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## The 2013 Racial and Gender Report Card: National Football League

by Richard Lapchick  
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### EXECUTIVE SUMMARY

**Orlando, FL – October 22, 2013...** The National Football League achieved its fourth consecutive **A** for racial hiring practices and a **C** for gender hiring practices in the 2013 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B** grade.

The NFL's score for race remained at 90 percent for the second year in a row. The NFL received a score of 71 for gender hiring practices, a decrease from 74.5 percent in 2012. The overall grade for the NFL decreased from 82.3 percent in 2012 to 80 percent in 2013.

Using data from the 2012 season, the Institute conducted an analysis of the demographics of players, managers and coaches. In addition the Report includes a racial and gender breakdown of top team management, senior administration, professional administration, physicians, head trainers and broadcasters. Coaches, general managers, presidents and owners were updated as of August 26<sup>th</sup>, 2013.

Richard Lapchick, Director of TIDES and the primary author of the study, said "the initiatives of Commissioner Roger Goodell and Executive Vice President for Human Resources and Chief Diversity Officer, Robert Gulliver, have been paying large dividends for the NFL. At the league office, the example is being set for the teams by continuing to make improvements in the hiring of women and people of color in senior positions. Due to hiring and promotions, the total number of diverse employees at or above the VP level increased by 11 percent in 2013. The number of women at or above the VP level increased by 18 percent, in 2013. The number of ethnically diverse employees at or above the VP level increased by eight percent in 2013.

Lapchick continued, "There was a major breakthrough in 2012 when Shahid Kahn became the first majority owner of color in the NFL after he purchased the Jacksonville Jaguars. Another major breakthrough took place when the San Francisco 49ers hired Gideon Yu as the first president of color in

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the history of the NFL. Four of the 12 teams making the 2012-13 playoffs had either an African-American coach or general manager. The two coaches were Marvin Lewis of the Cincinnati Bengals and Leslie Frazier of the Minnesota Vikings. The two general managers were Rick Smith of the Houston Texans and Ozzie Newsome of the Baltimore Ravens. Ozzie Newsome became the second African-American general manager to win a Super Bowl when the Baltimore Ravens won in 2013. Jerry Reese helped lead the Giants to a Super Bowl victory in 2008 and in 2012."

All of that is very positive news. However, after having an all-time record of eight people of color as head coaches in the NFL for 2011, the number decreased to four going into the 2013. Ron Rivera of the Carolina Panthers serves as the NFL's only Latino head coach. This caused significant concern among NFL officials and supporters of increased opportunity for people of color.

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

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

The Institute for Diversity and Ethics in Sport (TIDES), located at the University of Central Florida (UCF), publishes the Racial and Gender Report Card annually 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 athletic department positions. The publication of the 2013 NFL Racial and Gender Report Card follows the publication of the reports on MLB, the NBA and the WNBA. The remaining reports for this year will be for Major League Soccer and college sport.

## REPORT HIGHLIGHTS

- In the League Office, as a result of both hiring and promotions, the total number of women and people of color at or above the vice president level has continued to increase including an 11 percent gain from 2012 to 2013. The number of women at or above the VP level increased by 18 percent, from 17 in 2012 to 20 in 2013 while the number of ethnically diverse employees at or above the VP level increased by eight percent, from 13 in 2012 to 14 in 2013.
- League Office initiatives included the creation of a women's interactive network, partnership with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events, diversity training across the league office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation talent management programs.

- The San Francisco 49ers hired Gideon Yu as the first president of color in the history of the NFL.
- The Jacksonville Jaguars became the first NFL franchise to have a majority owner of color. Shahid Khan, a Pakistani-born American businessman, finalized his stake in ownership on January 4, 2012.
- The total number of people of color serving as vice presidents on NFL teams has risen from 13 in 2011 to 19 in 2012. The number of female vice presidents increased from 23 in 2011 to 37 in 2012.
- Claudia Lezcano Del Campo, Miami Dolphins, and Kendyl Moss, Atlanta Falcons, were the only women of color who served as vice presidents in 2012.
- There were six African-American general managers in both 2012 and 2013. This marks seven consecutive years with at least five general managers that are people of color. Ozzie Newsome became the second African-American general manager to win a Super Bowl when the Baltimore Ravens won in 2013.
- Nine out of the last 14 Super Bowl teams have had either an African-American head coach or general manager. The coaches were Tony Dungy (Colts), Lovie Smith (Bears), Mike Tomlin (Steelers, twice) and Jim Caldwell (Colts). The GMs were Jerry Reese (Giants, twice), Rod Graves (Cardinals) and Ozzie Newsome (Ravens).
- After having an all-time record of eight people of color as head coaches in the NFL for 2011, the number decreased to four going into the 2013. Ron Rivera of the Carolina Panthers serves as the NFL's only Latino head coach. This caused significant concern among NFL officials.
- The percentage of people of color who held senior administrator positions on NFL teams in 2012 remained the same at 15 percent when compared to 2011 numbers. The percentage of the total senior administrator positions on NFL teams held by women held constant at 20 percent since the last report card.
- People of color holding professional positions on teams increased by seven percent to 19 percent. The percentage of women in professional administrative positions decreased one percentage point to 29 percent in 2012.
- The percentage of African-American players decreased to 66.3 percent in 2012 from 66.6 percent during the 2011 season. The percentage of whites in 2012 decreased to 30.1 percent from 31 percent in 2011. Latinos, Asian, "other" and international players were 0.7 percent, 1.1 percent, 1.8 percent and 1.4 percent, respectively.

## OVERALL GRADES

The National Football League achieved its fourth consecutive **A** for racial hiring practices and a **C** for gender hiring practices in the 2013 NFL Racial and Gender Report Card. This gave the NFL a combined **B** grade.

The NFL's score for race was 90 percent for the second year in a row. The NFL received a score of 71 for gender hiring practices, a decrease from 74.5 percent in 2012. The overall grade for the NFL decreased from 82.3 percent in 2012 to 80 percent in 2013.

For race, the NFL received an **A+** for players and assistant coaches; an **A** for the League Office; a **B+** for general managers, team senior administrators and team professional administrators; a **B** for head coaches and a **C-** for team vice presidents.

The NFL received a **C+** for gender hiring practices for team professional administrators and the League Office and a **D-** for team senior administrators. Those categories combined for **70** percent of the weight of the overall grade.

The NFL received an **A+** for gender Diversity Initiatives.

## GRADES BY CATEGORY

### Players

During the NFL's 2012 season, the percentage of African-American players decreased to 66.3 percent in 2012 from 66.6 percent during the 2011 season. The percentage of whites in 2012 decreased to 30.1 percent from 31 percent in 2011. The percentage of Latinos, Asian/Pacific Islander, "other" and international players were 0.7 percent, 1.1 percent, 1.8 percent and 1.4 percent, respectively.

#### NFL Grade for Players:

Race: **A+**      **70 percent**

See Table 1.

### NFL League Office

The NFL League Office has had the leadership and guidance necessary to lay the ground work for a diverse and inclusive organization throughout all levels of the league. The League Office continues to maintain and introduce diversity initiatives each year. A full list of initiatives is in the Appendix. They include the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events, diversity training across the league office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation talent management programs.

Due to hiring and promotions, the total number of diverse employees at or above the VP level increased by 11 percent from 28 in 2012 to 31 in 2013. The number of women at or above the VP level increased

by 18 percent, from 17 in 2012 to 20 in 2013. The number of ethnically diverse employees at or above the VP level increased by eight percent, from 13 in 2012 to 14 in 2013.

Overall, the percentage of management positions for people of color in the League Office increased to 27.6 percent in 2013, up from 26 percent in 2012. The percentage of African-Americans increased from eight percent in 2012 to 9.2 percent in 2013. Latinos showed a slight decrease from five percent to 4.9 percent. Asians increased from nine percent in 2012 to 10.1 percent in 2013. Native-Americans holding management positions stayed at less than one percent.

The percentage of management positions held by women increased to 29.3 percent in 2013 from 28 percent in 2012, becoming the highest percentage in more than a decade.

In 2013, there were 14 people of color who served as vice presidents in the League Office, increasing from 13 in 2012. Seven were African-American males, three were Asian males, one Latino, two African-American females and one Latina. They are included in the following list:

African-American:

- Raymond Anderson, Executive Vice President, Football Operations
- Adolpho Birch III, Senior Vice President, Labor Policy and Player Engagement
- Kim Fields, Vice President Player Engagement
- Robert Gulliver, Executive Vice President, Chief Human Resources and Diversity Officer
- Merton Hanks, Vice President, Football Operations
- Natara Holloway, Vice President, Corporate Development
- Kenneth Pimpton, Vice President, Internal Audit
- Rory Verrett, Vice President, Talent Acquisition and Management
- Troy Vincent, Senior Vice President, Player Engagement

Asian:

- Aniruddha Bose, Vice President, Broadcast Operations
- Manish Jha, Vice President, Digital Media
- Vishal Shah, Vice President, Digital Media

Latino:

- Andres Astralaga, Vice President of Human Resources
- Belinda Lerner, Vice President, Alumni Affairs and Retired Player Programs

There were 20 women who served as vice presidents in the League Office (up from 17 in 2012); 17 were white, two were African-American and one was Latina. They were:

- Renie Anderson, Vice President, Business Development
- Mary Pat Augenthaler, Vice President, Event Production
- Tracey Blecinski, Vice President, Consumer Products
- Anastasia Danias, Vice President, Legal Affairs
- Kim Fields, Vice President, Player Engagement
- Natara Holloway, Vice President, Corporate Development
- Anna Isaacson, Vice President, Community Relations and Philanthropy
- Jennifer Langton, Vice President, Business Ventures Finance

- Belinda Lerner, Vice President, Alumni Affairs & Retired Player Programs
- Jennifer Love, Vice President, Coordinating Director, NFL Network
- Kim McFadden, Vice President, Human Resources
- Michelle McKenna, Senior Vice President, Information Technology
- Julie Moeller, Vice President, International Media Strategy & Development
- Tracy Perlman, Vice President, Entertainment Marketing & Promotions
- Rosemary Roser, Vice President, Controller
- Kennie Smith, Executive in Charge of Project Management\*
- Sarah Swanson, Vice President, Marketing & Promotions, NFL Network
- Jamie Weston, Vice President, Brand Creative
- Cathy Yancy, Vice President, Rights, Policies & Compliance, NFL Media Group
- Lorey Zlotnick, Senior Vice President, Network Marketing

\*This title at NFL Network, NFL.com and NFL Films is equivalent to corporate vice president.

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

**Race: A 28 percent**

**Gender: C+ 29 percent**

See Table 2.

#### **Ownership**

The Jacksonville Jaguars became the first NFL franchise to have a majority owner of color. Shahid Khan, a Pakistani-born American businessman, joined NFL ownership on January 4, 2012.

Following the passing of Oakland Raiders owner Al Davis, Carol and Mark Davis became owners of the franchise. Carol Davis became the third female owner along with Virginia McCaskey of the Chicago Bears and Rita Benson LeBlanc of the New Orleans Saints.

See Table 3.

#### **Head Coaches**

There was great concern among NFL officials and supporters of increased opportunity for people of color when the number of NFL coaches dropped to four at the end of the 2012 season. Not one person of color was hired for any of the eight vacancies. There were four people of color as head coaches at the start of the 2013 NFL season. In 2012, there were six people of color in head coaching positions. The all-time record was eight coaches of color in 2011.

Mike Tomlin helped lead the Pittsburgh Steelers to 2011 Super Bowl, their second Super Bowl appearance in his tenure. In doing so, he became the first African-American head coach to lead any team to two Super Bowls. He also became the fifth African-American head coach in the last five Super Bowls. In 2010 Jim Caldwell helped lead the Indianapolis Colts to the Super Bowl in his first season as head coach. The Indianapolis Colts and Chicago Bears faced off in the 2007 Super Bowl with two African-Americans, Tony Dungy and Lovie Smith, leading their respective teams. It was the first time this had

happened in the NFL. It has only happened once in the National Basketball Association, and it has never happened in Major League Baseball.

There were three African-American head coaches at the start of the 2013 season, down two from five at the beginning of 2012.

- Marvin Lewis, Cincinnati Bengals
- Mike Tomlin, Pittsburgh Steelers
- Leslie Frazier, Minnesota Vikings

Both Romeo Crennel and Lovie Smith, African-American head coaches in 2012, were fired after the 2012 season.

Ron Rivera was the only Latino head coach in 2013. When hired in 2011 by the Carolina Panthers, Ron Rivera became the third Latino head coach in NFL history. Tom Fears was the NFL's first Latino head coach when he took over the New Orleans Saints in 1967.

