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The 2008 Racial and Gender Report Card: Major League Baseball

by Richard Lapchick
with Nikki Bowey and Ray Mathew
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EXECUTIVE SUMMARY

Commissioner Bud Selig has again led Major League Baseball to improvements on the issue of racial and gender hiring practices, especially in the areas under his direct influence. Baseball received its first **A-** for race in the history of the Racial and Gender Report Card.

MLB did very well in the areas over which Commissioner Selig had the most influence, including MLB's Central Office and the manager's positions of each club. Baseball received an **A** or better in race for the MLB Central Office, player opportunities, managers and coaches.

The report was released on Jackie Robinson Day, April 15th. Sixty-one years ago Jackie Robinson broke Major League Baseball's color barrier in sport and America changed forever as a result. The Racial and Gender Report Card 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?'

MLB started the 2008 season with eight managers of color, the highest since there were 10 in 2002. The three general managers of color was an all-time high but still low enough that MLB received a **C** for this position. By raising its overall grade for race from 89.1 to 89.5, MLB achieved its first ever **A-** for race.

Baseball did not fare as well for gender, but did get 76 points for a **C+**. This gave MLB its best ever combined grade of 83 points for a solid **B**.

Richard Lapchick, Director of The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida which released the study, said "Major League Baseball achieved this through strong records for race in the Commissioner's office, at the levels of manager, coach, team vice president, as well as senior and professional administrators of teams. MLB continues to have an outstanding record for Diversity Initiatives which include the second annual

Civil Rights Game played in Memphis as well as Jackie Robinson Day and Roberto Clemente Day.”

Lapchick noted that “Jackie Robinson’s dream was to see more African-Americans playing, coaching and in the front office. It is ironic that as the role of people of color dramatically increases regarding who runs the game, African-American players continue to decrease, reaching a new low of 8.2 percent in the 2007 season. That has been a concern of Major League Baseball and leaders in the African-American community as the numbers continue to plummet. On the other hand, with 40.1 percent players of color, MLB remains close to its all-time high of 42 percent players of color during the season marking the 50th anniversary of Jackie Robinson breaking the color barrier in 1957. However, at that time the percentage of African-American players was more than double today’s total with 17 percent. However ironic, this should not diminish MLB’s improvements in the front offices and in the league office.”

Baseball received a **B** for gender only in the league office for professionals.

Using data from the 2007 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the players, managers and coaches. In addition, the Report Card includes a racial and gender breakdown of the owners, management in the Central Office as well as the team level, top team management, senior administration, professional administration, support staff, physicians, head trainers and broadcasters. An overview of player stacking is also included. Listings of professional owners, general managers and head coaches were updated as of March 1, 2008.

Tables for the Report are included in Appendix I. MLB’s extensive Diversity Initiatives are listed in Appendix II.

It is imperative that sports teams play the best athletes they have available to win games. The Institute strives to emphasize the 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 college sports personnel and to contribute to the improvement of integration in front office and college athletics department positions.

MLB REPORT HIGHLIGHTS

- A total of 40.1 percent of the players were Latino (29.1 percent), African-American (8.2 percent) or Asian (2.8 percent). MLB has been remarkably consistent in terms of the percentage of white players. Between 1997 and the 2007 season, 58-60 percent of the players have been white in each season. However, there have been significant changes during that period. Latinos and Asians have increased by five and nearly two percent respectively while the percentage of African-American players has dropped precipitously from 17 percent to just over eight percent in that 10 year period.
- The 8.2 percent African-American player total in 2007 was the lowest percentage in the more than 20 years of the publication of the Report Card.
- 28 percent of the staff in MLB's Central Office were people of color while women made up 42 percent of the positions.
- At the director and managerial level in MLB's Central Office, 22 percent were people of color, while women occupied 34 percent of the posts.
- Arturo Moreno, who owns the Los Angeles Angels, remains the only person of color to own a Major League Baseball team and the only Latino in all professional sports to be a majority owner.
- Lou Piniella, in his first season as manager of the Chicago Cubs, led his team to the postseason for the first time in four years since Dusty Baker took them to the playoffs. Piniella is one of four Latino managers coaching in the MLB.
- MLB has eight managers of color (four African-Americans and four Latinos) in the 2008 season with the addition of two new managers of color, Dusty Baker with the Cincinnati Reds and Cecil Cooper with the Houston Astros. Thus 26.7 percent of MLB Managers are people of color as the 2008 season opens, an increase of 6.7 percentage points from 2007.*
- In the 2007 MLB season, people of color held 31 percent of the MLB coaching positions for the 30 major league teams. African-Americans held 13 percent and Latinos held 17 percent.
- According to the MLB League Office, people of color constitute 38 percent of the manager positions within the Minor Leagues. This constitutes a five percentage point increase from the previous year.
- According to the MLB League Office, 36 percent of the combined Major and Minor League coaching staffs are people of color. This was a decrease from 37 percent.
- The New York Mets have MLB's only Latino General Manager (Omar Minaya), while Ken Williams of the Chicago White Sox and Tony Reagins of the Los Angeles Angels are the only African-American General Managers in the 2008 season.*
- There is no person of color as either CEO or team president of an MLB team. There were two women in that position in 2007.

