

Players					
	%	#		%	#
2012			2002		
White	61.2%	734	White	60%	x
African-American	8.8%	106	African-American	10%	x
Latino	27.3%	328	Latino	28%	x
Asian	1.9%	23	Asian	2%	x
Other	0.2%	2	Other	0%	x
International	28.4%	341	International	25%	x
2011			2001		
White	61.5%	738	White	59%	x
African-American	8.5%	102	African-American	13%	x
Latino	27.0%	324	Latino	26%	x
Asian	2.1%	25	Other	1%	x
Other	0.7%	8			
International	27.7%	332	2000		
2010			White	60%	x
White	59.8%	712	African-American	13%	x
African-American	9.1%	119	Latino	26%	x
Latino	28.3%	339	Other	1%	x
Asian	2.4%	23			
Other	0.4%	2	1999		
International	27.7%	360	White	60%	x
2009			African-American	13%	x
White	61.6%	758	Latino	26%	x
African-American	9.0%	111	Other	<1%	x
Latino	27.0%	332			
Asian	2.3%	28	1998		
Other	0.0%	0	White	59%	x
International	28.2%	347	African-American	15%	x
2008			Latino	25%	x
White	60.4%	719	Other	1%	x
African-American	10.2%	121			
Latino	27.0%	322	1997		
Asian	2.4%	29	White	58%	x
Other	0.0%	0	African-American	17%	x
International	28.7%	342	Latino	24%	x
2007	39.6%		Other	1%	x
White	59.8%	714			
African-American	8.2%	98	1996		
Latino	29.1%	348	White	62%	x
Asian	2.8%	34	African-American	17%	x
Other	0.0%	0	Latino	20%	x
International	31.0%	370	Other	1%	x
2006	40.1%				
White	59.5%	707	1995		
African-American	8.4%	100	White	62%	x
Latino	29.4%	350	African-American	19%	x
Asian	2.4%	29	Latino	19%	x
Other	0.3%	3	Other	0%	x
International	31.0%	368			
2005	40.5%		1994		
White	60%	709	White	64%	x
African-American	9%	101	African-American	18%	x
Latino	29%	339	Latino	18%	x
Asian	3%	30			
Other	0%	4	1993		
International	30%	358	White	67%	x
2004	41%		African-American	16%	x
White	63%	789	Latino	16%	x
African-American	9%	111	Other	<1%	x
Latino	26%	326			
Asian	2%	26	1992		
Other	0%	1	White	68%	x
International	27%	338	African-American	17%	x
			Latino	14%	x
			1991		
			White	68%	x
			African-American	18%	x
			Latino	14%	x
			1990		
			White	70%	x
			African-American	17%	x
			Latino	13%	x

Table 1

MLB Central Office Staff					
	%	#		%	#
2011			2004		
White	68.31%	x	White	71%	252
African-American	9.39%	x	African-American	11%	40
Asian	3.52%	x	Asian	4%	14
Latino	15.73%	x	Latino	13%	48
Other	3.05%	x	Native American	<1%	2
Women	37.56%	x	Women	40%	144
Total		426	Total		356
People of color total	31.69%	x	People of color total	29%	104
2010			2002		
White	67%	x	White	68%	250
African-American	10%	x	African-American	13%	48
Asian	4%	x	Asian	4%	15
Latino	17%	x	Latino	15%	54
Native American	3%	x	Native American	1%	1
Women	38%	x	Women	46%	169
Total		417	Total		368
People of color total	33%	x	People of color total	32%	118
2009			2000		
White	66%	x	White	74%	x
African-American	10%	x	African-American	14%	x
Asian	4%	x	Asian	2%	x
Latino	17%	x	Latino	14%	x
Native American	<1%	x	Native American	1%	x
Women	39%	x	Women	47%	x
Total		416	Total		314
People of color total	32%	x	People of color total	26%	x
2008			1997		
White	66%	x	White	78%	x
African-American	12%	x	African-American	13%	x
Asian	3%	x	Asian	1%	x
Latino	16%	x	Latino	8%	x
Native American	<1	x	Women	53%	x
Women	40%	x	Total		215
Total		385	People of color total		22%
People of color total	34%	x	1995		
2007			1994		
White	72%	342	White	78%	x
African-American	11%	53	African-American	16%	x
Asian	3%	15	Asian	0%	x
Latino	13%	62	Latino	6%	x
Native American	<1%	2	Women	56%	x
Women	42%	199	Total		188
Total		474	People of color total		22%
People of color total	28%	127	1990		
2006			1990		
White	72.4%	340	White	79%	x
African-American	10.4%	50	African-American	14%	x
Asian	3.0%	14	Asian	0%	x
Latino	13.2%	62	Latino	7%	x
Native American	<1%	2	Women	55%	x
Women	43.0%	201	Total		116
Total		468	People of color total		21%
People of color total	27.6%	127	<i>Note: Data provided by MLB league office.</i>		
2005			<i>x= Data not recorded</i>		
White	73%	336	Table 2		
African-American	10%	48			
Asian	3%	14			
Latino	13%	61			
Native American	<1%	2			
Women	34%	157			
Total		462			
People of color total	27%	125			