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

The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, helped triple the number of African-American head coaches in the NFL from two in 2001 to six in 2005. There were seven African-American head coaches in 2006, and there have been at least five each year since 2007. The Rooney Rule was named after Steelers owner Dan Rooney, who is the head of the League's diversity committee. The NFL's policy is similar to the approach adopted earlier by Major League Baseball in 1999 under Bud Selig, which helped triple the number of managers of color in MLB in the first few years after implementation.

The progress that the NFL has made since the adoption of the Rooney Rule in 2002 is particularly significant considering historically there has been virtually no college pipeline for African-American head coaches. All of this progress is what makes the recent record noteworthy and discouraging.

No former African-American NFL head coach has even been hired as a major college head coach.

Notable African-American former NFL coaches who routinely took their NFL teams to the playoffs or championship game include:

- Dennis Green (took the Vikings to the playoffs eight out of 10 years)
- Ray Rhodes (took the Eagles to the playoffs and was NFL coach of the year)
- Art Shell (took the Raiders to the playoffs including a Championship game)
- Herman Edwards (took both the Jets and the Chiefs to the playoffs)
- Tony Dungy (career record of 139-69 and won Super Bowl XLI with the Colts)

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

**NFL Grade for Head Coaches:****Race: B 13 percent**

See Tables 4 and 5.

**Assistant Coaches**

The percentage of assistant coaches of color decreased from 33 percent in 2011 to 32 percent in 2012.

At the start of the 2012 NFL season, there were five African-Americans holding coordinator positions down from eight African-American coordinators in 2011. These coordinators were:

- Perry Fewell, New York Giants, Defensive Coordinator
- Jerry Gray, Tennessee Titans, Defensive Coordinator
- Ray Horton, Arizona Cardinals, Defensive Coordinator
- Curtis Modkins, Buffalo Bills, Offensive Coordinator
- Alan Williams, Minnesota Vikings, Defensive Coordinator

Also in 2012, Juan Castillo was named the league's only Latino defensive coordinator after spending the past 14 seasons as the Philadelphia Eagles' offensive line coach.

**NFL Grade for Assistant Coaches:****Race: A+ 32 percent**

See Table 6.

**Top Management****CEOs/Presidents**

Amy Trask resigned in May 2013 from the Oakland Raiders after spending 25 seasons with the organization and was the only female president/CEO in the NFL.

- The San Francisco 49ers hired Gideon Yu as the first president of color in the history of the NFL.

See Table 7.

**General Manager/Principal-in-Charge**

For the start of the 2013 season, the number of general managers remained constant at six from 2012. The Arizona Cardinals fired Rob Graves in 2012 and the Buffalo Bills hired Doug Whaley for the 2013 season.

The African-American general managers starting the 2013 season were:

- Doug Whaley, General Manager, Buffalo Bills
- Martin Mayhew, General Manager, Detroit Lions
- Reggie McKenzie, General Manager, Oakland Raiders

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- Ozzie Newsome, General Manager, Baltimore Ravens
- Jerry Reese, General Manager, New York Giants
- Rick Smith, General Manager, Houston Texans

Jerry Reese helped lead the Giants to a Super Bowl victory in 2008 and in 2012. Ozzie Newsome did the same with the Baltimore Ravens in 2013.

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

<b>Race</b>	<b>B+</b>	<b>19 percent</b>
<b>Gender</b>	<b>F</b>	<b>zero percent</b> ( <i>not calculated in final grade</i> )

See Table 8.

#### **Team Vice Presidents**

During the 2012 NFL season, the percentage of people of color serving in vice president positions increased in 2012 to nine percent. The percentage of female vice presidents increased from 15 percent to 17 percent. African-American vice presidents decreased from eight percent in 2011 to six percent in 2012. The number of white vice presidents decreased to 91 percent. There were 13 African-American vice presidents in 2012, up from 12 in 2011. Latino vice presidents increased from one to three for the 2012 season, which included one Latina. Those who were classified as “other” occupied three (one percent) of the vice presidents in the NFL.

The following are the 13 African-Americans who held vice president positions with their teams in 2012:

- Lake Dawson, Vice President of Player Personnel, Tennessee Titans
- Nat Moore, Senior Vice President/Special Advisor, Miami Dolphins
- Reggie Roberts, Vice President of Football Communications, Atlanta Falcons
- Cedric Saunders, Vice President of Football Operations, Detroit Lions
- Kevin Warren, Vice President of Legal Affairs and CAO, Minnesota Vikings
- Sheldon White, Vice President of Pro Personnel, Detroit Lions
- Ozzie Newsome, Executive Vice President and General Manager, Baltimore Ravens
- Ted Crews, Vice President of Communications, Kansas City Chiefs
- Keena Turner, Vice President of Football Affairs, San Francisco 49ers
- Rick Smith, Executive Vice President of Football Operations, Houston Texans
- Kendyl Moss, Vice President of Community Relations, Atlanta Falcons
- Tony Wyllie, Senior Vice President of Communications, Washington Redskins
- Jason Jenkins, Vice President of Communications, Miami Dolphins

There were three Latino vice president at the start of the 2012 season.

- Luis Perez, Senior Vice President, Chief Financial Officer, Detroit Lions
- Claudia Lezcano Del Campo, Senior Vice President/Chief Marketing Officer, Miami Dolphins
- George Torres, Vice President of Ticket Sales and Retention, Miami Dolphins

The Detroit Lions, Atlanta Falcons and the Miami Dolphins were the only teams with more than one vice president of color.

Women held 37 of the vice president positions in 2012. Kendyl Moss and Claudia Lezcano Del Campo were the only women of color who served as a vice president in 2012. The following women held these positions:

- Charlotte Anderson, Executive Vice President of Brand Management/President Charity Foundation, Dallas Cowboys
- Michelle Andres, Vice President of Digital Media, Baltimore Ravens
- Dawn Aponte, Senior Vice President of Football Operations, Miami Dolphins
- Karen Beckman, Chief Financial Officer/Vice President of Finance, Seattle Seahawks
- Katie Blackburn, Executive Vice President, Cincinnati Bengals
- Jeanne Bonk, Executive Vice President/Chief Financial Officer, San Diego Chargers
- Robin Boudreau, Vice President of Human Resources, New England Patriots
- Pat Curley, Vice President of Information Technology, New England Patriots
- Gabrielle Dow, Vice President of Marketing, Baltimore Ravens
- Jen Ferron, Senior Vice President of Marketing and Brand Development, New England Patriots
- Jessica Gelman, Vice President of Customer Marketing and Strategy, New England Patriots
- Gretchen Geitter, Vice President of Community Relations, Buffalo Bills
- Robyn Glazer, Vice President of the Kraft Group, New England Patriots
- Renee Harvey, Vice President of Community Outreach, Cleveland Browns
- Tery Howard, Senior Vice President/Chief Technology Officer, Miami Dolphins
- Molly Higgins, Vice President of Corporate Communications & Civic Affairs, St. Louis Rams
- Nancy Hubacher, Vice President of Sales and Marketing, Washington Redskins
- Patty Inglis, Executive Vice President, San Francisco 49ers
- Kalen Irsay, Vice President, Indianapolis Colts
- Carlie Irsay-Gordon, Vice President, Indianapolis Colts
- Casey Irsay-Foyt, Vice President Indianapolis Colts
- Jenneen Kaufman Vice President/Chief Financial Officer, Tennessee Titans
- Cindy Kellogg, Vice President of Community Development, Denver Broncos
- Cindy Kelley, Vice President of Human Resources & Administration, Seattle Seahawks
- Kirsten Krug, Vice President of Human Resources & Administration, Kansas City Chiefs
- Claudia Lezcano del Campo, Senior Vice President/Chief Marketing Officer, Miami Dolphins
- Marilan Logan, Vice President and Chief Accounting Officer, Houston Texans
- Allison Maki, Vice President of Finance & Administration, Detroit Lions
- Lisa Manning, Vice President of Marketing, Arizona Cardinals
- Kendyl Moss, Vice President of Community Relations, Atlanta Falcons
- Vicky Neumeyer, Vice President/General Counsel, New Orleans Saints
- Mary Owen, Executive Vice President of Strategic Planning, Buffalo Bills
- Elizabeth Parkinson, Senior Vice President of Marketing and Partnerships, Detroit Lions
- Christine Procops, Senior Vice President/Chief Financial Officer, New York Giants
- Kim Shreckengost, Executive Vice President, Atlanta Falcons
- Suzie Thomas, Executive Vice President/General Counsel/Chief Administration Officer, Houston Texans
- Kelly Urquhart, Vice President of Events, Detroit Lions

The Patriots, Seahawks, Dolphins, Lions, Ravens, Colts, Bills, Falcons and Texans were the only teams in the NFL with more than one woman as a vice president.

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

<b>Race:</b>	<b>C</b>	<b>9 percent</b>
<b>Gender:</b>	<b>F</b>	<b>17 percent</b>

See Table 9.

**Senior Administration**

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

In 2012, people of color held 15 percent of all team NFL senior administration positions. The percentage remained the same after declining for three consecutive seasons. African-Americans remained consistent since last year at 12 percent. Both Asians and Latinos remained the same at one and two percent, respectively.

Women occupied 20 percent of the senior administrator positions during the 2012 NFL season, from the same as in 2011.

**NFL Grade for Senior Administration:**

<b>Race:</b>	<b>B+</b>	<b>15 percent</b>
<b>Gender:</b>	<b>D-</b>	<b>20 percent</b>

See Table 10.

**Professional Administration**

The category of Professional Administration includes, but is not limited to, positions such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

In 2012, the percentage of people of color in team professional administrative positions was 19 percent, up from 12 percent in the previous report card. The percentage of African-American professional administrators increased by two percentage points to 11 percent and Latino professional administrators increased by three percentage points to five percent. Asians in these same positions increased in the total number, while remaining at the same one percent overall.

While women in these positions decreased one percentage point to 29 percent, this is the second highest percentage of women in professional administration positions since 2007.

**NFL Grade for Professional Administration:**

<b>Race:</b>	<b>B+</b>	<b>19 percent</b>
<b>Gender:</b>	<b>C+</b>	<b>29 percent</b>

See Table 11.

### Physicians

In 2012, the percentage of white physicians decreased from 2011 by only one percentage point to 86 percent. African-Americans decreased by one percentage point to four percent, Latinos remained at one percent and Asians decreased by one percentage point to four percent. The percentage of “other” physicians increased from three to six percent.

The percentage of female team physicians decreased from four percent in 2011 to two percent in 2012.

See Table 12.

### Head Trainers

In 2012, 83 percent of the head trainers in the NFL were white (down from 86 percent) while African-Americans increased from 12 to 17 percent. There were no Asian or Latino head trainers for the 2012 season. There were no women serving as head trainers.

See Table 13.

### Stacking

Most observers agree that the issue of stacking in the NFL is no longer a concern of significance. In the 2012 NFL season, African-Americans held 21 percent of the quarterback positions remaining constant 2011. The quarterback has been football’s central “thinking” position. Historically, the positions of running back, wide receiver, cornerback, and safety have had disproportionately high percentages of African-Americans. The latter positions rely a great deal on speed and reactive ability. The quarterback position was the primary concern since it was so central to the game and now that African-Americans have broken down that barrier, concern about stacking has been greatly diminished.

The breakdown of all positions for African-Americans and whites is listed in Tables 14, 15 and 16.

### National Football League - Game Officials

The NFL continues to increase diversity in the ranks of its game officials. Carl Johnson, former Vice President of Officiating has now returned to the field. Alberto Riveron, the NFL’s first Latino referee, has left the field and is now Senior Director, Officiating at the League Office. David Coleman, an African American, remains as Director of Officiating.

The number of African-American, Latino and “other” officials increased from 23 in 2006 to 34 for the 2013 season. The number of diverse referees who lead officiating crews increased from one to three during that same time period, but is now back at two since Riveron has joined the League Office.

Prior to the 2007 season, there was a five-year period where no diverse officials served on the Super Bowl officiating crew. The 2008 Super Bowl (Giants vs. Patriots) had three African-American officials, referee Mike Carey and officials Carl Johnson and Boris Cheek. The 2009 Super Bowl (Cardinals vs.

Steelers) had two African-American officials, Roy Ellison and Mike Banks. The 2010 Super Bowl (Saints vs. Colts) also had two African-American officials, Undrey Wash and Greg Steed. The 2011 Super Bowl (Packers vs. Steelers) had one African-American official, Chad Brown and one Native-American official, Mike Weatherford. The 2012 Super Bowl (Giants vs. Patriots) included an African-American official, Wayne Mackie, and a Latino official, Alberto Riveron, who served as alternates. The February 2013 Super Bowl (Ravens vs. 49ers) included an African American referee, Jerome Boger, an African American Umpire, Darrell Jenkins, and an African American Line Judge, Byron Boston.

See Table 18.