- 10 percent of team vice presidents were people of color and 16 percent were women, indicating a decrease in people of color and an increase for female representation in the vice president positions.
- In the 2007 MLB season, the percent of senior team administrators who were people of color was 18 percent, a three percentage point increase from 2006. Women saw a decrease of one percentage point and held 19 percent of senior administration positions.
- In 2007, the percentage of people of color holding professional positions decreased significantly by five percentage points. African-Americans stayed the same at five percent; Latinos decreased from eight percent to four percent and Asians dropped from two to one percent in 2007. The percentage of women increased to 29 percent, up from 24 percent in 2006.
- According to internal calculations at MLB, the percentage of white professional administrators is 72 percent while people of color held 28 percent of these same positions. This was a two percentage point decrease from the 2006 season. MLB also listed the percentage of women holding team professional administration positions at 26 percent, a decrease of two percentage points from the previous year.
- The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$500 million being spent with thousands of minority- and women-owned businesses.
- The 2008 season started off with the Civil Rights Game in historic Memphis for the second consecutive year.

*Updated from the 2007 MLB season data in the report tables.

OVERALL GRADES

Overall, MLB earned an **A-** for race and a **C+** for gender. This gave MLB a combined **B**. This marked continued improvement over the last two Report Cards. In the 2006 Major League Baseball Racial and Gender Report Card, MLB earned a high **B+** for race, a **C+** for gender and a combined **B**. In 2005, MLB earned a low-range **B+** for race, a **D+** for gender and a combined **C+**.

GRADES BY CATEGORY

Players

In the 2007 MLB season 59.8 percent of the players were white, 8.2 percent were African-American, 29.1 percent were Latino and 2.8 percent were of Asian descent. This was a 0.3 percentage point increase for white players, a 0.2 percentage point decrease for African-American players and 0.3 percentage point decrease for Latinos. There were 34 Asian baseball players in the entire league. The percentage of international players in MLB was 31 percent, the same as last year.

MLB has been remarkably consistent in terms of the percentage of white players. Between the 1997 and the 2007 seasons, 58-60 percent of the players have been white in each season. However, there have been significant changes during that period. Latinos and Asians have increased by five and nearly two percent respectively while the percentage of African-American players has dropped precipitously from 17 percent to just over eight percent in that 10 year period.

The 8.2 percent African-American player total in 2007 was the lowest percentage in the more than 20 years of the publication of the Report Card.

MLB Grade for Players: A+

See Table 1.

Major League Central Office

According to Major League Baseball, of the 474 Central Office employees, 11 percent were African-American, 13 percent were Latino, three percent were Asian, less than one percent was Native American and 72 percent were white. Women made up 42 percent of the entire staff. This represents a one percent decrease in women working in the Central Office from the previous year.

At the senior executive level, 20 percent of the 46 employees were people of color, while women occupied 26 percent of the positions. At the director and managerial level, 22 percent of the 87 employees were people of color, while women occupied 34 percent of the posts. People of color comprised 28 percent of all MLB professionals, technicians and supervisors, decreasing

from 32 percent in the previous year, and 26 percent were women, a decrease from 31 percent in the previous year.

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

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

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

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

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

- Tom Brasuell, vice president, Community Affairs
- Shawn Lawson-Cummings, vice president, International Licensing/Sponsorship
- Wendy Lewis, vice president, Strategy, Diversity and Recruitment
- Lou Melendez, vice president, Baseball Operations, International
- Italo Zanzi, vice president, International Broadcasting
- Ray Scott, vice president, Human Resources
- Bob Watson, vice president, Standards & OnField Operations

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

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

MLB Grade for League Central Offices:

Race: A
Gender: B

See Table 2.

Ownership

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

See Table 3.

Managers

Baseball went from five to six managers of color in the 2007 season. During the 2007 MLB season, the six (20 percent) managers of color were:

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

There had been five managers of color (16.7 percent) in the 2006 season:

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

In the 2006 season, 10 percent were African-American and 6.7 percent were Latino at the Major League level. In 2007, the 20 percent was comprised of seven percent African-American and 13 percent Latino.

Lou Piniella, in his first season as manager of the Chicago Cubs, led his team to the postseason for the first time in four years since Dusty Baker took them to the playoffs. Piniella is one of four Latino managers coaching in the MLB.

During the off-season, there were two new hires of people of color in the managerial role causing the percentage to increase to 26.7 percent (up 6.7 percentage points) for the 2008 season. The Cincinnati Reds hired Dusty Baker and the Houston Astros hired Cecil Cooper, both African-Americans.

At the start of the 2008 season, MLB Managers were people of color were

- Willie Randolph, New York Mets
- Ozzie Guillen, Chicago White Sox
- Ron Washington, Texas Rangers
- Lou Piniella, Chicago Cubs
- Fredi Gonzalez, Florida Marlins
- Manny Acta, Washington Nationals
- Dusty Baker, Cincinnati Reds
- Cecil Cooper, Houston Astros

The grade is based on the 2007 season.

According to the MLB, people of color constitute 38 percent of the manager positions within the Minor Leagues. This constitutes a five percent increase from the previous year.

MLB Grade for Managers: A

See Table 4.

Coaches

In the 2007 MLB season, people of color held 31 percent (up one percentage point) of the MLB coaching positions for the 30 major league teams. African-Americans held 13 percent (down three percentage points), Latinos held 17 percent (up four percentage points) and Asians continued to hold one percent of the coaching positions.