Majority Owners					
	%	#		%	#
2012			2008		
White	96.4%	53	White	97.0%	29
African-American	1.8%	1	African-American	0%	0
Latino	1.8%	1	Latino	3.0%	1
Asian	0%	0	Asian	0%	0
Other	0%	0	Other	0%	0
Women	13%	7	Women	0%	0
2011			2007		
White	97.5%	39	White	97.0%	30
African-American	0.0%	0	African-American	0%	0
Latino	2.5%	1	Latino	3.4%	1
Asian	0%	0	Asian	0%	0
Other	0%	0	Other	0%	0
Women	8%	3	Women	0%	0
2010			2006		
White	98.0%	49	White	96.6%	27
African-American	0.0%	0	African-American	0%	0
Latino	2.0%	1	Latino	3.4%	1
Asian	0%	0	Asian	0%	0
Other	0%	0	Other	0%	0
Women	6%	3	Women	0%	0
2009			2005		
White	97.0%	29	White	96.9%	31
African-American	0%	0	African-American	0%	0
Latino	3.0%	1	Latino	3%	1
Asian	0%	0	Asian	0%	0
Other	0%	0	Other	0%	0
Women	0%	0	Women	0%	0

Table 3

Managers					
	%	#		%	#
2012			2001		
White	83.3%	25	White	77%	25
African-American	6.7%	2	African-American	20%	6
Asian	0.0%	0	Asian	0%	0
Latino	10.0%	3	Latino	3%	1
Total People of Color	16.7%	5	Women	0%	0
Women	0.0%	0	2000		
2011			White	83%	25
White	80.0%	24	African-American	13%	4
African-American	6.7%	2	Asian	0%	0
Asian	0.0%	0	Latino	3%	1
Latino	13.3%	4	Women	0%	0
Women	0.0%	0	1999		
2010			White	90%	27
White	69.0%	20	African-American	7%	2
African-American	13.8%	4	Asian	0%	0
Asian	3.4%	1	Latino	3%	1
Latino	13.8%	4	Women	0%	0
Women	0.0%	0	1998		
2009			White	87%	26
White	67%	20	African-American	10%	3
African-American	17%	5	Asian	0%	0
Asian	0%	1	Latino	3%	1
Latino	13%	4	Women	0%	0
Women	0%	0	1997		
2008			White	86%	24
White	73.0%	22	African-American	11%	3
African-American	13.0%	4	Latino	3%	1
Asian	0.0%	0	1996		
Latino	13.0%	4	White	86%	24
Women	0.0%	0	African-American	11%	3
2007			Latino	3%	1
White	80.0%	24	1995		
African-American	6.7%	2	White	86%	24
Asian	0.0%	0	African-American	11%	3
Latino	13.3%	4	Latino	3%	1
Women	0.0%	0	1994		
2006			White	82%	23
White	83.3%	25	African-American	14%	4
African-American	10.0%	3	Latino	3%	1
Asian	0.0%	0	1993		
Latino	6.7%	2	White	79%	22
Women	0.0%	0	African-American	14%	4
2005			Latino	7%	2
White	77%	23	1992		
African-American	13%	4	White	89%	23
Asian	0%	0	African-American	7%	2
Latino	10%	3	Latino	<4%	1
Women	0%	0	1991		
2004			White	89%	23
White	77%	23	African-American	7%	2
African-American	10%	3	Latino	<4%	1
Asian	0%	0	2002		
Latino	13%	4	White	68%	21
Women	0%	0	African-American	26%	8
2002			Asian	0%	0
White	68%	21	Latino	6%	2
African-American	26%	8	Women	0%	0
Asian	0%	0	Table 4		
Latino	6%	2			
Women	0%	0			