### **NFL Diversity Initiatives**

The NFL has an excellent variety of diversity and community initiatives impacting a number of areas which are explained in Appendix II.

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

## HOW GRADES WERE CALCULATED

As in previous reports, the 2013 Racial and Gender Report Card data shows that professional sport's front office hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, The Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only nine percent. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent. The category of players was weighted at 20 percent, head and assistant coaches at 30 and 10 percent, respectively, general managers at 10 percent, team vice presidents at five percent, senior administration at 10 percent and professional administrators at 15 percent for race.

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

## METHODOLOGY

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

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

The report draft was sent to the League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The report covers the 2012 and 2013 seasons for the National Football League. Listings of professional owners, general managers and head coaches were updated as of September 1, 2013. Grades, however, were calculated according to the reporting period of 2012.

## ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 21<sup>th</sup> issue of the Racial and Gender Report Card (RGRC), which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and the Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the ninth time the Report Card is being issued sport-by-sport. Reports for MLB, the NBA, and WNBA have already been released. The complete Racial and Gender Report Card, including all the leagues, will be issued after the release of subsequent individual reports on MLS and college sport.

The Racial and Gender Report Card is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF. (Until 1998, the report was known as the Racial Report Card.) In addition to Lapchick, Devin Beahm, Giomar Nunes, Stephanie Rivera-Casiano, Deidre Snively and Curtis Walker, contributed greatly to the completion of the 2013 NFL Racial and Gender Report Card.

### **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 industry while also emphasizing diversity, community service and sport and social issues. It offers a dual-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					
	%	#		%	#
<b>2012</b>			<b>2003</b>		
White	30.1%	820	White	29.1%	516
African-American	66.3%	1804	African-American	69.2%	1228
Latino	0.7%	20	Latino	0.5%	9
Asian	1.1%	29	Asian	1.2%	22
Other	1.8%	48	Other	0.0%	0
People of Color	69.9%	1901	People of Color	70.9%	1259
International	1.4%	39	Total		1775
Total		2721			
<b>2011</b>			<b>2003</b>		
White	31.0%	802	White	29.1%	516
African-American	66.6%	1721	African-American	69.2%	1228
Latino	0.5%	13	Latino	0.5%	9
Asian	1.5%	40	Asian	1.2%	22
Other	0.3%	7	Other	0.0%	0
People of Color	69.0%	1781	People of Color	70.9%	1259
International	0.1%	2	Total		1775
Total		2583			
<b>2010</b>			<b>2000</b>		
White	30.8%	790	White	x	x
African-American	66.9%	1714	African-American	x	x
Latino	0.5%	13	Latino	x	x
Asian	1.5%	39	Other	x	x
Other	0.3%	7			
People of Color	69.2%	1773	White	32%	x
International	0.1%	2	African-American	67%	x
Total		2563	Latino	<1%	x
			Other	<1%	x
<b>2009</b>			<b>1998</b>		
White	29.3%	782	White	32%	x
African-American	65.9%	1761	African-American	66%	x
Latino	0.9%	24	Latino	<1%	x
Asian	2.1%	55	Other	1%	x
Other	0.1%	2			
People of Color	68.9%	1842	White	33%	x
International	1.8%	48	African-American	65%	x
Total		2672	Latino	<1%	x
			Other	1%	x
<b>2008</b>			<b>1996</b>		
White	29.8%	805	White	31%	x
African-American	65.2%	1762	African-American	66%	x
Latino	0.9%	25	Latino	<1%	x
Asian	1.7%	45	Other	2%	x
Other	0.0%	1			
People of Color	67.9%	1833	White	31%	x
International	2.3%	63	African-American	67%	x
Total		2701	Latino	0%	x
			Other	<2%	x
<b>2007</b>			<b>1994</b>		
White	30.2%	730	White	31%	x
African-American	64.9%	1566	African-American	68%	x
Latino	1.2%	30	Latino	0%	x
Asian	1.8%	44	Other	1%	x
Other	0.0%	1			
People of Color	68.0%	1641	White	35%	x
International	1.8%	43	African-American	65%	x
Total		2414	Latino	0%	x
			<b>1992</b>		
<b>2006</b>			White	30%	x
White	30.9%	532	African-American	68%	x
African-American	65.8%	1131	Latino	<1%	x
Latino	0.5%	8	Other	1%	x
Asian	1.5%	25			
Other	0.0%	0	White	36%	x
People of Color	67.7%	1164	African-American	62%	x
International	1.4%	24	Latino	2%	x
Total		1720			
<b>2005</b>			<b>1990</b>		
White	31.3%	537	White	39%	x
African-American	65.0%	1116	African-American	61%	x
Latino	0.6%	10	Latino	0%	x
Asian	2.0%	34			
Other	0.1%	1			
People of Color	67.7%	1161			
International	1.0%	18			
Total		1716			

x=Data not recorded

Table 1

League Office: NFL											
		Office Management		Support Staff Personnel				Office Management		Support Staff Personnel	
		%	#	%	#			%	#	%	#
2013						2002					
	White	72.4%	596	77.8%	144		White	74%	150	51%	42
	African-American	9.2%	76	9.2%	17		African-American	14%	28	25%	21
	Latino	4.9%	40	5.4%	10		Latino	4%	9	19%	16
	Asian	10.1%	83	5.9%	11		Asian	8%	16	5%	4
	Native American	0.1%	1	0.0%	0		Other	0%	0	0%	0
	Other	3.3%	27	1.6%	3		Women	26%	53	54%	45
	Women	29.3%	241	31.4%	58		Total		203		83
	Total		823		185	2000					
2012							White	77%	140	57%	31
	White	74%	675	66%	40		African-American	14%	25	22%	12
	African-American	8%	76	18%	11		Latino	<3%	5	19%	10
	Latino	5%	49	10%	6		Asian	7%	12	2%	1
	Asian	9%	85	3%	2		Other	0%	0	0%	0
	Native American	0%	1	0%	0		Women	29%	53	56%	30
	Other	3%	26	3%	2		Total		182		54
	Women	28%	254	51%	31	1998					
	Total		912		61		White	79%	131	70%	40
2011							African-American	15%	25	19%	11
	White	75%	644	66%	48		Latino	2%	3	9%	5
	African-American	8%	69	19%	14		Asian	4%	6	2%	1
	Latino	5%	43	10%	7		Other	0%	0	x	x
	Asian	10%	87	1%	1		Women	26%	43	75%	43
	Native American	0%	1	0%	0		Total		165		57
	Other	2%	17	4%	3	1997					
	Women	28%	238	56%	41		White	80%	119	68%	34
	Total		861		73		African-American	15%	22	22%	11
2010							Latino	2%	3	8%	4
	White	75.1%	653	71.3%	67		Asian	3%	4	2%	1
	African-American	8.7%	76	17.0%	16		Other	0%	0	x	x
	Latino	4.6%	40	6.4%	6		Women	26%	39	84%	42
	Asian	9.4%	82	1.1%	1		Total		148		50
	Native American	0.2%	2	0.0%	0	1996					
	Other	1.8%	16	4.3%	4		White	82%	93	81%	56
	Women	27.5%	239	52.1%	49		African-American	14%	16	12%	8
	Total		869		94		Latino	<1.0%	1	4%	3
2009							Asian	2%	2	3%	2
	White	75.2%	629	77.4%	82		Other	<1.0%	1	x	x
	African-American	8.6%	72	12.3%	13		Women	22%	25	64%	44
	Latino	4.7%	39	4.7%	5		Total		113		69
	Asian	9.4%	79	2.8%	3	1995					
	Native American	0.2%	2	0.0%	0		White	79%	62	85%	68
	Other	1.8%	15	2.8%	3		African-American	15%	12	8%	6
	Women	27.6%	231	46.2%	49		Latino	<2%	1	5%	4
	Total	2.0%	836		106		Asian	3%	2	3%	2
2003-2008							Other	<2.0%	1	x	x
	White	NFL did not supply data					Women	21%	16	58%	46
	African-American						Total		78		80
	Latino										
	Asian										
	Other										
	Women										
	Total										
x= Data not recorded		Note: Data provided by the NFL league office.									
Table 2											

x= Data not recorded

Note: Data provided by the NFL league office.

Table 2

Majority Owners					
	%	#		%	#
<b>2013</b>			<b>2006</b>		
White	97%	31	White	100%	32
African-American	0%	0	African-American	0%	0
Latino	0%	0	Latino	0%	0
Asian	3%	1	Asian	0%	0
Other	0%	0	Other	0%	0
People of Color	3%	1	People of Color	0%	0
Women	9%	3	Women	9%	3
Total		32	Total		32
<b>2012</b>			<b>2005</b>		
White	97%	31	White	100%	32
African-American	0%	0	African-American	0%	0
Latino	0%	0	Latino	0%	0
Asian	3%	1	Asian	0%	0
Other	0%	0	Other	0%	0
People of Color	3%	1	People of Color	0%	0
Women	9%	3	Women	11%	3
Total		32	Total		32
<b>2011</b>			<b>2003</b>		
White	100%	32	White	100%	32
African-American	0%	0	African-American	0%	0
Latino	0%	0	Latino	0%	0
Asian	0%	0	Asian	0%	0
Other	0%	0	People of Color	0%	0
People of Color	0%	0	Women	9%	3
Women	6%	2	Total		32
Total		32	<b>2001</b>		
<b>2010</b>			White	100%	31
White	100%	32	African-American	0%	0
African-American	0%	0	Latino	0%	0
Latino	0%	0	Asian	0%	0
Asian	0%	0	Women	9%	3
People of Color	0%	0	<b>1999</b>		
Other	0%	0	White	100%	31
Women	6%	2	African-American	0%	0
Total		32	Latino	0%	0
<b>2009</b>			Asian	0%	0
White	100%	32	Women	10%	3
African-American	0%	0	<b>1998</b>		
Latino	0%	0	White	100%	30
Asian	0%	0	African-American	0%	0
Other	0%	0	Latino	0%	0
Women	6%	2	Asian	0%	0
<b>2008</b>			Women	10%	3
White	100%	32	<b>1997</b>		
African-American	0%	0	White	100%	30
Latino	0%	0	African-American	0%	0
Asian	0%	0	Latino	0%	0
Other	0%	0	Asian	0%	0
Women	6%	2	Women	10%	3
<b>2007</b>					
White	100%	32			
African-American	0%	0			
Latino	0%	0			
Asian	0%	0			
Other	0%	0			
Women	9%	3			

Table 3

Historical Listing of African-American Professional Head Coaches in the NFL			
	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004	1-4 (interim head coach)
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-present	69-74-1
Lovie Smith	Chicago	2004-2012	81-63
Romeo Crennel	Cleveland/Kansas City	2005-2008/2011^~2012	28-55
Mike Tomlin	Pittsburgh	2007-present	55-25
Mike Singletary	San Francisco	2008-2009	18-21
Perry Fewell	Buffalo	2009	3-4 (interim head coach)
Jim Caldwell	Indianapolis	2009-2011	24-8
Raheem Morris	Tampa Bay	2009-2011	13-19
Eric Studesville	Denver	2010	1-3 (interim head coach)
Leslie Frazier	Minnesota	2010^*-present	6-16
Hue Jackson	Oakland	2011	8-8

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

^ Romeo Crennel served as the interim head coach for final 3 games of the 2011 season

^\* Served as interim head coach for last 6 games of the 2010 season

Table 4

Head Coaches					
	%	#		%	#
<b>2013</b>			<b>2003</b>		
White	88%	28	White	91%	29
African-American	9%	3	African-American	9%	3
Asian	0%	0	Asian	0%	0
Latino	3%	1	Latino	0%	0
Other	0%	0	People of Color	9%	3
People of Color	13%	4	Women	0%	0
Women		0	<b>2001</b>		
<b>2012</b>			White	94%	30
White	81%	26	African-American	6%	2
African-American	16%	5	Asian	0%	0
Asian	0%	0	Latino	0%	0
Latino	3%	1	Women	0%	0
Other	0%	0	<b>2000</b>		
People of Color	19%	6	White	90%	28
Women	0%	0	African-American	10%	3
<b>2011</b>			Asian	0%	0
White	75%	24	Latino	0%	0
African-American	22%	7	Women	0%	0
Asian	0%	0	<b>1999</b>		
Latino	3%	1	White	94%	29
Other	0%	0	African-American	6%	2
Women	0%	0	Asian	0%	0
<b>2010</b>			Latino	0%	0
White	81%	26	Women	0%	0
African-American	19%	6	<b>1997</b>		
Asian	0%	0	White	90%	27
Latino	0%	0	African-American	10%	3
Other	0%	0	Asian	0%	0
Women	0%	0	Latino	0%	0
<b>2009</b>			Women	0%	0
White	81%	26	African-American	10%	3
African-American	19%	6	Latino	0%	0
Asian	0%	0	<b>1995</b>		
Latino	0%	0	White	90%	27
Other	0%	0	African-American	10%	3
Women	0%	0	Latino	3%	1
<b>2008</b>			<b>1994</b>		
White	81%	26	White	93%	28
African-American	19%	6	African-American	7%	2
Asian	0%	0	Latino	0%	0
Latino	0%	0	<b>1993</b>		
Other	0%	0	White	89%	25
Women	0%	0	African-American	7%	2
<b>2007</b>			Latino	<4%	1
White	81%	26	<b>1992</b>		
African-American	19%	6	White	89%	25
Asian	0%	0	African-American	7%	2
Latino	0%	0	Latino	<4%	1
Other	0%	0	<b>1991</b>		
Women	0%	0	White	93%	26
<b>2006</b>			African-American	7%	2
White	78%	25	Latino	0%	0
African-American	22%	7	<b>1990</b>		
Asian	0%	0	White	96%	27
Latino	0%	0	African-American	4%	1
Other	0%	0	Latino	0%	0
Women	0%	0	<b>2005</b>		
<b>2005</b>			White	81%	26
White	81%	26	African-American	19%	6
African-American	19%	6	Asian	0%	0
Asian	0%	0	Latino	0%	0
Latino	0%	0	Women	0%	0
Other	0%	0			
Women	0%	0			