According to MLB, 36 percent of the combined Major and Minor League coaching staffs are people of color. This was a decrease from 37 percent in previous report.

MLB Grade for Coaches: A+

See Tables 5 and 6.

Top Management

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

Chief Executive Officers/Presidents

There were two women and no people of color serving as CEOs/Presidents on MLB teams in 2007. Jamie McCourt is Vice Chairman and President of the Los Angeles Dodgers. She is the wife of Frank McCourt, the owner of the Dodgers. Pam Gardner is President of Business Operations for the Houston Astros.

There has not been a person of color since Ulice Payne Jr. (Milwaukee Brewers, 2003 season) as either CEO or team president of an MLB team.

See Table 7.

General Manager/Principal-in-Charge

The 2007 MLB season featured the same two general managers of color from the previous season, Omar Minaya of the New York Mets and Ken Williams of the Chicago White Sox. Omar Minaya was appointed by MLB in 2001 to run the day-to-day operations of the Montreal Expos, thus becoming the first Latino general manager in MLB history. He was hired in the same position for the New York Mets at the end of the 2004 season. Williams' White Sox won the 2005 World Series and Minaya's Mets played in Game 7 of the NL Championship series in 2006.

To open the 2008 MLB season, three people of color were be general managers. Ken Williams (Chicago White Sox) and Omar Minaya (New York Mets) remained as general managers, while Tony Reagis was appointed as GM by the Los Angeles Angels for the 2008 season.

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

See Table 8.

Team Vice Presidents

During the 2007 MLB season, the percentage of people of color dropped from 12.5 percent to 10 percent, while the percentage of women in these positions increased slightly. In all, 10 percent of vice presidents were people of color: nine vice presidents were African-American, 11 were Latino, and five were Asian.

The nine African-American vice presidents in MLB were:

- Nona Lee, vice president and general counsel, Arizona Diamondbacks
- Elaine Steward, vice president and club counsel, Boston Red Sox
- Elaine Lewis, vice president, Public Affairs/Strategic Planning, Detroit Tigers
- Marian Harper, vice president, Community Development, Houston Astros
- Chartese Burnett, vice president, Communications, Washington Nationals
- Henry Aaron, senior vice president, Atlanta Braves
- Michael Hill, vice president and assistant general manager, Florida Marlins
- Dave Winfield, vice president and senior advisor, San Diego Padres
- Alphonso Maldon, Jr., senior vice president, External Affairs and president of Nationals Dream Foundation, Washington Nationals

There were 11 Latino vice presidents during the 2007 MLB season:

- Dianne Aguilar, senior vice president, Community Affairs and Ticket Operations, Arizona Diamondbacks
- Rosi Hernandez, vice president, Market Development, Houston Astros
- Russ Amaral, vice president, Facilities and Event Services, Arizona Diamondbacks
- Al Avila, vice president and assistant general manager, Detroit Tigers
- Sergio Del Prado, vice president, Sales, LA Dodgers
- Sam Fernandez, senior vice president and general counsel, LA Dodgers
- Tony Bernazard, vice president, Player Development, New York Mets
- Felix M. Lopez, Jr., senior vice president, New York Yankees
- Jorge Costa, senior vice president, Ballpark Operations, San Francisco Giants
- Kevin Martinez, vice president, Marketing, Seattle Mariners
- Mario Coutinho, vice president, Stadium Operations/Security, Toronto Blue Jays

MLB also had five vice presidents of Asian descent:

- Kim Ng, vice president and assistant general manager, Los Angeles Dodgers
- Paul Wong, vice president, Finance, Oakland Athletics
- Richard Wong, vice president, Business Performance, Rogers Communications, Inc., Toronto Blue Jays
- Susan Jaison, vice president, Finance, Florida Marlins
- Bill Geivett, vice president, Baseball Operations, and assistant general manager, Colorado Rockies

The percentage of women vice presidents was steady at 16 percent. Including Jaison, Lee, Ng, Hernandez, Aguilar, Burnett, Harper, Lewis and Steward, there were 39 women holding team vice president positions in MLB:

- Meg Vaillancourt, senior vice president, Corporate Relations, Boston Red Sox
- Janet Marie Smith, senior vice president, Planning and Development, Boston Red Sox
- Karen Forgas, vice president, Public Affairs, Cincinnati Reds
- Sue Ann McClaren, vice president, Ticket Sales, Operations/Services, Colorado Rockies
- Elizabeth Stecklein, vice president, Human Resources, Colorado Rockies