Historical Listing of Managers of Color Major League Baseball			
(28 managers)			
	Team	Year(s)	Record
Manny Acta	Washington	2007-2009	158-252
	Cleveland	2010-present	149-175
Felipe Alou	Montreal	1992-01	691-717
	San Francisco	2003-2006	342-304
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati	2008-present	322-326
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Cecil Cooper	Houston	2007-2009	171-170
Larry Doby	Chicago White	1978	37-50
Cito Gaston	Toronto	1989-97	683-616
	Toronto	2008-2010	211-201
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Fredi Gonzalez	Florida	2007-2010	276-279
	Atlanta	2010-present	89-83
Mike Gonzalez	St. Louis	1938, 1940	9-13
Ozzie Guillen	Chicago White	2004-2011	678-617
	Miami	2012-present	
Davey Lopes	Milwaukee	2000-02	141-189
Jerry Manuel	Chicago White	1997-2003	500-471
	New York Met	2008-2010	204-213
Lloyd McClendon	Pittsburgh	2001-2005	336-446
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
	Kansas City	2002-2005	259-389
Tony Pena	Cincinnati	1993	20-24
Tony Perez	Florida	2001	54-60
Lou Piniella	New York Yank	1986-88	224-193
	Cincinnati	1990-92	255-231
	Seattle	1993-02	840-711
	Tampa Bay	2003-05	200-285
	Chicago Cubs	2007-2010	316-293
Luis Pujols	Detroit	2002	55-100
Willie Randolph	NY Mets	2005-2008	302-253
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
	Florida	2010-present	46-46
Cookie Rojas	California	1988	76-79
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Don Wakamatsu	Seattle	2009-2010	127-147
Ron Washington	Texas	2007-present	427-382
Maury Wills	Seattle	1980	26-56

Table 5

Coaches					
	%	#		%	#
2011			2002		
White	68.8%	161	White	72%	150
African-American	13.7%	32	African-American	16%	34
Latino	16.7%	39	Latino	11%	23
Asian	0.9%	2	Asian	1%	2
Other	0.0%	0	Other	0%	0
Total People of Color	31.2%	73	Women	0%	0
Women	0.0%	0	2000		
2010			White	70%	139
White	71%	172	African-American	19%	38
African-American	12%	29	Latino	11%	21
Latino	17%	40	Asian	0%	0
Asian	<1%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	1999		
2009			White	71%	129
White	68%	158	African-American	18%	33
African-American	14%	32	Latino	10%	19
Latino	17%	40	Asian	1%	1
Asian	<1%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	1998		
2008			White	75%	151
White	67%	152	African-American	17%	34
African-American	12%	27	Latino	8%	16
Latino	21%	47	Asian	<1%	1
Asian	<1%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	1997		
2007			White	75%	120
White	69%	150	African-American	14%	23
African-American	13%	30	Latino	11%	18
Latino	17%	39	Asian	0%	0
Asian	1%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	1996		
2006			White	74%	119
White	70%	150	African-American	18%	29
African-American	16%	34	Latino	7%	12
Latino	13%	29	Asian	<1%	1
Asian	1%	2	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	1995		
2005			White	72%	114
White	71%	154	African-American	18%	29
African-American	15%	33	Latino	9%	14
Latino	14%	30	Asian	0%	0
Asian	1%	1	Other	<1%	1
Other	0%	0	Women	0%	0
Women	0%	0	1994		
2004			White	78%	126
White	73%	165	African-American	14%	22
African-American	12%	28	Latino	8%	13
Latino	13%	31	Other	<1%	1
Asian	1%	2	Women	0%	0
Other	0%	0	1993		
Women	0%	0	White	80%	133
			African-American	13%	22
			Latino	6%	10
			Other	1%	2
			Women	0%	0