Table 5

Assistant Coaches					
	%	#		%	#
<b>2012</b>			<b>2001</b>		
White	68%	364	White	71%	333
African-American	31%	165	African-American	28%	132
Latino	1%	4	Latino	<1%	6
Asian	1%	3	Asian	<1%	1
Other	0%	1	Other	0%	0
People of Color	32%	173	People of Color		
Women	0%	0	Women	0%	0
Total		537	Total		
<b>2011</b>			<b>1999</b>		
White	68%	332	White	72%	330
African-American	31%	159	African-American	28%	127
Latino	1%	2	Latino	0%	0
Asian	1%	4	Asian	0%	0
Other	0%	0	Other	0%	0
People of Color	33%	165			
Women	0%	0	Women	0%	0
Total		497			
<b>2010</b>			<b>1997</b>		
White	68%	364	White	73%	311
African-American	31%	165	African-American	26%	113
Latino	0%	2	Latino	1%	3
Asian	1%	3	Asian	<1%	1
Other	0%	0	Other	0%	0
People of Color	32%	170			
Women	0%	0	Women	0%	0
Total		534			
<b>2009</b>			<b>1996</b>		
White	64%	283	White	74%	307
African-American	34%	148	African-American	25%	102
Latino	1%	4	Latino	<1%	3
Asian	1%	5	Asian	<1%	1
Other	0%	0	Other	0%	0
Women	0%	0			
<b>2008</b>			<b>1995</b>		
White	64%	279	White	76%	289
African-American	34%	148	African-American	23%	88
Latino	2%	7	Latino	0%	0
Asian	1%	5	Asian	0%	0
Other	0%	0	Other	<1%	4
Women	0%	0			
<b>2007</b>			<b>1994</b>		
White	62%	284	White	77%	249
African-American	36%	162	African-American	23%	73
Latino	1%	5	Latino	<1%	1
Asian	1%	5	Asian	<1%	1
Other	0%	0	Other	0%	0
Women	0%	0			
<b>2006</b>			<b>1993</b>		
White	62%	269	White	76%	217
African-American	35%	151	African-American	23%	73
Latino	2%	10	Latino	<1%	1
Asian	1%	4	Other	0%	0
Other	0%	0			
Women	0%	0	<b>1992</b>		
<b>2005</b>			White	80%	264
White	66%	316	African-American	20%	65
African-American	32%	154	Latino	0%	0
Latino	1%	5	Other	0%	0
Asian	1%	3			
Other	0%	0	<b>1991</b>		
Women	0%	0	White	84%	289
<b>2003</b>			African-American	16%	54
White	67%	341			
African-American	30%	153			
Latino	2%	8			
Asian	0%	1			
Other	1%	7			
Women	0%	0			

Table 6

CEO/President					
	%	#		%	#
<b>2013</b>			<b>2006</b>		
White	97%	31	White	100%	35
African-American	0%	0	African-American	0%	0
Latino	0%	0	Latino	0%	0
Asian	3%	1	Asian	0%	0
Other	0%	0	Other	0%	0
Women	0%	0	Women	3%	1
<b>2012</b>			<b>2003</b>		
White	100%	32	White	100%	32
African-American	0%	0	African-American	0%	0
Latino	0%	0	Latino	0%	0
Asian	0%	0	Asian	0%	0
Other	0%	0	Women	9%	3
Women	3%	1	<b>2000</b>		
<b>2011</b>			White	100%	x
White	100%	32	African-American	0%	x
African-American	0%	0	Latino	0%	x
Latino	0%	0	Asian	0%	x
Asian	0%	0	Women	3%	x
Other	0%	0	<b>1999</b>		
Women	3%	1	White	100%	x
<b>2010</b>			African-American	0%	x
White	100%	27	Latino	0%	x
African-American	0%	0	Asian	0%	x
Latino	0%	0	Women	3%	x
Asian	0%	0	<b>1998</b>		
Other	0%	0	White	100%	x
Women	4%	1	African-American	0%	x
<b>2009</b>			Latino	0%	x
White	100%	27	Asian	0%	x
African-American	0%	0	Women	3%	x
Latino	0%	0	<b>1997</b>		
Asian	0%	0	White	100%	x
Other	0%	0	African-American	0%	x
Women	4%	1	Latino	0%	x
<b>2008</b>			Other	0%	x
White	100%	29	Women	0%	x
African-American	0%	0			
Latino	0%	0			
Asian	0%	0			
Other	0%	0			
Women	3%	1			
<b>2007</b>					
White	100%	30			
African-American	0%	0			
Latino	0%	0			
Asian	0%	0			
Other	0%	0			
Women	3%	1			

Table 7

General Manager							
		%	#			%	#
2013				2005			
White	81%	26		White	87%	27	
African-American	19%	6		African-American	13%	4	
Latino	0%	0		Latino	0%	0	
Asian	0%	0		Asian	0%	0	
Other	0%	0		Women	0%	0	
People of Color	19%	6		2003			
Women	0%	0		White	94%	30	
Total		32		African-American	6%	2	
2012				Latino	0%	0	
White	81%	26		Asian	0%	0	
African-American	19%	6		Women	0%	0	
Latino	0%	0		2001			
Asian	0%	0		White	94%	30	
Other	0%	0		African-American	6%	2	
People of Color	19%	6		Latino	0%	0	
Women	0%	0		Asian	0%	0	
Total		32		Women	0%	0	
2011				1999			
White	84%	27		White	87%	27	
African-American	16%	5		African-American	13%	4	
Latino	0%	0		Latino	0%	0	
Asian	0%	0		Asian	0%	0	
Other	0%	0		Women	0%	0	
People of Color	16%	5		1998			
Women	0%	0		White	87%	27	
Total		32		African-American	13%	4	
2010				Latino	0%	0	
White	83%	25		Asian	0%	0	
African-American	17%	5		Women	0%	0	
Latino	0%	0		1997			
Asian	0%	0		White	87%	26	
Other	0%	0		African-American	13%	4	
People of Color	17%	5		Latino	0%	0	
Women	0%	0		Asian	0%	0	
Total		30		Women	0%	0	
2009				1996			
White	84%	27		White	83%	25	
African-American	16%	5		African-American	17%	5	
Latino	0%	0		Latino	0%	0	
Asian	0%	0		1995			
Other	0%	0		White	87%	26	
Women	0%	0		African-American	13%	4	
2008				Latino	0%	0	
White	83%	25		1994			
African-American	17%	5		White	86%	25	
Latino	0%	0		African-American	14%	4	
Asian	0%	0		Latino	0%	0	
Other	0%	0		1993			
Women	0%	0		White	86%	25	
2007				African-American	10%	3	
White	84%	26		Latino	3%	1	
African-American	16%	5					
Latino	0%	0					
Asian	0%	0					
Other	0%	0					
Women	0%	0					
2006							
White	88%	28					
African-American	13%	4					
Latino	0%	0					
Asian	0%	0					
Other	0%	0					
Women	0%	0					
Table							

Table 8



Vice Presidents					
	%	#		%	#
<b>2012</b>			<b>2005</b>		
White	91%	196	White	90%	143
African-American	6%	13	African-American	10%	16
Latino	1%	3	Latino	0%	0
Asian	0%	0	Asian	0%	0
Other	1%	3	Women	8%	13
People of Color	9%	19	<b>2003</b>		
Women	17%	37	White	89%	131
Total		215	African-American	10%	14
<b>2011</b>			Latino	1%	2
White	92%	145	Asian	0%	0
African-American	8%	12	Women	7%	10
Latino	1%	1	<b>2001</b>		
Asian	0%	0	White	92%	118
Other	0%	0	African-American	7%	9
People of Color	8%	13	Latino	1%	1
Women	15%	23	Asian	0%	0
Total		158	Women	9%	11
<b>2010</b>			<b>1999</b>		
White	88%	137	White	92%	130
African-American	10%	16	African-American	8%	11
Latino	1%	1	Latino	0%	0
Asian	0%	0	Asian	0%	0
Other	0%	0	Women	7%	10
People of Color	11%	17	<b>1997</b>		
Women	16%	25	White	90%	97
Total		154	African-American	10%	11
<b>2009</b>			Latino	0%	0
White	90%	146	Asian	0%	0
African-American	9%	15	Women	7%	8
Latino	0%	0	<b>1996</b>		
Asian	1%	1	White	88%	76
Other	0%	0	African-American	12%	10
Women	15%	25	Latino	0%	0
<b>2008</b>			Other	0%	0
White	93%	137	Women	12%	10
African-American	7%	11	<b>1995</b>		
Latino	0%	0	White	95%	70
Asian	0%	0	African-American	5%	4
Other	0%	0	Latino	0%	0
Women	14%	20	Other	0%	0
<b>2007</b>			Women	6%	5
White	92%	141	<b>1994</b>		
African-American	8%	12	White	96%	64
Latino	0%	0	African-American	4%	3
Asian	0%	0	Latino	0%	0
Other	0%	0	Asian	0%	0
Women	11%	17	Women	4%	3
<b>2006</b>			<b>1993</b>		
White	92%	152	White	93%	56
African-American	8%	13	African-American	7%	4
Latino	0%	0	Latino	0%	0
Asian	0%	0	Asian	0%	0
Other	0%	0	Women	6%	4
Women	12%	18			

Table 9

Senior Administrators						
		%	#			
2012				2005		
White	85%	510	White	86%	424	
African-American	12%	70	African-American	12%	60	
Latino	2%	11	Latino	1%	6	
Asian	1%	5	Asian	<1%	2	
Other	1%	6	Other	<1%	2	
People of Color	15%	92	Women	16%	80	
Women	20%	120	2003			
Total		602	White	84%	351	
2011				African-American	13%	52
White	85%	395	Latino	<1%	3	
African-American	12%	54	Asian	<1%	4	
Latino	2%	8	Women	17%	70	
Asian	1%	6	2000			
Other	<1%	2	White	90%	x	
People of Color	15%	70	African-American	9%	x	
Women	20%	91	Latino	1%	x	
Total		465	Asian	<1%	x	
2010				Women	28%	x
White	84%	420	1999			
African-American	13%	65	White	86%	x	
Latino	2%	8	African-American	14%	x	
Asian	1%	5	Latino	0%	x	
Other	<1%	1	Asian	0%	x	
People of Color	16%	79	Women	14%	x	
Women	21%	104	1998			
Total		499	White	88%	x	
2009				African-American	9%	x
White	83%	412	Latino	2%	x	
African-American	14%	69	Asian	1%	x	
Latino	2%	9	Women	27%	x	
Asian	1%	7	1997			
Other	<1%	1	White	91%	x	
Women	17%	87	African-American	9%	x	
2008				Other	0%	x
White	82%	424	Women	16%	x	
African-American	14%	71	1996			
Latino	2%	10	White	89%	x	
Asian	2%	8	African-American	9%	x	
Other	<1%	3	Other	<2%	x	
Women	19%	96	Women	9%	x	
2007						
White	82%	421				
African-American	14%	73				
Latino	2%	9				
Asian	1%	7				
Other	<1%	2				
Women	18%	94				
2006						
White	84%	421				
African-American	12%	61				
Latino	2%	8				
Asian	2%	8				
Other	0%	1				
Women	17%	86				
x= Data not recorded						
Table 10						