- Jackie Traywick, senior vice president, Finance/Administration, Houston Astros
- Kala Sorenson, vice president, Conference Center/Special Events, Houston Astros
- Molly Taylor, vice president, Finance/Administration, Los Angeles Angels
- Camille Johnston, senior vice president, Communications, Los Angeles Dodgers
- Cristine Hurley, senior vice presidents and CFO, Los Angeles Dodgers
- Raenell Dorn, vice president, Human Resources and Diversity, Minnesota Twins
- Laura Day, senior vice president, Business Development, Minnesota Twins
- Jean Afterman, vice president and assistant general manager, New York Yankees
- Patty Paytas, vice president, Communications, Pittsburgh Pirates
- Michele Anderson, vice president, Community Relations, San Diego Padres
- Katie Pothier, executive vice president and general counsel, San Diego Padres
- Annemarie Hastings, vice president, Client Relations, San Francisco Giants
- Nancy Donati, vice president, Publications/Creative Services, San Francisco Giants
- Connie Kullberg, vice president and general manager, Retail, San Francisco Giants
- Elizabeth R. Murphy, vice president and deputy general counsel, San Francisco Giants
- Lisa Pantages, vice president, Finance, San Francisco Giants
- Staci A. Slaughter, senior vice president, Communications, San Francisco Giants
- Joyce Thomas, vice president, Human Resources, San Francisco Giants
- Marianne Short, vice president, Human Resources, Seattle Mariners
- Casey Shilts, executive vice president, Hicks Holding, Texas Rangers
- Alicia Nevins, vice president, Sponsorship Sales, Texas Rangers
- Kelly Keyes, vice president, Building Services, Toronto Blue Jays
- Susan Brioux, vice president, Finance/Administration, Toronto Blue Jays
- Laurel Lindsay, vice president, Consumer Marketing, Toronto Blue Jays
- Wilna Behr, vice president, Sports and Entertainment at Rogers Centre, Toronto Blue Jays

The San Francisco Giants led MLB with seven women in vice president positions. The Toronto Blue Jays had four. The rest of the teams had only one or two women in vice president positions.

In its own internal calculations, MLB's vice president group consists of vice presidents as well as executive vice presidents, senior vice presidents, and some senior directors depending on the management level and organizational structure of the Club. Using that method, 26 percent of their vice presidents are women and 20 percent are people of color.

MLB Grade for Team Vice Presidents **based on a combination of RGRC and MLB calculations:*

Race: B
Gender: D-

See Table 9.

Senior Administration

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

In the 2007 MLB season, the percent of senior team administrators who were people of color was 18 percent, up by three percentage points from 2006. Eight percent were African-American, nine percent Latino, and one percent was of Asian descent resulting in a one percentage point increase among African-Americans and a two percentage point increase for Latinos. Whites held 82 percent of the MLB team senior administration positions, a decrease of two percentage points from last year. Women saw a decrease of one percentage point and held 19 percent of senior administration positions.

According to MLB's internal records, in the 2007 MLB season, almost 22 percent of senior team administrators were people of color, marking a three percentage point increase from 2006. According to MLB, women held 34 percent of senior administration positions, marking an increase from 29 percent the previous year.

MLB Grade for Senior Administration **based on a combination of RGRC and MLB calculations:*

Race:	B+
Gender:	C

See Table 10.

Professional Administration

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

In 2007, the percentage of people of color holding professional positions decreased by a significant five percent. Of the professional administrators, 89 percent were white, a four percentage point increase. African-Americans stayed the same at five percent; Latinos decreased from eight percent to four percent in 2007. Those of Asian descent had one percent of team professional administration, down one percent. The percentage of women increased to 29 percent, up from 24 percent in 2006.

According to internal calculations at MLB, the percentage of white professional administrators is 72 percent while people of color held 28 percent of these same positions. This was a two percentage point decrease from the 2006 season. MLB also listed the percentage of women holding team professional administration positions at 26 percent, a decrease of two percentage points from the previous year.

MLB Grade for Professional Administration **based on a combination of RGRC and MLB calculations:*

Race: B+

Gender: C

See Table 11.

Diversity Initiatives

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

MLB Grade for Diversity Initiatives: A+

Physicians and Head Trainers

The percentage of white team physicians decreased from 95 to 89 percent. People of color held eleven percent of these positions in MLB. African-Americans increased from three to four percent and Asians represented five percent. Previously women represented one percent of physicians, but the number increased to four percent this year.

In 2007, people of color held 15 percent of head trainer positions (five percent African-American, eight percent Latino, and two percent Asian). Whites held 85 percent, down from 87 percent in the 2006 Report. This category included both head athletic trainers and head strength and conditioning coaches/trainers. There were still no women.

See Tables 12 and 13.

Radio/TV Broadcasters

During the 2007 MLB season, whites held 80 percent of the broadcasting positions up one percent from the 2006 Report. African-Americans held three percent, the same as in 2006, while the percentage of Latinos decreased by one percentage point to 16 percent. There are only two Asian broadcasters in MLB. The percentage of broadcasters who were women increased from one to three percent, with seven broadcasters.

See Table 14.

Stacking

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

catcher, and “infielder.” While the terminology has changed slightly, the concerns remain the same. These are baseball’s primary “thinking positions.” Only three percent of pitchers, and seven percent of infielders (down by two percentage points) were African-American.

Historically, there have been almost no African-American catchers and that remains the same. It is worth noting that in 2004 when the Report Card looked at the isolated position of third baseman versus the entire infield, the percent of African-Americans was only five percent. The percentage of African-American pitchers is less than one half of what it was in 1983. Twenty-eight percent of outfielders, who rely on speed and reactive ability, were African-American during the 2007 MLB season. This was more than three times the percentage of African-Americans in MLB.

See Table 15.

HOW GRADES WERE CALCULATED

As in previous reports, the 2006 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, The Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only nine percent. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 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 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 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 2007 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of March 1, 2008. Grades were calculated according to the reporting periods noted herein.