Table 6

CEO/President					
	%	#		%	#
2012			2005		
White	100.0%	26	White	100%	33
African-American	0.0%	0	African-American	0%	0
Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0%	0
People of Color	0.0%	0	Women	6%	2
Women	0.0%	0	2004		
2011			White	97%	31
White	100%	27	African-American	3%	1
African-American	0%	0	Latino	0%	0
Latino	0%	0	Asian	0%	0
Asian	0%	0	Women	3%	1
Women	4%	1	2002		
2010			White	100%	x
White	100%	31	African-American	0%	x
African-American	0%	0	Latino	0%	x
Latino	0%	0	Asian	0%	x
Asian	0%	0	Women	3%	x
Women	3%	1	2001		
2009			White	100%	x
White	100%	29	African-American	0%	x
African-American	0%	0	Latino	0%	x
Latino	0%	0	Asian	0%	x
Asian	0%	0	Women	3%	x
Women	3%	1	2000		
2008			White	100%	x
White	100%	29	African-American	0%	x
African-American	0%	0	Latino	0%	x
Latino	0%	0	Asian	0%	x
Asian	0%	0	Women	3%	x
Women	7%	2	1999		
2007			White	100%	x
White	100%	26	African-American	0%	x
African-American	0%	0	Latino	0%	x
Latino	0%	0	Asian	0%	x
Asian	0%	0	Women	3%	x
Women	8%	2	2006		
White	100%	32			
African-American	0%	0			
Latino	0%	0			
Asian	0%	0			
Women	7%	2			

Table 7

General Manager/Director of Player Personnel						
	%	#		%	#	
2012			2004			
White	90.3%	28	White	94%	28	
African-American	6.5%	2	African-American	3%	1	
Latino	3.2%	1	Latino	3%	1	
Asian	0.0%	0	Asian	0%	0	
Total People of Color	9.7%	3	Women	0%	0	
Women	0.0%	0	2002			
2011			White	94%	28	
White	86%	24	African-American	3%	1	
African-American	11%	3	Latino	3%	1	
Latino	3%	1	Asian	0%	0	
Asian	0%	0	Women	0%	0	
Women	0%	0	2001			
2010			White	97%	29	
White	81%	21	African-American	3%	1	
African-American	11%	3	Latino	0%	0	
Latino	8%	2	Asian	0%	0	
Asian	0%	0	Women	0%	0	
Women	0%	0	2000			
2009			White	100%	30	
White	83%	25	African-American	0%	0	
African-American	10%	3	Latino	0%	0	
Latino	7%	2	Asian	0%	0	
Asian	0%	0	Women	0%	0	
Women	0%	0	1999			
2008			White	100%	30	
White	87%	26	African-American	0%	0	
African-American	10%	3	Latino	0%	0	
Latino	3%	1	Asian	0%	0	
Asian	0%	0	Women	0%	0	
Women	0%	0	1998			
2007			White	100%	30	
White	93%	28	African-American	0%	0	
African-American	3%	1	Latino	0%	0	
Latino	3%	1	Asian	0%	0	
Asian	0%	0	Women	0%	0	
Women	0%	0	1997			
2006			White	97%	29	
White	93%	28	African-American	3%	1	
African-American	3%	1	Latino	0%	0	
Latino	3%	1	1996			
Asian	0%	0	White	96%	27	
Women	0%	0	African-American	3%	1	
2005			Latino	0%	0	
White	93%	28	1995			
African-American	3%	1	White	96%	27	
Latino	3%	1	African-American	4%	1	
Asian	0%	0	Latino	0%	0	
Women	0%	0	1994			
Table 8						
			White	96%	27	
			African-American	4%	1	
			Latino	0%	0	