x= Data not recorded

Table 10

Professional Teams: Administration					
	%	#		%	#
<b>2012</b>			<b>2003</b>		
White	81%	1033	White	87%	1024
African-American	11%	135	African-American	9%	101
Latino	5%	66	Latino	2%	20
Asian	1%	13	Asian	<1%	6
Other	2%	22	Other	2%	20
People of Color	19%	236	Women	31%	362
Women	29%	363	<b>1999</b>		
Total		1269	White	84%	x
<b>2011</b>			African-American	15%	x
White	88%	749	Latino	<1%	x
African-American	9%	76	Asian	<1%	x
Latino	2%	19	Women	19%	x
Asian	1%	8	<b>1998</b>		
Other	<1%	2	White	87%	x
People of Color	12%	105	African-American	10%	x
Women	30%	259	Latino	2%	x
Total		854	Asian	1%	x
<b>2010</b>			Women	24%	x
White	86%	746	<b>1997</b>		
African-American	10%	89	White	87%	x
Latino	3%	24	African-American	10%	x
Asian	1%	5	Latino	2%	x
Other	<1%	3	Asian	1%	x
People of Color	14%	121	Women	34%	x
Women	29%	254	<b>1996</b>		
Total		867	White	90%	x
<b>2009</b>			African-American	8%	x
White	84%	766	Other	2%	x
African-American	10%	93	Women	18%	x
Latino	4%	35	<b>1995</b>		
Asian	1%	13	White	88%	x
Other	<1%	3	African-American	11%	x
Women	28%	251	Other	1%	x
<b>2008</b>			Women	15%	x
White	83%	789	<b>1994</b>		
African-American	11%	108	White	89%	x
Latino	4%	36	African-American	11%	x
Asian	1%	13	Latino	<1%	x
Other	<1%	3	Asian	0%	x
Women	29%	272	Other	<1%	x
<b>2007</b>			Women	12%	x
White	85%	753	<b>1993</b>		
African-American	10%	86	White	88%	x
Latino	3%	30	African-American	9%	x
Asian	1%	13	Latino	1%	x
Other	<1%	3	Asian	<1%	x
Women	34%	297	Other	<1%	x
<b>2006</b>			<b>1992</b>		
White	86%	805	White	90%	x
African-American	9%	83	African-American	6%	x
Latino	3%	27	Latino	3%	x
Asian	1%	13	Asian	<1%	x
Other	1%	5	Other	0%	x
Women	33%	310			
<b>2005</b>					
White	89%	873			
African-American	8%	79			
Latino	2%	21			
Asian	1%	10			
Other	<1%	3			
Women	32%	311			

Table 11

Physicians					
	%	#		%	#
<b>2012</b>			<b>2003</b>		
White	86%	118	White	94%	118
African-American	4%	5	African-American	2%	2
Latino	1%	1	Latino	0%	0
Asian	4%	6	Asian	2%	3
Other	6%	8	Other	2%	3
Women	2%	3	Women	2%	2
<b>2011</b>			<b>2001</b>		
White	87%	96	White	96%	94
African-American	5%	5	African-American	1%	1
Latino	1%	1	Latino	1%	1
Asian	5%	5	Asian	1%	1
Other	3%	3	Women	2%	2
Women	4%	4	<b>1998</b>		
<b>2010</b>			White	95%	52
White	86%	82	African-American	0%	0
African-American	5%	5	Latino	4%	2
Latino	2%	2	Asian	1%	1
Asian	4%	4	Women	0%	0
Other	2%	2	<b>1997</b>		
Women	3%	3	White	91%	38
<b>2009</b>			African-American	2%	1
White	89%	110	Latino	7%	3
African-American	5%	6	Asian	0%	0
Latino	2%	2	Women	0%	0
Asian	2%	3	<b>1996</b>		
Other	2%	2	White	96%	45
Women	3%	4	African-American	2%	1
<b>2008</b>			Latino	2%	2
White	90%	115	Other	0%	0
African-American	5%	6	Women	0%	0
Latino	2%	2	<b>1995</b>		
Asian	3%	4	White	100%	44
Other	<1%	1	African-American	0%	0
Women	3%	4	Latino	0%	0
<b>2007</b>			Other	0%	0
White	92%	112	Women	0%	0
African-American	4%	5	<b>1994</b>		
Latino	1%	1	White	100%	72
Asian	2%	3	African-American	0%	0
Other	1%	1	Latino	0%	0
Women	5%	6	Other	0%	0
<b>2006</b>			Women	0%	0
White	95%	109	<b>1993</b>		
African-American	1%	1	White	97%	71
Latino	1%	1	African-American	<2%	1
Asian	3%	3	Latino	<2%	1
Other	1%	1	Other	0%	0
Women	5%	6	<b>1992</b>		
<b>2005</b>			White	98%	66
White	94%	117	African-American	<2%	1
African-American	1%	1	Latino	0%	0
Latino	2%	2			
Asian	2%	3			
Other	1%	1			
Women	7%	9			

Table 12

Head Trainers							
		%	#			%	#
2012				2003			
White	83%	25		White	18%	26	
African-American	17%	5		African-American	16%	5	
Latino	0%	0		Latino	3%	1	
Asian	0%	0		Asian	0%	0	
Other	0%	0		Other	0%	0	
Women	0%	0		Women	0%	0	
2011				2001			
White	86%	51		White	88%	28	
African-American	12%	7		African-American	13%	4	
Latino	0%	0		Latino	0%	0	
Asian	2%	1		Other	0%	0	
Other	0%	0		Women	0%	0	
Women	0%	0		1998			
2010				White	87%	27	
White	83%	49		African-American	13%	4	
African-American	17%	10		Latino	0%	0	
Latino	0%	0		Other	0%	0	
Asian	0%	0		Women	0%	0	
Other	0%	0		1997			
Women	0%	0		White	87%	26	
2009				African-American	10%	3	
White	83%	48		Latino	0%	0	
African-American	17%	10		Other	3%	1	
Latino	0%	0		Women	0%	0	
Asian	0%	0		1996			
Other	0%	0		White	90%	27	
Women	0%	0		African-American	10%	3	
2008				Other	0%	0	
White	83%	48		1995			
African-American	17%	10		White	89%	25	
Latino	0%	0		African-American	7%	2	
Asian	0%	0		Other	4%	1	
Other	0%	0		1994			
Women	0%	0		White	89%	25	
2007				African-American	7%	2	
White	85%	50		Other	4%	1	
African-American	15%	9		1993			
Latino	0%	0		White	92%	26	
Asian	0%	0		African-American	4%	1	
Other	0%	0		Other	4%	1	
Women	0%	0		1992			
2006				White	92%	26	
White	86%	48		African-American	4%	1	
African-American	13%	7		Other	4%	1	
Latino	0%	0					
Asian	2%	1					
Other	0%	0					
Women	0%	0					
2005							
White	88%	52					
African-American	12%	7					
Latino	0%	0					
Asian	0%	0					
Other	0%	0					
Women	0%	0					

Table 13

Table 13

NFL Offense								
		QB	RB	WR	TE	OT	OG	C
2012	White	79%	6%	12%	56%	41%	48%	78%
	African-American	21%	92%	87%	38%	57%	46%	18%
2011	White	78%	10%	13%	57%	48%	49%	82%
	African-American	21%	89%	86%	41%	51%	46%	14%
2010	White	83%	12%	15%	54%	51%	51%	87%
	African-American	16%	86%	84%	43%	48%	43%	9%
2009	White	81%	11%	11%	58%	45%	51%	75%
	African-American	16%	87%	87%	39%	54%	42%	18%
2008	White	82%	14%	10%	58%	47%	53%	74%
	African-American	17%	85%	89%	39%	51%	42%	20%
2007	White	76%	9%	10%	56%	49%	59%	77%
	African-American	19%	89%	89%	42%	49%	35%	18%
2006	White	82%	10%	8%	54%	43%	53%	70%
	African-American	16%	88%	91%	43%	57%	42%	26%
2005	White	82%	9%	9%	57%	44%	54%	69%
	African-American	16%	89%	91%	40%	55%	39%	24%
2003	White	77%	13%	14%	55%	44%	56%	85%
	African-American	22%	86%	86%	42%	55%	41%	12%
2002	White	76%	16%	12%	56%	45%	56%	83%
	African-American	24%	82%	88%	41%	53%	41%	14%
2000	White	78%	13%	10%	56%	48%	48%	70%
	African-American	21%	86%	90%	41%	30%	50%	25%
1999	White	81%	13%	9%	55%	42%	55%	75%
	African-American	18%	86%	91%	42%	55%	42%	20%
1998	White	91%	13%	8%	55%	39%	67%	83%
	African-American	8%	87%	92%	42%	55%	29%	17%

Note: 69 % of all players in the NFL are Black. 30% of all players are White. 1% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 14

NFL Defense						
		CB	S	LB	DE	DT
2012	White	2%	14%	27%	15%	13%
	African-American	97%	83%	70%	80%	79%
2011	White	2%	18%	25%	19%	10%
	African-American	97%	79%	73%	81%	85%
2010	White	2%	15%	26%	21%	11%
	African-American	98%	84%	71%	76%	82%
2009	White	2%	16%	24%	21%	16%
	African-American	98%	81%	72%	76%	79%
2008	White	2%	14%	24%	20%	18%
	African-American	97%	84%	73%	77%	77%
2007	White	2%	13%	26%	21%	18%
	African-American	97%	84%	71%	73%	76%
2006	White	4%	14%	24%	24%	18%
	African-American	96%	85%	73%	75%	75%
2005	White	5%	14%	26%	24%	20%
	African-American	95%	83%	71%	75%	75%
2003	White	2%	19%	17%	22%	20%
	African-American	98%	81%	80%	77%	76%
2002	White	1%	13%	19%	20%	23%
	African-American	98%	87%	78%	78%	78%
2000	White	7%	13%	22%	25%	26%
	African-American	93%	87%	76%	73%	73%
1999	White	4%	10%	23%	21%	20%
	African-American	96%	90%	74%	77%	68%
1998	White	1%	9%	24%	19%	31%
	African-American	99%	91%	75%	79%	63%
<p><i>Note: 69 % of all players in the NFL are Black. 30% of all players are White. 1% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.</i></p>						

Table 15

NFL Special Teams		
		K/P
2012	White	98%
	African-American	2%
	Latino	0%
	International	0%
2011	White	98%
	African-American	1%
	Latino	1%
	International	7%
2011	White	98%
	African-American	1%
	Latino	1%
	International	13%
2010	White	97%
	African-American	1%
	Latino	2%
	International	8%
<p><i>Note: 69 % of all players in the NFL are Black. 30% of all players are White. 1% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.</i></p>		
Table 16		



Officials					
	%	#		%	#
<b>2013</b>			<b>2007</b>		
White	71%	85	White	78%	94
African-American	28%	33	African-American	20%	24
Latino	0%	0	Latino	1	1
Asian	0%	0	Asian	0	0
Other	1%	1	Other	1%	1
Women	0%	0	Women	0%	0
<b>2012</b>			<b>2006</b>		
White	72%	87	White	81%	97
African-American	26%	32	African-American	18%	21
Latino	1%	1	Latino	1%	1
Asian	0%	0	Asian	0%	0
Other	1%	1	Other	1%	1
Women	0%	0	Women	0%	0
<b>2011</b>			<b>2005</b>		
White	72%	87	White	83%	99
African-American	26%	32	African-American	16%	19
Latino	1%	1	Latino	1%	1
Asian	0%	0	Asian	0	0
Other	1%	1	Other	1%	1
Women	0%	0	Women	0%	0
<b>2010</b>			<b>2004</b>		
White	72%	86	White	81%	97
African-American	26%	31	African-American	18%	21
Latino	1%	1	Latino	1%	1
Asian	0%	0	Asian	0	0
Other	1%	1	Other	1%	1
Women	0%	0	Women	0%	0
<b>2009</b>			<b>2003</b>		
White	73%	88	White	81%	97
African-American	25%	30	African-American	18%	22
Latino	1%	1	Latino	0%	0
Asian	0%	0	Asian	0	0
Other	1%	1	Other	1%	1
Women	0%	0	Women	0%	0
<b>2008</b>					
White	77%	92			
African-American	22%	26			
Latino	1%	1			
Asian	0%	0			
Other	1%	1			
Women	0%	0			

Notes: No new officials hired for 2012. Stats reference regular officials, not lockout

Table 17

## APPENDIX II

### National Football League - Diversity Initiatives - 2013

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the league's core values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each individual must take ownership of the diversity initiative in order to achieve full organizational success.