ABOUT THE RACIAL AND GENDER REPORT CARD...

This is the 16th issue of the ***Racial and Gender Report Card (RGRC)***, which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

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

The ***Racial and Gender Report Card*** is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern and now at UCF. (Until 1998 the report was known as the *Racial Report Card*.) In addition to Lapchick, Ray Mathew and Nikki Bowey contributed greatly to this report. Their research efforts were invaluable.

The Institute for Diversity and Ethics in Sport (TIDES)

The Institute for Diversity and Ethics in Sport serves as a comprehensive resource for issues related to gender and race in amateur, collegiate and professional sports. The Institute researches and publishes annual studies on hiring practices in coaching and sport management, student-athlete graduation rates and racial attitudes in sports. Additionally, The Institute conducts diversity management training. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for the exploitation of student-athletes, gambling, performance-enhancing drugs and violence in sport.

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

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues. It offers a two degree option, allowing students to earn a master's of business administration (MBA) degree in addition to the master's of sport business management (MSBM) degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.

APPENDIX I

Players

	%	#		%	#
2007			1999		
White	59.8%	714	White	60%	x
African-American	8.2%	98	African-American	13%	x
Latino	29.1%	348	Latino	26%	x
Asian	2.8%	34	Other	<1%	x
Other	0.0%	0	1998		
International	31.0%	370	White	59%	x
2006			African-American	15%	x
White	59.5%	707	Latino	25%	x
African-American	8.4%	100	Other	1%	x
Latino	29.4%	350	1997		
Asian	2.4%	29	White	58%	x
Other	0.3%	3	African-American	17%	x
International	31.0%	368	Latino	24%	x
2005			Other	1%	x
White	60%	709	1996		
African-American	9%	101	White	62%	x
Latino	29%	339	African-American	17%	x
Asian	3%	30	Latino	20%	x
Other	0%	4	Other	1%	x
International	30%	358	1995		
2004			White	62%	x
White	63%	789	African-American	19%	x
African-American	9%	111	Latino	19%	x
Latino	26%	326	Other	0%	x
Asian	2%	26	1994		
Other	0%	1	White	64%	x
International	27%	338	African-American	18%	x
2002			Latino	18%	x
White	60%	x	1993		
African-American	10%	x	White	67%	x
Latino	28%	x	African-American	16%	x
Asian	2%	x	Latino	16%	x
Other	0%	x	Other	<1%	x
International	25%	x	1992		
2001			White	68%	x
White	59%	x	African-American	17%	x
African-American	13%	x	Latino	14%	x
Latino	26%	x	1991		
Other	1%	x	White	68%	x
2000			African-American	18%	x
White	60%	x	Latino	14%	x
African-American	13%	x	1990		
Latino	26%	x	White	70%	x
Other	1%	x	African-American	17%	x
			Latino	13%	x

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

Table 1

MLB Central Office Staff							
		%	#				
2007	White	72%	342	2000	White	74%	x
	African-American	11%	53		African-American	14%	x
	Asian	3%	15		Asian	2%	x
	Latino	13%	62		Latino	14%	x
	Native American	<1%	2		Native American	1%	x
	Women	42%	199		Women	47%	x
	Total		474		Total	314	x
	People of color total	28%	127		People of color total	26%	x
2006	White	72.4%	340	1997	White	78%	x
	African-American	10.4%	50		African-American	13%	x
	Asian	3.0%	14		Asian	1%	x
	Latino	13.2%	62		Latino	8%	x
	Native American	<1%	2		Women	53%	x
	Women	43.0%	201		Total	215	x
	Total		468		People of color total	22%	x
	People of color total	27.6%	127				
2005	White	73%	336	1995	White	72%	x
	African-American	10%	48		African-American	18%	x
	Asian	3%	14		Asian	1%	x
	Latino	13%	61		Latino	9%	x
	Native American	<1%	2		Women	54%	x
	Women	34%	157		Total	141	x
	Total		462		People of color total	28%	x
	People of color total	27%	125				
2004	White	71%	252	1994	White	78%	x
	African-American	11%	40		African-American	16%	x
	Asian	4%	14		Asian	0%	x
	Latino	13%	48		Latino	6%	x
	Native American	<1%	2		Women	56%	x
	Women	40%	144		Total	188	x
	Total		356		People of color total	22%	x
	People of color total	29%	104				
2002	White	68%	250	1990	White	79%	x
	African-American	13%	48		African-American	14%	x
	Asian	4%	15		Asian	0%	x
	Latino	15%	54		Latino	7%	x
	Native American	1%	1		Women	55%	x
	Women	46%	169		Total	116	x
	Total		368		People of color total	21%	x
	People of color total	32%	118				

Note: Data provided by MLB league office

x= Data not recorded

Table 2

Majority Owners		
	%	#
2007		
White	97.0%	30
African-American	0%	0
Latino	3.4%	1
Asian	0%	0
Other	0%	0
Women	0%	0
2006		
White	96.6%	27
African-American	0%	0
Latino	3.4%	1
Asian	0%	0
Other	0%	0
Women	0%	0
2005		
White	96.9%	31
African-American	0%	0
Latino	3%	1
Asian	0%	0
Other	0%	0
Women	0%	0