Vice Presidents							
		%	#		%	#	
2011				2005			
	White	87.6%	290		White	88%	218
	African American	5.7%	19		African-American	4%	10
	Latino	4.8%	16		Latino	5%	12
	Asian	1.8%	6		Asian	3%	8
	Total People of Color	12.4%	41		Women	13%	31
	Women	17.2%	57	2004			
2010					White	89%	199
	White	90.1%	247		African-American	4%	11
	African American	4.0%	11		Latino	4%	10
	Latino	4.0%	11		Asian	3%	5
	Asian	1.8%	5		Women	14%	32
	Women	18.2%	50	2002			
2009					White	89%	178
	White	83.3%	250		African-American	5%	9
	African American	7.6%	23		Latino	4%	7
	Latino	6.6%	20		Asian	2%	4
	Asian	2.3%	7		Women	12%	23
	Women	18.6%	56	2000			
2008					White	90%	170
	White	90.0%	246		African-American	6%	10
	African American	4.0%	10		Latino	3%	6
	Latino	4.0%	11		Asian	1%	2
	Asian	2.0%	5		Women	6%	12
	Women	17.0%	45	1999			
2007					White	92%	176
	White	90.0%	225		African-American	5%	9
	African American	3.6%	9		Latino	2%	4
	Latino	4.4%	11		Asian	1.60%	3
	Asian	2.0%	5		Women	8%	16
	Women	16.0%	39	1998			
2006					White	92%	123
	White	87.0%	223		African-American	5%	7
	African American	4.3%	11		Latino	<2%	2
	Latino	5.1%	13		Asian	<2%	2
	Asian	3.1%	8		Women	5%	6
	Women	15.0%	37				

Table 9

Senior Administrators					
	%	#		%	#
2011			2006		
White	83%	328	White	84%	248
African-American	6%	23	African-American	7%	20
Latino	9%	37	Latino	7%	22
Asian	2%	6	Asian	1%	3
Other	0.5%	2	Other	0%	1
Total People of Color	17.2%	68	Women	20%	59
Women	18%	71	2005		
2010			White	84%	246
White	85%	395	African-American	8%	22
African-American	5%	22	Latino	6%	18
Latino	8%	36	Asian	2%	6
Asian	2%	9	Other	0%	0
Other	<1%	2	Women	18%	52
Women	18%	84	2004		
2009			White	83%	217
White	84%	370	African-American	10%	25
African-American	5%	22	Latino	5%	12
Latino	8%	36	Asian	2%	6
Asian	2%	9	Other	0%	0
Other	<1%	2	Women	14%	36
Women	19%	83	2001		
2008			White	86%	x
White	83%	323	African-American	10%	x
African-American	7%	26	Latino	4%	x
Latino	8%	31	Asian	<1%	x
Asian	2%	8	Women	24%	x
Other	<1%	1	2000		
Women	18%	70	White	84%	x
2007			African-American	8%	x
White	82%	290	Latino	6%	x
African-American	8%	28	Asian	3%	x
Latino	9%	32	Women	24%	x
Asian	1%	4			
Other	0%	1			
Women	19%	67			