Below is a summary of various ways the NFL seeks to promote diversity and inclusion:

#### ***Employee Programs and Teams:***

- The NFL Diversity Council:** The NFL Diversity Council was established in 2002. Its mission is to collaborate with the Commissioner and NFL executive team to design and implement policies and programs to build diversity awareness and to foster an inclusive work environment. Council membership and executive sponsors include employees from across the league office representing three U.S. locations (New York, New Jersey and California) and our international offices. The NFL Diversity Council is comprised of three subcommittees: Recruitment and Partnerships, Programs and Growth and Integration and Outreach. The Council provides leadership and learning opportunities for its members as they lead important league Diversity initiatives. Additionally the Council studies the business of all departments to integrate diverse practices into decision making and provides a vehicle for all employees to have their voices heard. The NFL Diversity Council represents supports and celebrates diversity at all levels.
- Women's Interactive Network (WIN):** In the spring of 2011, the Diversity Council and Human Resources launched the league's first women's affinity group. The mission of WIN is to help accelerate the career advancement of women at the NFL while deepening the engagement of all employees at the league. WIN (1) allows an opportunity for male and female employees in all office locations to educate each other on gender and diversity issues in the workplace; (2) provides a peer network for participants and (3) helps foster the hiring, retention, career development and promotional opportunities of female employees. All NFL locations have WIN groups who continue to build on the NFL WIN mission and host events including leadership discussion, "Lunch & Learn" sessions with senior leaders, health and wellness classes and panels, and networking events. There are now more than 280 WIN members from across the NFL's offices.

In 2012, WIN formed a partnership with Women In Sports & Events (WISE). Members of WIN receive a free WISE membership, with access to all WISE events and programming for one full year, free of charge. WISE supports women in the business of sports and events industries and provides resources for them to grow and advance in their careers. The NFL partnership marks the first time WISE formed a year-long partnership with a single entity. Through the partnership, WISE and the NFL are collaborating on programming and other targeted platforms

to benefit the WISE membership and NFL employees including organized networking events for WIN and WISE members.

- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was introduced in 2007. JRP was designed to build a strong, diverse, entry-level pipeline for the league, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Participants are assigned mentors, gain exposure to senior executives and network with professionals in the sports media and entertainment industry. We actively recruit candidates from diverse backgrounds for our JRP program.
- **NFL Talent Mobility Program:** The purpose of NFL Talent Mobility is two-fold. First, it strengthens the resources available to departments by expanding their talent pool to employees in other NFL areas with the appropriate skills and talents. Second, the initiative provides an opportunity for interested, high-performing employees to enhance their careers by gaining experience in new roles at the NFL. The pilot 2013 year allowed four mid-level female executives the opportunity to rotate within NFL Business Ventures.
- **Stanford Program:** The Stanford/NFL Program is designed to help develop senior leaders at the 32 clubs, as well as from the league office. The program also serves the vital need to develop a pipeline of women and minority candidates for front office positions at our clubs. Through this bi-annual program, club executives spend a week at Stanford Business School and learn about business trends in the sports industry, engage in group projects, and receive instruction from Stanford professors and sports industry leaders.
- **NFL Career Development Symposium:** 2013 saw the reinstatement of the NFL Career Development Symposium, which returned in April at the University of Pennsylvania's Wharton School of Business after a five-year hiatus. The goal of the symposium was to develop aspiring head coach and general manager candidates. NFL owners, club presidents, coaches, general managers and league executives conducted panel discussions, breakout sessions and informal networking opportunities with those candidates who were selected for inclusion in this prestigious program.
- **Diversity & Inclusion Symposium:** The NFL hosted a day-long session for executives from the sports and entertainment industries to network and learn from each other, as well as preeminent educators and leading legal experts in the field of diversity. The symposium focused on *"Framing Diversity and Inclusion as a 21<sup>st</sup> Century Issue."* Through open dialogue and the sharing of best practices, new and existing strategies for practical application of diversity and inclusion in the workforce were created. The presentations, panelists and roundtable discussion promoted dialogue around various diversity and inclusion definitions and practices and explored diversity as a means to enhance workplace culture.
- **Human Resources & Player Engagement Inaugural Meeting:** The NFL hosted its Human Resources and Player Engagement executives from the league office and all 32 Clubs for a three day business summit. Both Human Resources and Player Engagement professionals aim to optimize professional growth and productivity for employees/players. The staff from these closely aligned departments engaged in best practices discussion focusing on increasing job

satisfaction, creating career opportunities as well as optimizing and revolutionizing the personal and professional growth of employees and players.

- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support the NFL's retention, development and advancement initiatives by creating a structured program in which experienced executives (mentors) can share their business insights and experiences with less experienced professionals (protégés).
- **NFL Special Teams:** The NFL Special Teams initiative was created by the NFL Diversity Council to provide a unique opportunity for NFL employees to build their skills, advance their career potential, and make greater contributions to the NFL. Each team is composed of employees from different departments, levels and demographic groups working inclusively toward a common goal - putting the NFL's principles of inclusion, teamwork, and innovation into practice. Teams work on project assigned by an internal "client". At the end of the engagement, the team presents its recommendations to the Commissioner and executive team. Team projects to date have included increasing communication with fans; NFL Network programming for Black History Month; increasing numbers and engagement of female fans; Hispanic marketing; improving the game day experience; developing the Commissioners Awards (an annual employee recognition program) and leading league action planning around Engagement Survey outcomes.
- **Employee Engagement Survey:** In June 2013 the NFL conducted a second Employee Engagement Survey. The employee population was again surveyed on all work related topics including Diversity and Inclusion. Many of the newest league initiatives are the result of Special Teams (see above) that were put in place to identify action plans to address issues raised in the survey.

#### ***Employee Training and Development:***

- **NFL Talent Review:** Throughout the year the NFL's executive team identifies and reviews top performing employees at the director level and above who have demonstrated clear potential to assume broader responsibilities and more complex assignments. The NFL Talent Review process enables senior leadership to get a broad assessment and knowledge of the leadership "bench" focusing on a diverse pool of high performing and high potential talent. Now institutionalized at the League office, our talent review process yields formal development plans, rotational and stretch assignments, and executive coaching for our high potential employees, including women and minority executives.
- **NFL Performance Management:** All SVPs, EVPs and Vice Presidents who lead departments will be evaluated on how they have incorporated diversity and inclusion into their organizations through the Performance Management review process. NFL Diversity Council members, in partnership with NFL Human Resources, are paired with senior staff to work hand-in-hand to set diversity-related goals and track and measure progress against these objectives throughout the year.
- **Leadership Lecture Series:** The NFL Leadership Lecture Series is an informative career development program that serves as one of the NFL's core Talent Management initiatives. The series is designed to provide practical career and development guidance for NFL employees at

all levels. One such session during 2013 included Sylvia Ann Hewlett, founding president and CEO of the Center for Talent Innovation, on the sponsor effect for women in the workplace.

***Recruitment:***

- **Military Hiring Partnership:** The NFL partners with the US Army on the Army Training with Industry (TWI) program which provides competitively selected officers and noncommissioned officers with an opportunity to have a one-year work experience in corporate America. The goal of TWI is to expose military personnel to private-sector procedures and practices not available through military training. This past year a Staff Sergeant worked in the Communications department, sharing her military public affairs experience and expertise while learning the NFL approach to public and community relations.
- **Internship Program:** The League Office's summer internship program allows for upcoming college seniors to get targeted work experience in their areas of study in a nine week structured program. Diversity recruiting and hiring is a strong component of this program. In addition, NFL Films continues to offer an educational on the job internship program, hosting two sessions of interns from a diverse population throughout the year.
- **Digital Diversity Organization:** This past year the NFL commenced a relationship with the Digital Diversity Organization based in Los Angeles California. The league utilizes this website and networks with executives on the board when filling unique openings in the digital media area. Human Resources executives from the league have attended workshops and are proactively networking to hire talent through this organization.
- **NACElink, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACElink, UCAN and Experience.com each of which can target specific schools and experience allowing the league to find the best qualified diverse applicants.
- **NFL.com Career Center:** The NFL internally posts all league office positions up through vice president. Postings can be accessed by external applicants via NFL.com.

***Diversity Supplier Program:***

- **NFL Business Connect Program:** The NFL's Business Connect Program (formerly NFL Emerging Business Program) seeks to increase procurement opportunities for small, minority and women-owned enterprises to undertake Super Bowl related work and/or to grow their businesses for future success. Several components comprise an eighteen month to two year implementation effort. The NFL introduces participating businesses directly to the league's Super Bowl contractors. The program also hosts a series of developmental workshops in partnership with local small business development organizations and/or local higher educational institutions. This comprehensive business outreach initiative ensures minority and women owned enterprises are included in the Super Bowl procurement process and more importantly, supports their long-term growth and development.
- **Consumer Product Initiative:** The Consumer Products Department is in the process of establishing an initiative to capitalize on diversity and inclusion as a means to improving the

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NFL's business outcomes. The team will assess its Consumer Products licensees and partners through a diversity thought lenses and will implement a program to support small, women and minority owned businesses to succeed in their NFL relationships.

### **2012-13 NFL Off-Field Initiatives**

Football and community are two pillars of the NFL. Whether nationally at the league level, locally at the team level or individually through the volunteerism and philanthropy of players, coaches and team owners, a powerful commitment to giving back exists throughout the NFL. NFL Giving encompasses the many ways that the National Football League, including its clubs, owners and players, strengthen communities nationwide. While representing our heritage of community commitment and charitable engagement, NFL Giving encourages long-term health and wellness in our communities; fosters community citizenship and philanthropy; advances sports-related medical research and education; and supports the health and well-being of athletes at every level.

### ***National Football League Foundation***

In December 2012, Commissioner Goodell announced that youth football, health and safety and community would serve as the focus areas of the newly created National Football League (NFL) Foundation. The NFL Foundation is a non-profit organization that represents the 32 NFL clubs and supports the health and safety of athletes, youth football and the communities which support our game. Commissioner Goodell appointed Charlotte Jones Anderson as chairwoman of the NFL Foundation Board. She is the first woman to serve in this capacity for an NFL charitable institution and the first woman to represent club ownership as leader of a major professional sports league foundation.

The announcement followed the restructuring and merger of the NFL's previous charitable arms – NFL Charities and the NFL Youth Football Fund. As a result of this change, the NFL will be able to devote more resources to its goal of making a difference in the lives of those touched by the game of football – from players at all levels to communities across the country. In addition to Ms. Anderson, other NFL Foundation Board members include Michael Bidwill, President of the Arizona Cardinals; Shahid Khan, Owner of the Jacksonville Jaguars; Mary Owen, EVP of Strategic Planning for the Buffalo Bills, Art Rooney II, President of the Pittsburgh Steelers; Jason Taylor, former NFL player and Walter Payton NFL Man of the Year winner; and Leonard Wilf, Owner/Vice Chairman of the Minnesota Vikings.

### **YOUTH FOOTBALL/HEALTH & SAFETY**

#### ***Heads Up Football***

The NFL joined forces with USA Football, the sport's national governing body and the official youth football development partner of the NFL, to develop a comprehensive, national program designed to make football a better and safer experience for all youth, high school and other amateur players. ***Heads Up Football*** was officially launched on April 24, 2013, by Commissioner Goodell, NFL Foundation Chairwoman and Dallas Cowboys EVP Charlotte Jones Anderson, and USA Football Executive Director Scott Hallenbeck.

The educational outreach program, funded by a \$1.5 million grant from the NFL Foundation, strives to improve player safety at the youth level by focusing on proper tackling technique and taking the head out of the game. Heads Up Football (HUF) represents a key initiative between the NFL and USA Football that will improve the health and safety of sports and youth football through education.

Heads Up Football is comprised of five primary elements:

Heads Up Tackling	USA Football's Heads Up Tackling Technique, endorsed by medical and football experts, teaches players to keep their heads up and out of the line of contact.
Coaching Certification	All participating coaches are trained to teach the game's fundamentals by completing USA Football's nationally accredited Level 1 Coaching Certification Course. <i>These are the highest national coaching standards for youth football.</i>
Concussion Recognition and Response	Coaches learn and are assessed on the Centers for Disease Control and Prevention (CDC) concussion recognition and response protocols through USA Football's Level 1 Coaching Certification Course.  Coaches, parents and players are taught concussion-related protocols at the start of the season at a league-wide clinic. These protocols are reinforced throughout the season by the Player Safety Coach, who will monitor their leagues' practices and games in addition to using on-site clinics and mentoring.
Player Safety Coach	Appointed by each participating Heads Up Football youth organization, this individual is trained by USA Football to implement Heads Up Football's player safety protocols, including coaching certification. Player Safety Coaches also conduct safety clinics for coaches, parents and players.
Equipment Fitting	Coaches, parents and players are taught proper helmet and shoulder pad fitting.

In 2013, all Heads Up Football leagues in underserved communities will be eligible to participate in a helmet refurbishment program, which will recondition and provide new helmets for youth leagues at no cost. This initiative represents a continuation of the helmet replacement program launched in 2012 by the NFL and a host of partners. To date, more than 2,700 youth football leagues across the country,

representing more than 83,000 coaches and nearly 575,000 players, have signed up to participate in Heads Up Football this season.