Table 3

Managers							
		%	#			%	#
2007				1999			
	White	80.0%	24		White	90%	27
	African-American	6.7%	2		African-American	7%	2
	Asian	0.0%	0		Asian	0%	0
	Latino	13.3%	4		Latino	3%	1
	Women	0.0%	0		Women	0%	0
2006				1998			
	White	83.3%	25		White	87%	26
	African-American	10%	3		African-American	10%	3
	Asian	0	0		Asian	0%	0
	Latino	6.7%	2		Latino	3%	1
	Women	0	0		Women	0%	0
2005				1997			
	White	77%	23		White	86%	24
	African-American	13%	4		African-American	11%	3
	Asian	0%	0		Latino	3%	1
	Latino	10%	3	1996			
	Women	0%	0		White	86%	24
2004					African-American	11%	3
	White	77%	23		Latino	3%	1
	African-American	10%	3	1995			
	Asian	0%	0		White	86%	24
	Latino	13%	4		African-American	11%	3
	Women	0%	0		Latino	3%	1
2002				1994			
	White	68%	21		White	82%	23
	African-American	26%	8		African-American	14%	4
	Asian	0%	0		Latino	3%	1
	Latino	6%	2	1993			
	Women	0%	0		White	79%	22
2001					African-American	14%	4
	White	77%	25		Latino	7%	2
	African-American	20%	6	1992			
	Asian	0%	0		White	89%	23
	Latino	3%	1		African-American	7%	2
	Women	0%	0		Latino	<4%	1
2000				1991			
	White	83%	25		White	89%	23
	African-American	13%	4		African-American	7%	2
	Asian	0%	0		Latino	<4%	1
	Latino	3%	1				
	Women	0%	0				

Table 4

Historical Listing of Managers of Color			
Major League Baseball			
(26 managers)			
	Team	Year(s)	Record
Mike Gonzalez	St. Louis	1938, 1940	9-13
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Larry Doby	Chicago White Sox	1978	37-50
Maury Wills	Seattle	1980	26-56
Lou Piniella	New York Yankees	1986-88	224-193
	Cincinnati	1990-92	255-231
	Seattle	1993-02	840-711
	Tampa Bay	2003-05	200-285
	Chicago Cubs	2007-present	85-77
Cookie Rojas	California	1988	76-79
Cito Gaston	Toronto	1989-97	683-616
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
Felipe Alou	Montreal	1992-01	691-717
	San Francisco	2003-2006	342-304
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati	2008	First Season
Tony Perez	Cincinnati	1993	20-24
	Florida	2001	54-60
Jerry Manuel	Chicago White Sox	1997-2003	500-471
Davey Lopes	Milwaukee	2000-02	141-189
Lloyd McClendon	Pittsburgh	2001-2005	336-446
Luis Pujols	Detroit	2002	55-100
Tony Pena	Kansas City	2002-2005	259-389
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Ozzie Guillen	Chicago White Sox	2004-present	272-214
Frank Robinson	Cleveland	1975-77	186-189
	San Francisco	1981-84	264-277
	Baltimore	1988-91	230-285
	Montreal	2002-2004	233-253
	Washington	2005-2006	152-172
Willie Randolph	NY Mets	2005-present	268-218
Manny Acta	Washington	2007-present	73-89
Fredi Gonzalez	Florida	2007-present	71-91
Ron Washington	Texas	2007-present	75-87
Cecil Cooper	Houston	2008	First Season

Table 5

Coaches					
		%	#		
2007				1999	
	White	69%	150		White
	African-American	13%	30		African-American
	Latino	17%	39		Latino
	Asian	1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
2006				1998	
	White	70%	150		White
	African-American	16%	34		African-American
	Latino	13%	29		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
2005				1997	
	White	71%	154		White
	African-American	15%	33		African-American
	Latino	14%	30		Latino
	Asian	1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
2004				1996	
	White	73%	165		White
	African-American	12%	28		African-American
	Latino	13%	31		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
2002				1995	
	White	72%	150		White
	African-American	16%	34		African-American
	Latino	11%	23		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
2000				1994	
	White	70%	139		White
	African-American	19%	38		African-American
	Latino	11%	21		Latino
	Asian	0%	0		Asian
	Other	0%	0		Other
	Women	0%	0		Women
				1993	
	White	80%	133		White
	African-American	13%	22		African-American
	Latino	6%	10		Latino
	Other	1%	2		Other

**2005 numbers rounded, 1% rounding error*

Table 6

CEO/President											
			%	#				%	#		
2007	White	100%	26	2002	White	100%	x	2001	White	100%	x
	African-American	0%	0		African-American	0%	x		African-American	0%	x
	Latino	0%	0		Latino	0%	x		Latino	0%	x
	Asian	0%	0		Asian	0%	x		Asian	0%	x
	Women	8%	2		Women	3%	x		Women	3%	x
2006	White	100%	32	2000	White	100%	x	1999	White	100%	x
	African-American	0%	0		African-American	0%	x		African-American	0%	x
	Latino	0%	0		Latino	0%	x		Latino	0%	x
	Asian	0%	0		Asian	0%	x		Asian	0%	x
	Women	7.1%	2		Women	3%	x		Women	3%	x
2005	White	100%	33	2004	White	97%	31	2004	White	97%	31
	African-American	0%	0		African-American	3%	1		African-American	3%	1
	Latino	0%	0		Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0		Asian	0%	0
	Women	6%	2		Women	3%	1		Women	3%	1
2004	White	97%	31	2004	White	97%	31	2004	White	97%	31
	African-American	3%	1		African-American	3%	1		African-American	3%	1
	Latino	0%	0		Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0		Asian	0%	0
	Women	3%	1		Women	3%	1		Women	3%	1