x= data not recorded

Table 10

Team Professional Administration					
	%	#		%	#
2011			2006		
White	88%	565	White	85%	273
African-American	6%	39	African-American	5%	16
Latino	4%	24	Latino	8%	25
Asian	2%	10	Asian	2%	6
Other	0%	1	Other	0%	1
Total People of Color	12%	74	Women	24%	78
Women	29%	186	2005		
2010			White	90%	243
White	87%	529	African-American	4%	10
African-American	6%	35	Latino	5%	14
Latino	6%	36	Asian	1%	3
Asian	1%	6	Other	0%	0
Other	<1%	2	Women	30%	80
Women	32%	197	2004		
2009			White	85%	537
White	86%	522	African-American	7%	42
African-American	8%	46	Latino	7%	41
Latino	5%	33	Asian	1%	9
Asian	<1%	6	Other	0%	0
Other	<1%	2	Women	28%	174
Women	31%	187	2002		
2008			White	87%	x
White	86%	407	African-American	7%	x
African-American	8%	37	Latino	4%	x
Latino	5%	22	Asian	1%	x
Asian	1%	6	Other	1%	x
Other	<1%	3	Women	22%	x
Women	29%	136	2000		
2007			Minorities	23%	x
White	89%	357	Women	32%	x
African-American	5%	22	<i>x= Data not recorded, totals may not equal 100% due to rounding.</i>		
Latino	4%	17			
Asian	1%	6			
Other	0%	1			
Women	29%	115			

Table 11

Physicians					
	%	#		%	#
2011			2006		
White	83%	85	White	95%	71
African American	6%	6	African American	3%	2
Latino	1%	1	Latino	0%	0
Asian	9%	9	Asian	3%	2
Other	1%	1	Other	0%	0
Total People of color	17%	17	Women	1%	1
Women	1%	1	2005		
2010			White	93%	77
White	87%	80	African-American	4%	3
African American	4%	4	Latino	0%	0
Latino	0%	0	Asian	2%	2
Asian	7%	6	Other	1%	1
Other	2%	2	Women	2%	2
Women	5%	5	2004		
2009			White	98%	55
White	86%	85	African-American	2%	1
African American	6%	6	Latino	0%	0
Latino	0%	0	Asian	0%	0
Asian	6%	6	Other	0%	0
Other	2%	2	Women	0%	0
Women	4%	4	2003		
2008			White	x	x
White	87%	79	African-American	x	x
African American	5%	5	Latino	x	x
Latino	0%	0	Asian	x	x
Asian	7%	6	Other	x	x
Other	1%	1	Women	x	x
Women	4%	4	2002		
2007			White	96%	66
White	89%	76	African-American	1%	1
African American	4%	3	Latino	0%	0
Latino	1%	1	Asian	3%	2
Asian	5%	4	Other	0%	0
Other	1%	1	Women	6%	4
Women	4%	3			

x = Data not recorded

Table 12

Head Trainers					
	%	#		%	#
2011			2007		
White	80.3%	49	White	85%	52
African-American	3.3%	2	African-American	5%	3
Latino	11.5%	7	Latino	8%	5
Asian	4.9%	3	Asian	2%	1
Other	0.0%	0	Other	0%	0
Total People of Color	19.7%	12	Women	0%	0
Women	0.0%	0	2006		
2010			White	87%	53
White	84%	48	African-American	3%	2
African-American	7%	4	Latino	8%	5
Latino	7%	4	Asian	2%	1
Asian	2%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	2005		
2010			White	86%	49
White	84%	48	African-American	4%	2
African-American	7%	4	Latino	9%	5
Latino	7%	4	Asian	2%	1
Asian	2%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	2004		
2009			White	100%	30
White	84%	49	African-American	0%	0
African-American	7%	4	Latino	0%	0
Latino	7%	4	Asian	0%	0
Asian	2%	1	Other	0%	0
Other	0%	0	Women	0%	0
Women	0%	0	2003		
2008			White	x	x
White	84%	49	African-American	x	x
African-American	5%	3	Latino	x	x
Latino	7%	4	Asian	x	x
Asian	3%	2	Other	x	x
Other	0%	0	Women	x	x
Women	0%	0			