### ***Master Trainers and Player Safety Coaches***

An integral element of Heads Up Football is its network of coaches, starting with its Master Trainers, who instruct league-appointed Player Safety Coaches, who in turn implement the Heads Up Football program. In addition to ensuring league-wide completion of the Level 1 Coach Certification Course, Player Safety Coaches will conduct Heads Up Football Coaches Clinics and a Heads Up Safety Clinic for parents and players within each league. Throughout the season, Player Safety Coaches will monitor their league's practices and games, and work alongside league commissioners, coaches, parents and players to implement the protocols of Heads Up Football.

USA Football conducted its first **Master Trainer workshop** in Indianapolis in March, instructing 21 of the top high school football coaches in the nation, as well as former NFL and college players, on the proper elements of the Heads Up Football program.

### ***Heads Up Football Advisory Committee***

Heads Up Football is guided by an advisory committee of 22 youth football experts, current and former coaches from all levels, retired NFL players, educators, medical professionals and parents of football players. The committee will provide feedback and direction on further development of the Heads Up Football program.

Members of the Heads Up Football Advisory Committee gathered with representatives from USA Football and the NFL at NFL headquarters in New York City on May 30. During the meeting, Advisory Committee members discussed how members of the football community – parents, coaches, commissioners, current and former NFL players and coaches, medical professionals, and others – can advance player health and safety in youth football. The committee provided feedback on the Heads Up Football initiative and discussed how to extend the program to all 10,000 youth tackle football leagues across the country. They also provided feedback on best practices for communicating to parents and players the importance of coaching certification, proper equipment fitting and using the appropriate techniques to take the head out of the game.

Members of the Advisory Committee, representing a diverse range of backgrounds and expertise, include:

- LaVar Arrington, Former NFL player
- Dr. Mitchell Berger, President, American Association of Neurological Surgeons; Member, NFL Head, Neck and Spine Committee
- Cris Collinsworth, Former NFL player; NBC Sports football analyst
- Bill Cowher, Former NFL player and head coach; CBS Sports football analyst
- Brett Favre, Former NFL player; high school football coach
- Whoopi Goldberg, Actress, comedian, singer-songwriter, author, talk show host
- Christine Golic, Mother of two football players; wife of former NFL player
- Catherine Graves, Team Mom, Severna Park (Maryland) Green Hornets Football
- Merril Hoge, Former NFL player; former youth coach; ESPN football analyst



- Leroy Hollins, Youth football commissioner, Louisiana Youth Football League
- Chuck Kyle, Head football coach, Cleveland St. Ignatius High School
- Marvin Lewis, Head football coach, Cincinnati Bengals
- Diane Long, Lawyer, author, wife of former NFL player, mother of two current NFL players
- Howie Long, Pro Football Hall of Fame Member, Los Angeles/Oakland Raiders; father of two current NFL players
- Dr. Elizabeth Pieroth, Psy.D., ABPP, Head Injury Consultant, Chicago Bears and Neuropsychologist, NorthShore University HealthSystem
- Liz Raeburn, Teacher; wife of college football head coach
- Amanda Rodriguez, Blogger
- Erin Zammett Ruddy, Magazine writer and blogger
- Barry Sanders, Pro Football Hall of Fame Member, Detroit Lions
- Deion Sanders, Pro Football Hall of Fame Member; NFL Network analyst
- Michael Strahan, Former NFL player; co-host "Live with Kelly and Michael"
- Otha Thornton, President-elect, National Parent Teacher Association

#### *Ambassadors to Safety*

Heads Up Football has provided former NFL players an opportunity to enhance player safety in their own communities. 100 former NFL players, including Randall Cunningham, LaVar Arrington, and Michael Strahan, will play an integral role in the success of the program as Heads Up Football Ambassadors. On May 16, more than 50 former NFL players convened in Indianapolis to kick off the ambassador initiative, participating in a Heads Up Football training session led by Dr. Patrick Kersey, USA Football's medical director, who demonstrated the proper way to fit protective equipment and key elements of concussion awareness.

These ambassadors will serve as the public face of Heads Up Football, working alongside leagues as mentors, attending practices and games, helping to implement the principles of Heads Up Football, and encouraging adoption of the program across the country. Ambassadors will use their unique perspective as former players and role as community leaders to advocate the goals of Heads up Football.

**Engagement with media and the public** represents a crucial piece to ensuring that Heads Up Football reaches youth players across the country. On January 16, the NFL and USA Football hosted more than 40 bloggers and writers focused on health and parenting issues to an open forum that allowed participants the opportunity to learn more about the program, its progress, and its plans for the future. Dr. Elizabeth Pieroth, Psy.D., ABPP, Head Injury Consultant, Chicago Bears and Neuropsychologist, NorthShore University Health System, led the group in a discussion on youth sports safety, during which bloggers shared their feedback on implementing change in their communities; the need to have qualified medical personnel on the sidelines at youth sporting events; and the risk and reward of sports participation.

The NFL has further embraced the importance of expanding the reach of Heads Up Football through its official launch during the NFL Draft in April 2013. Using the high-profile media event of the NFL Draft as a vehicle to propel the Heads Up Football initiative to a new audience, the NFL Foundation and USA Football were able to successfully spread its message of ushering forth the evolution of the sport by protecting the youngest players. The goals of the program and information on how to get involved were also shared through a Facebook Q&A session with NFL Commissioner Roger Goodell, as well as in a

recent appearance on “Live with Michael and Kelly,” where he discussed the national launch Heads Up Football.

NFL clubs across the country have also hosted **Youth Football forums** in partnership with USA Football to support the implementation of Heads Up Football in their communities. The free events were open to youth football association presidents and commissioners, and provided an opportunity for attendees to share best practices, learn more about the latest in health and safety in sports including concussion legislation, and learn more about Heads Up Football.

At the 13<sup>th</sup> annual **NFL Foundation-USA Football Youth Summit**, nearly 200 youth and high school football coaches and administrators nationwide were trained in Heads Up Football, including 20 former NFL players serving as Heads Up Football Ambassadors and more than a dozen Player Safety Coaches from pilot Heads Up Football leagues around the country. The three-day event, which occurred in July 2013, was funded by the NFL Foundation and included presentations from leaders in the fields of sports medicine, sports psychology and coaching on various subjects facing youth sports including concussion education and awareness, steroid and supplement education, injury prevention, heat and hydration education, coaching education, character and life skills development, successful youth league operations, etc.

### **USA Football**

The NFL Foundation also endows **USA Football**, an independent, non-profit organization which serves as the sport’s national governing body on youth and amateur levels. As the Official Youth Football Development Partner of the NFL, USA Football leads the game’s development, inspires participation and ensures a positive experience for youth, high school and amateur players. USA Football hosts more than 80 football training events annually for coaches, players and youth football league commissioners, offering the most advanced resources focused on coaching education, league enhancement, health and safety education and officiating development. Many USA Football events also involve the commitment of NFL teams. USA Football also offers youth league volunteer background check subsidies and manages U.S. national teams for international competition via the International Federation of American Football. Several other USA Football offerings are provided below:

- The NFL Foundation provided a \$4.5 million **Operation Grant** to USA Football in 2013 to help USA Football expand its development resources and player health and safety offerings to youth football organizations across the country.
- The NFL Foundation also provides a \$1 million grant to USA Football each year for the distribution of **USA Football Equipment Grants** to youth and high school football programs in need nationwide.
- In 2013, nearly 70 current and former NFL players partnered with USA Football to host **USA Football FUNDamentals Clinics** which are designed to introduce children ages 7-14 to football by teaching basic football skills in a non-contact, fun and energetic environment. These camps were supported through a grant from the NFL Foundation. All skills and drills selected are based on USA Football’s Player Progression Development Model, ensuring youth players learn in an age

appropriate manner based on their cognitive and physical maturity. The USA Football FUNDamentals program is an official program of NFL PLAY 60 – the NFL’s campaign to encourage kids to be active for 60 minutes every day.

- **USA Football’s Protection Tour** is a health and safety event within USA Football’s Heads up Football program that educates youth football players, parents, coaches and administrators on the importance of proper equipment fitting, tackling fundamentals and concussion awareness. At each tour stop, USA Football, with the support of the NFL club in that market, conducts a free, one-day event for local youth football leagues that will deliver expert-driven health and safety content for coaches, parents and players. Each event session is limited to 250 athletes and their parents and six Protection Tour stops occurred in 2013.
- 26 NFL players also earned their way onto the fourth annual **USA Football All Fundamentals Team** in 2012 which honors NFL players exhibiting exemplary football techniques for youth players to emulate. Approximately 2.8 million American youngsters ages 6-14 play organized tackle football, placing it among the country’s most popular youth sports. USAF’s All Fundamentals Team is chosen by a selection panel comprised of former NFL player and coaching greats, media members and former NFL executives, to recognize NFL players at each offensive and defensive position as well as four special teams positions. Employing proper technique, particularly when blocking and tackling fosters better on-field performance and promotes inherent safety benefits. Each NFL player chosen to the All Fundamentals team received a \$1,500 equipment grant from USA Football to donate to the youth or high school football program of his choice.
- In February 2012, USA Football commissioned the Datalys Center for Sports Injury Research and Prevention to conduct an independent, scientific, two-year study of 10 youth football leagues in six states to examine player health and safety in organized youth tackle football. Preliminary results from the first year of the **Youth Football Injury study** found that more than 90% of the 1,913 youth players did not suffer an injury restricting participation; fewer than 10% of players incurred an injury and of those, 64% were categorized as minor and athletes returned to play on the same day; contusions were the most common injuries at 35%, followed by ligament sprains at 15%; less than 4% of the youth players sustained a concussion; no catastrophic head, neck or heat-related injuries were reported. The final study results will be released in 2014 with ongoing research planned for future years.
- Each year, NFL clubs celebrate **USA Football Month** to recognize the sport’s youngest participants by inviting youth football leagues from their regions to a preseason game. The 2013 initiative is focused on making the game better and safer and will promote the Heads Up Football program. This year’s USA Football Month campaign begins with the Hall of Fame game on August 4 and will include the following: Heads Up Football helmet stickers worn by NFL players and youth players in all 50 states and Washington, DC; Heads up Football-branded on-field stencils and end zone banners in NFL stadiums; NFL clubs donating approximately 150,000 preseason game tickets to players in Heads Up Football leagues; USA Football messages promoting better and safer play during preseason telecasts; youth football scrimmages in NFL stadiums prior to or during halftime of preseason games.

### **Player Health & Safety Awareness**

The NFL has promoted health and safety in youth sports with parents, coaches and youth players across the United States. Ongoing Fan Forums have provided an opportunity for those involved in youth football to learn more about health and safety, culminating in the ultimate fan event, NFL Experience at Super Bowl XLVII in New Orleans. Fans participated in an interactive NFL Health and Safety exhibit that highlighted the league's work on advocacy, safety rules, research and equipment, got a first-hand look at examples of the protective knee and thigh pads that will be mandatory for all NFL players starting in the 2013 season, and learned about the importance of proper helmet fitting through demonstrations and fitting sessions from Riddell and Rawlings. Younger fans were invited to participate in NFL PLAY 60 clinics providing key health and safety information on heat and hydration, and concussion awareness and management.

The NFL has also connected with parents and coaches of youth sports through social media. During the last year, the NFL has hosted three health and safety roundtable events at league headquarters, aimed at reaching parenting writers and bloggers with important information on many topics pertaining to youth sports safety. More than 40 writers have attended each event, where they have heard from speakers – including NFL Commissioner Roger Goodell, USA Football Executive Director Scott Hallenbeck, representatives from the Centers for Disease Control and Prevention, and neuropsychologists – on issues ranging from signs and symptoms of concussion to the proven value of sports participation.

### ***Recent Events and Highlights***

In support of **Brain Injury Awareness Month**, the NFL co-hosted a Twitter chat with the Centers for Disease Control and Prevention (CDC), USA Football, and the National Parent Teacher Association (PTA) on March 25. Parents, educators, coaches and medical professionals from across the country participated in the digital conversation, posing questions to experts representing the co-hosts. The conversation, tracked with the usage of #BrainInjury, was a trending topic on Twitter during the chat.

On June 11, 2013, nine national youth sports organizations — US Soccer, USA Hockey, USA Football, USA Basketball, US Lacrosse, Little League Baseball, USA Gymnastics, USA Cheer and the National Federation of State High School Associations — were invited to NFL's headquarters to participate in a roundtable discussion about youth sports safety. Bloggers from more than 30 outlets were also invited. Eight of the nine youth sports organizations (National Federation of State High School Associations and USA Gymnastics were unable to attend) participated, sharing details about initiatives to enhance youth sports safety and discussed opportunities to improve communication across leagues to address youth sports health issues.