x= Data not recorded

Table 7

General Manager/Director of Player Personnel											
			%	#				%	#		
2007			White	93%	28	2000			White	100%	30
			African-American	3%	1				African-American	0%	0
			Latino	3%	1				Latino	0%	0
			Asian	0%	0				Asian	0%	0
			Women	0%	0				Women	0%	0
2006			White	93%	28	1999			White	100%	30
			African-American	3%	1				African-American	0%	0
			Latino	3%	1				Latino	0%	0
			Asian	0%	0				Asian	0%	0
			Women	0%	0				Women	0%	0
2005			White	93%	28	1998			White	100%	30
			African-American	3%	1				African-American	0%	0
			Latino	3%	1				Latino	0%	0
			Asian	0%	0				Asian	0%	0
			Women	0%	0				Women	0%	0
2004			White	94%	28	1997			White	97%	29
			African-American	3%	1				African-American	3%	1
			Latino	3%	1				Latino	0%	0
			Asian	0%	0	1996			White	96%	27
			Women	0%	0				African-American	3%	1
2002			White	94%	28				Latino	0%	0
			African-American	3%	1	1995			White	96%	27
			Latino	3%	1				African-American	4%	1
			Asian	0%	0				Latino	0%	0
			Women	0%	0	1994			White	96%	27
2001			White	97%	29				African-American	4%	1
			African-American	3%	1				Latino	0%	0
			Latino	0%	0						
			Asian	0%	0						
			Women	0%	0						

Table 8

Vice Presidents							
			%	#			
2007					2002		
	White	90.0%	225		White	89%	178
	African American	3.6%	9		African-American	5%	9
	Latino	4.4%	11		Latino	4%	7
	Asian	2.0%	5		Asian	2%	4
	Women	16.0%	39		Women	12%	23
2006					2000		
	White	87.0%	223		White	90%	170
	African American	4.3%	11		African-American	6%	10
	Latino	5.1%	13		Latino	3%	6
	Asian	3.1%	8		Asian	1%	2
	Women	15.0%	37		Women	6%	12
2005					1999		
	White	88%	218		White	92%	176
	African-American	4%	10		African-American	5%	9
	Latino	5%	12		Latino	2%	4
	Asian	3%	8		Asian	1.60%	3
	Women	13%	31		Women	8%	16
2004					1998		
	White	89%	199		White	92%	123
	African-American	4%	11		African-American	5%	7
	Latino	4%	10		Latino	<2%	2
	Asian	3%	5		Asian	<2%	2
	Women	14%	32		Women	5%	6

Table 9

Senior Administrators		
	%	#
2007		
White	82%	290
African-American	8%	28
Latino	9%	32
Asian	1%	4
Other	0%	1
Women	19%	67
2006		
White	84%	248
African-American	7%	20
Latino	7%	22
Asian	1%	3
Other	0%	1
Women	20%	59
2005		
White	84%	246
African-American	8%	22
Latino	6%	18
Asian	2%	6
Other	0%	0
Women	18%	52
2004		
White	83%	217
African-American	10%	25
Latino	5%	12
Asian	2%	6
Other	0%	0
Women	14%	36
2001		
White	86%	x
African-American	10%	x
Latino	4%	x
Asian	<1%	x
Women	24%	x
2000		
White	84%	x
African-American	8%	x
Latino	6%	x
Asian	3%	x
Women	24%	x
<i>x= Data not recorded</i>		

Table 10

Team Professional Administration		
	%	#
2007		
White	89%	357
African-American	5%	22
Latino	4%	17
Asian	1%	6
Other	0%	1
Women	29%	115
2006		
White	85%	273
African-American	5%	16
Latino	8%	25
Asian	2%	6
Other	0%	1
Women	24%	78
2005		
White	90%	243
African-American	4%	10
Latino	5%	14
Asian	1%	3
Other	0%	0
Women	30%	80
2004		
White	85%	537
African-American	7%	42
Latino	7%	41
Asian	1%	9
Other	0%	0
Women	28%	174
2002		
White	87%	x
African-American	7%	x
Latino	4%	x
Asian	1%	x
Other	1%	x
Women	22%	x
2000		
Minorities	23%	x
Women	32%	x
<i>Totals may not equal 100% due to rounding.</i>		
<i>x= Data not recorded</i>		

Table 11

Physicians			
		%	#
2007			
	White	89%	76
	African American	4%	3
	Latino	1%	1
	Asian	5%	4
	Other	1%	1
	Women	4%	3
2006			
	White	95%	71
	African American	3%	2
	Latino	0%	0
	Asian	3%	2
	Other	0%	0
	Women	1%	1
2005			
	White	93%	77
	African-American	4%	3
	Latino	0%	0
	Asian	2%	2
	Other	1%	1
	Women	2%	2
2004			
	White	98%	55
	African-American	2%	1
	Latino	0%	0
	Asian	0%	0
	Other	0%	0
	Women	0%	0
2003			
	White	x	x
	African-American	x	x
	Latino	x	x
	Asian	x	x
	Other	x	x
	Women	x	x
2002			
	White	96%	66
	African-American	1%	1
	Latino	0%	0
	Asian	3%	2
	Other	0%	0
	Women	6%	4
<i>x = Data not recorded</i>			