x=Data not recorded

Table 13

		MLB by Position						
		P	C	IF	OF			
2011								
	White	66%	58%	55%	51%			
	African-American	3%	0%	8%	27%			
	Latino	30%	40%	35%	19%			
	Asian	2%	2%	2%	3%			
2010								
	White	64%	63%	54%	51%			
	African-American	5%	0%	11%	29%			
	Latino	29%	36%	33%	18%			
	Asian	2%	1%	2%	2%			
2009								
	White	68%	64%	53%	53%			
	African-American	4%	1%	9%	28%			
	Latino	26%	33%	35%	16%			
	Asian	2%	2%	3%	3%			
2008								
	White	66%	62%	53%	50%			
	African-American	5%	0%	9%	32%			
	Latino	26%	35%	35%	16%			
	Asian	2%	2%	2%	3%			
2007								
	White	66%	58%	51%	52%			
	African-American	3%	0%	7%	28%			
	Latino	28%	41%	41%	17%			
	Asian	3%	1%	2%	3%			
2006								
	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 rounding.

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

Table 14

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 its efforts, most notably with the 2005 CEO Diversity Leadership award presented to Commissioner Bud Selig by D.C.-based Diversity Best Practices. This entity recognizes national and global diversity leadership. In 2007, Commissioner Selig received the Global Diversity and Innovation award from the World Diversity Leadership Council. MLB is the first sport to be awarded by these organizations. Additional diversity award recognitions are listed at the end of the appendix section. These are a few program summaries highlighting MLB's commitment to diversity:

Employment/Workforce Diversity

Since 1995, MLB has aggressively addressed workplace diversity primarily through its Human Resources practices in 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.

Diversity Economic Impact Engagement Initiative (DEIE) is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs and eventually the Minor Leagues.

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 \$800 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.

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 communities of color.
- 2) To provide safe and organized recreational activities for urban youth.
- 3) To prepare high school players of color for college and professional baseball and softball programs.

One example of this commitment is **Major League Baseball's Urban Youth Academy** located on the campus of Compton Community College in Los Angeles, Calif. The Academy is an actual brick and mortar presence in the community. The Academy is home to four fields: two regulation baseball fields, one softball field and one youth field. 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.

The Compton Urban Youth Academy continues to host the annual **Urban Invitational Tournament** that spotlights Historically Black Colleges and Universities (HBCU's) and their baseball programs in order to provide them with national exposure. During the 2009 World Baseball Classic tournament, the Compton Urban Youth Academy hosted Team USA and Team Japan workout sessions.

The Urban Youth Academy opened an additional facility in Houston, Texas. Located in north Houston, the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park features a show field, permanent seating for 500 fans with space for an additional 1,800 fans, dugouts and lights, one auxiliary field, two little league/softball fields and 1,500 square feet of office space and other facilities.

In addition to baseball and softball instruction, boys and girls attending the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be given the opportunity to participate in free seminars on umpiring, athletic field management, scouting and player development, sports and broadcast journalism, public relations and statistics, as well as athletic sports training. The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will create a diversified program for students that will not only concentrate on baseball and softball, but educational opportunities as well. The Academy's goal is to graduate 100 percent of the youth it serves.

The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be modeled after the first Urban Youth Academy in Compton. Opening its doors in 2006, the MLB Urban Youth Academy in Compton has proven that it can help to grow the game with more than 75 student-athletes drafted since its inception. In total, 49 student-athletes have signed professional contracts and more than 100 Academy student-athletes have gone on to participate in collegiate baseball and softball programs. In 2009, MLB signed an agreement to build another Urban Youth Academy in Hialeah, Fla.

Another example is one of MLB's longest on-going urban youth initiatives, **Reviving Baseball in Inner Cities (RBI)**. The RBI Program is a youth outreach program for youth ages 5-18 to promote interest in baseball, softball, and encourage academic achievement. 2012 is the 23rd year of the RBI program and with over 300 leagues and 200,000 participants in more than 200 cities worldwide. In 2010, RBI launched the Jr. RBI playing divisions for children ages 5-12. Jr. RBI has had an immediate impact on the demographic make-up of the Program with 96,000 participants in 2011. In 2010, there were 56,000 participants. For the 2011 season, the RBI Program the demographics of the RBI Program are:

RBI Program Ages 5-18: 45 percent African-American, 25 percent Caucasian, 25 percent Hispanic, 2 percent Asian, 1 percent Native American and 2 percent Other.