Table 12

Head Trainers			
		%	#
2007			
	White	85%	52
	African-American	5%	3
	Latino	8%	5
	Asian	2%	1
	Other	0%	0
	Women	0%	0
2006			
	White	87%	53
	African-American	3%	2
	Latino	8%	5
	Asian	2%	1
	Other	0%	0
	Women	0%	0
2005			
	White	86%	49
	African-American	4%	2
	Latino	9%	5
	Asian	2%	1
	Other	0%	0
	Women	0%	0
2004			
	White	100%	30
	African-American	0%	0
	Latino	0%	0
	Asian	0%	0
	Other	0%	0
	Women	0%	0
2003			
	White	x	x
	African-American	x	x
	Latino	x	x
	Asian	x	x
	Other	x	x
	Women	x	x

x=Data not recorded

Table 13

Radio and TV Announcers		
		%
2007		
	White	80%
	African-American	3%
	Latino	16%
	Asian	1%
	Other	0%
	Women	3%
2006		
	White	79%
	African-American	3%
	Latino	17%
	Asian	1%
	Other	0%
	Women	1%
2005		
	White	79%
	African-American	4%
	Latino	17%
	Asian	1%
	Other	0%
	Women	2%
2004		
	White	81%
	African-American	3%
	Latino	15%
	Asian	1%
	Other	0%
	Women	2%
2003		
	White	x
	African-American	x
	Latino	x
	Asian	x
	Other	x
	Women	x
2002		
	White	83%
	African-American	4%
	Latino	12%
	Asian	1%
	Other	0%
	Women	1%

x=Data not recorded

Table 14

MLB by Position								
2007		P	C	IF	OF			
	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
	White	72%	65%	64%	53%	75%	28%	46%
	African-American	3%	2%	15%	15%	5%	7%	26%
	Latino	22%	33%	20%	32%	19%	64%	25%
	Asian	3%	0%	2%	0%	0%	1%	3%
2002	White	72%	61%	61%	65%	71%	29%	41%
	African-American	3%	1%	14%	21%	0%	11%	31%
	Latino	22%	37%	23%	14%	29%	60%	25%
	Asian	3%	1%	1%	0%	0%	0%	2%

Note: Some totals do not equal 100% due to the 1.4% Asian players.
 *2005 Combines categories due to a change in terminology by MLB.

Table 15

APPENDIX II

MAJOR LEAGUE BASEBALL DIVERSITY INITIATIVES

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

Employment/Workforce Diversity

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

Supplier Diversity

Major League Baseball's Diverse Business Partner's Program is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$500 million being spent with thousands of minority- and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's TOP 50 Organizations for Multicultural Business Opportunities" for several years running. MLB is the first sport to receive this prestigious award for the fourth year in a row.

Urban Youth Initiatives

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

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

One example of this commitment is ***Major League Baseball's Urban Youth Academy*** located on the campus of Compton Community College in Los Angeles, California. The Academy is an actual brick and mortar presence in the community and is now officially open for business. The Academy is home to four fields: two regulation baseball fields, one softball field and one youth field. MLB will operate the facility and work with local youth organizations to identify the Academy's attendees. In addition to offering year-round baseball and softball instruction, MLB will provide academic support and career development through after-school study programs. Baseball's return on investment for this multi-million dollar facility is the marketplace strategy

that eventually thousands will participate as members of the Academy and ultimately become players, baseball operation and business operations employees, franchise leaders and fans. The Academy opened on February 28, 2006 and has supported more than 2,000 youth through camps, clinics, tournaments and scout leagues.

Another example is one of MLB's longest on-going urban youth initiatives, **Reviving Baseball in Inner Cities (RBI Program) presented by KPMG**. The RBI Program is a youth outreach program to promote interest in baseball, boost self-esteem and to encourage young people to stay in school. Managed with the Boys and Girls Clubs of America, RBI programs have been started in more than 200 cities worldwide and in 2004 gave nearly 95,000 young women and men the opportunity to play the game. In 2005, over 75 percent of RBI's targeted age group (13 to 18 year olds) were minorities. MLB clubs have drafted more than 175 RBI participants, including six players selected in the first round of the first-year player draft.

Education and Philanthropy

"Breaking Barriers: In Sports, In Life" is a multi-curricular character education program developed by Major League Baseball, The Major League Baseball Player's Trust for Children, and Scholastic Inc. The program utilizes baseball-themed features, activities and lessons to teach children grades 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.

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

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" was staged by Major League Baseball on March 29th, when the Chicago White Sox played the New York Mets in an exhibition game at AutoZone Park in Memphis, the home of the National Civil Rights Museum and the city where Rev. Martin Luther King Jr. was assassinated on April 4, 1968. This game is now an annual event planned to culminate a day during which baseball will celebrate the nation's civil rights movement.