JR RBI Program Ages 5-12: 48 percent African-American, 25 percent Caucasian, 22 percent Hispanic, 2 percent Asian, 2 percent Other and 1 percent Native American.

The 2012 RBI World Series will be the 20th annual and will be hosted by the Minnesota Twins in Minneapolis, Minn. Since RBI's inception in 1989, MLB teams have drafted over 200 RBI participants.

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 in grades 4-8 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.

"RBI for RBI Scholarship Program"

The RBI for RBI Scholarship provides annual scholarships of up to \$5,000 to up to 12 RBI student-athletes annually who demonstrate academic achievement, leadership qualities, and financial need. Major League Baseball Charities, Inc. established the RBI (Runs Batted In) for RBI (Reviving Baseball in Inner-Cities) Scholarship Fund in 2007 to help provide financial assistance to youth who participate in the RBI program and wish to pursue secondary education. When awarded the scholarship is renewable for up to three years or until the degree or training certificate is earned, whichever comes first, subject to satisfactory academic performance throughout that time. 41 Scholarships have been awarded since 2007, with 2 going to African-American students and 11 to Hispanic students.

The Baseball Tomorrow Fund (BTF) is designed to promote the growth of youth baseball and softball throughout the world by awarding grants to support field renovation and construction projects, equipment and uniform purchases, coaches training material and other selected program expenses. Since its formation by Major League Baseball and the Major League Baseball Players Association in 1999, BTF has awarded approximately 600 grants totaling more than \$21 million to non-profit and tax-exempt organizations in the U.S., Canada, Latin America, the Caribbean, Europe and Asia. Approximately 300,000 youth players have benefited from programs and facilities supported by the fund. BTF also facilitates league-wide initiatives including the collection and distribution of new and gently used equipment to organizations in need as well as field maintenance education clinics. For more information, visit www.baseballtomorrowfund.com and follow BTF on Facebook, Twitter and MLBlogs.

The MLB "Wanna Play?" program. **"Wanna Play?"** encourages boys and girls to increase their physical fitness by focusing on agility, coordination and balance while infusing baseball and softball elements throughout the program. **"Wanna Play?"** features a variety of fun and engaging activities and games to help young people improve their fitness, increase awareness of good nutrition and hydration and learn basic baseball and softball skills.

MLB also annually celebrates **Jackie Robinson Day** and **Roberto Clemente Day** as additional commemorative events during the baseball season.

Game & Market Development

The "Civil Rights Game" The 2012 Civil Rights Game returns to Atlanta with an extended slate of exciting events culminating with the exciting on-field matchup between the Atlanta Braves and Los Angeles Dodgers on Saturday, August 18 2012. Join us as we celebrate diversity in the birthplace of the civil rights movement. The Sixth Annual Civil Rights Game promises to continue its reputation of inspiration and educational impact.

MLB Diversity Business Summit MLB and the Chicago White Sox, along with MLB's Major and Minor League Clubs and strategic partners, will launch the inaugural MLB Diversity Business Summit at the Hyatt McCormick (July 24, 2012). This strategically ground-breaking event will provide a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as foster relationships. The MLB Diversity Business Summit will not only capture MLB's advocacy in regards to supplier and workforce diversity, but will also present discussions that are educational, entertaining and celebratory. For more information please visit www.mlb.com/diversitysummit.

Diversity Leadership Awards

Commissioner Alan H. (Bud) Selig has received the following awards and recognitions:

- 2009 Multicultural Business Opportunity Award
- 2009 New York Urban League's Champions of Diversity Award
- 2009 Negro League Museum Legacy Award
- 2010 The Jackie Robinson Foundation Lifetime Achievement Award