On June 21, the NFL participated in the **National Parent Teacher Association annual convention** in Cincinnati, Ohio. During a panel discussion titled, "Health and Safety for a New Generation," NFL Commissioner Roger Goodell joined Betsy Landers, outgoing National PTA President, Elizabeth Pieroth, Psy.D., ABPP, Head Injury Consultant, Chicago Bears and Neuropsychologist, NorthShore University

HealthSystem and USA Football Heads Up Football Advisory Committee Member, and LaVar Arrington, former NFL linebacker and current USA Football Heads Up Football Ambassador and Advisory Committee Member. The panelists discussed the important role parents play in making decisions about their children's recreational activities, the rewards of sports participation, and the lessons of team sports participation.

As part of the event, Commissioner Goodell and outgoing National PTA President Betsy Landers announced an NFL-PTA partnership on youth health and fitness, launching nationwide this fall. The **"Back to Sports"** initiative will help PTA leaders across the country educate their communities on youth wellness — from concussion education to NFL PLAY 60 tips to staying active. Local PTAs will plan **"Back to Sports Nights,"** engaging parents and community leaders on ways to help their kids stay safer and healthier as they head back to the sports field this fall. The "Back to Sports" initiative marks the first time the National PTA has partnered with a sports organization, and Commissioner Goodell's appearance at the PTA Convention is the first time a sports commissioner has addressed PTA constituents at the event.

The **NFL and Ohio State University** partnered on a football clinic for approximately 600 Ohio moms with youth football-aged sons (6-15 years old). This free event emphasized player health and safety — including education on proper equipment fitting, concussion awareness, heat and hydration, and proper tackling techniques.

This summer, NFL Foundation chairwoman and Dallas Cowboys Executive Vice President and Chief Brand Officer Charlotte Jones Anderson, addressed bloggers on youth sports safety at the annual **BlogHer convention**, a large-scale gathering of bloggers, which draws more than 5,000 attendees annually. This year's BlogHer was held in Chicago and Anderson spoke with the group not only as a football executive and chairman of the foundation, but also as a parent whose children participate in sports. As part of the panel, Anderson was joined by Dr. Pieroth and bloggers who cover parenting issues.

Through events like these, and continued outreach, the NFL will continue to involve parents in the conversation about health and safety at all levels of the game, and across all sports.

Additionally, to ensure that young athletes are protected from head injury and treated appropriately when they are suspected of injury, NFL league representatives and former NFL players continue to advocate for passage of the **Lystedt Law**. The law is named for Zackery Lystedt who, in 2006, suffered a brain injury following his return to a middle school football game after sustaining a concussion. Zackery, his family and a broad range of medical, business and community partners lobbied the Washington state legislature for a law to protect young athletes in all sports from returning to play too soon after head injuries. The Lystedt Law contains three essential elements including: athletes parents and coaches must be educated about the dangers of concussions each year; if a young athlete is suspected of having a concussion, he/she must be removed from a game or practice and not be permitted to return to play; and a licensed health care professional must clear the young athlete to return to play in the subsequent days or weeks. The NFL has nearly achieved its goal of the passage of a Lystedt law or similar laws in all

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50 states. An additional eight states have passed concussion legislation since the fall of 2012, bringing the national total to 48.

### **Additional Youth Football Programs**

The **NFL Foundation Grassroots Program** provides non-profit, neighborhood-based youth organizations and high schools with financial and technical assistance to improve the quality, safety and accessibility of football fields in underserved areas. Since 1998, the NFL has contributed \$35 million through the program to refurbish 273 playing fields in more than 70 cities nationwide. The NFL Foundation Grassroots Program recently awarded \$2.5 million in field grants to underserved neighborhoods in 17 NFL team cities, building new fields or renovating existing fields in need of improvement. The NFL Foundation also works with its member clubs to support field construction and renovation projects initiated by teams in their home cities. NFL club foundations may apply for **NFL Club Matching Field Grants** up to \$250,000 to create youth football fields/stadiums at NFL team facilities dedicated to the support and development of youth and high school football, or to refurbish community youth or high school football fields located in respective team markets.

Through its **NFL Player Matching Youth & High School Football Grant Program** and **NFL Player Youth Football Camp Grant Program**, the NFL Foundation supports youth and high school football programs across the country, as well as free youth football camps where NFL players serve as positive role models for young athletes. Between these two initiatives, the NFL Foundation invested more than \$1.26 million in 2012 to provide opportunities for youngsters to participate in youth and high school football programs nationwide. The NFL Foundation also kicked off summer in 2013 by supporting 221 free, non-contact youth football camps through its Youth Football Camp Grant program. Nearly \$700,000 was awarded to support current and former NFL players and coaches hosting camps for children nationwide. All camp coaches must complete an online education course with instruction on injury prevention, including heat and hydration and concussion awareness. Additionally, the NFL Foundation continues to incorporate additional player health and safety standards in the Player Matching Grant program. While grant awards must be earmarked for non-salary or non-personnel related costs (e.g., purchase of new football helmets and equipment, helmet and equipment reconditioning, etc.), approved grant recipients may provide stipends to certified athletic trainers so that they may assist in the prevention and treatment of injuries during play, and be present on the field during football practices and games.

The **NFL Foundation Club Matching Youth Football Grant Program** allows NFL club foundations to apply to the NFL Foundation for matching funds of up to \$20,000 to develop and implement youth football programs and initiatives in underserved areas of their markets. NFL clubs identify youth and high school football needs and growth opportunities in respective NFL cities and states while also assisting other clubs to replicate successful and creative youth football programs in their own markets. In 2013, NFL club foundations will use this grant opportunity to help subsidize the Heads Up Football program for underserved youth football leagues and ensure a better and safer game and experience for local youngsters. Club Matching Youth Football Grants also will be used to provide certified athletic trainers for youth and high school football programs that currently do not have these important health and safety resources.

The **NFL Club High School Football Coach of the Week Program** aids and promotes high school football by recognizing and honoring high school football coaches who, through their hard work and dedication to young people, create successful football teams and players both on and off the field. Each NFL club also creates a voting panel to consider coach nominees' activities/philosophies to advance and promote player health and safety in their programs. This may include a range of considerations including if they hold any health and safety certifications, preach the importance of teaching proper football fundamentals, actively promote and integrate concussion education and management protocols with their players and parents, incorporate proper heat and hydration practices, etc. Winning coaches receive \$1,000 grants from the NFL Foundation to help support their football programs. Eligible coaches are located in the 32 NFL markets and Los Angeles and the program reaches nearly 400 high schools and 17,000 high school football players each year. More than \$6 million has been contributed to this program since its inception.

In 2010, the NFL created the Don Shula Award, to honor high school football coaches that display the integrity, achievement, and leadership exemplified by the winningest coach in NFL history, Don Shula. The 2012 **Don Shula NFL High School Coach of the Year Award** winner was Steve Specht of Cincinnati, Ohio who received a \$25,000 grant and was honored during Super Bowl week in New Orleans. The 2013 Don Shula NFL High School Coach of the Year again will be celebrated at Super Bowl XLVIII in New York and New Jersey.

The **NFL's High School Player Development (HSPD) Program** is a direct link to all high school football programs serving as a resource for each of them, and is designed to address issues that face high school football programs across the United States through 5-session character development and specific football skill camps. An outgrowth of the HSPD program, the National 7-on-7 Tournament, allows skill high school football players from all 32 NFL markets to showcase the skills learned in HSPD during a 3-day national competition. Following the 2013 7-on-7 event in Cleveland this past July, the inaugural HSPD Lineman Challenge also occurred. The Lineman Challenge incorporates character development and community service and also showcases the skills lineman learned in HSPD camps. HSPD incorporated a Leadership Program this year as well to focus on character development, community service, and leadership competitions with the National Guard. Of the 11 HSPD Leadership programs held throughout the country, one served as a co-ed pilot incorporating both male and female student-athletes. HSPD partners with the National Guard through the NFL Foundation to provide this program to high school football players nationwide. In 2013, with the continued partnership of the National Guard, HSPD held 180 camps for more than 40,000 participants.

NFL Youth Football programs teach young people skills to play the game, and the values and lessons to succeed in life. **NFL Punt, Pass & Kick (PPK)** is a national football skills competition in which boys and girls, ages 6-15, compete against their peers in punting, passing and place kicking contests in a fun and engaging forum. Established in 1961, the PPK program is the longest-running NFL Youth Football initiative and the nation's largest youth sports skills competition. **NFL FLAG, Powered by USA Football**, is a non-contact version of traditional football and is offered for boys and girls ages 5-17 in communities nationwide. This past year, approximately 211,000 youngsters participated in NFL FLAG, Powered by

USA Football, which emphasizes safety, fun, teamwork, self-esteem, discipline and goal-setting. The program also includes a certification course for flag football coaches. The highly successful **NFL-USA Football Girls Flag Program, in partnership with USA Football**, identifies the growing demand for girls flag football to be legitimized and played as a junior high school and high school sport and is the first program of its kind to recognize the desire of girls to be more involved in the sport of flag football. In 2011 and 2012, the number of girls involved in high school flag football continued to grow with programs developing in cities such as Mount Vernon, NY; Torrance, CA; Falls Church, VA; and Homestead, FL. Additionally, the New York City, Washington, DC and Las Vegas, NV public school systems started a girls program at the varsity level during the 2012-13 school year. The NFL-USA Football program has led to the introduction of the sport to 30,000 high school girls nationwide.

### **NFL Total Wellness**

NFL Total Wellness (TW) is a comprehensive initiative that supports cultural change through an emphasis on family safety, lifestyle, wellness and transition. TW approaches the player with specific efforts to reduce various forms of stigma associated with behavioral health problems; measures to ensure better living through health and safety education; a strong social marketing campaign promoting cultural change; and development of life skills critical for transition to “new normal conditions” of psychological, emotional, relational and spiritual fitness.

As a part of the TW program, and to provide the NFL family, including former players, NFL employees, and their respective families, with a year-round support system that is needed once the fourth quarter ends, **Q5** was created. Created for players and by players, Q5 helps the NFL family achieve total wellness through four core pillars: Physical Strength, Emotional Strength, Personal Strength, and Financial Strength.

### **Physical Strength**

Physical strength means more than just how much a player can bench press or how fast he can run a 40 yard dash. Physical Strength ensures that NFL players and their family members have resources to successfully manage their physical health.

Through Q5 and the Player Engagement website ([www.nflplayerengagement.com](http://www.nflplayerengagement.com)), NFL players have access to information on health topics and important links to resources, including the USDA’s daily food plan and tracker, a Men’s Health Quiz from the U.S. Department of Health and Human Services, a BMI calculator and more.

### ***NFL Personal Health Care Team: Chronic Health Management***

Chronic health conditions can affect anyone. To aid in the often challenging management of chronic conditions, the NFL provides a dedicated NFL Personal Health Care Team of specialists for players and their family members. Once contacted through the NFL Player’s Health plan hotline, a Personal Health Care Team specialist will serve as a “health coach,” working alongside the NFL player to create a personal care plan, help to understand medication or doctor’s orders, identify health risks that affect their condition, aid in making educated decisions about treatment options, and explain what players should expect if hospital care is needed.

Personal assistance through this health coach is available for the following chronic conditions:

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- Cardiovascular (e.g., acute myocardial infarction, angina, cardiovascular disease, congestive heart failure, coronary artery disease, peripheral arterial disease)
- Type I and Type II Diabetes
- Metabolic Syndrome
- Respiratory (e.g., asthma, COPD, emphysema and chronic bronchitis)
- Bone and Joint (e.g., osteoarthritis, lower back pain)
- Mental Health (e.g., anxiety, bipolar disorder, depression)

#### *Close the Gap – Reversing Heart Disease Trends*

NFL Total Wellness has teamed with Boston Scientific's health equity program **Close the Gap** to increase awareness of heart disease, which remains the most frequent cause of death in Americans, including NFL players. Close the Gap will provide educational tools and risk assessments about heart disease to improve heart health for NFL players and their families.

#### *The NFL Healthy Babies Program*

Programs that support the four pillars of Q5 and NFL Total Wellness are intended for all members of the NFL family, including those that are "on their way." To provide NFL moms-to-be with assistance, the NFL created the NFL Healthy Babies Program. The program promotes good health for mothers and their babies, identifies and monitors high-risk pregnancies, and prevents premature births. NFL moms-to-be receive assistance that includes information on pregnancy and prenatal care, up to \$600 for pregnancy-related expenses if they enroll within the first 14 weeks of pregnancy, and specialty case management for high-risk pregnancies and neonatal care.

#### *24-Hour Health Information Line*

Because health issues can strike anytime and anywhere, the NFL Total Wellness provides players and their families' with a free 24-hour health information line staffed by registered nurses available to answer health-related questions and provide referrals for services. Any member of the NFL family can call the NFL Health Plan line at 1-800-635-9671.

#### **Emotional Strength**

In order to support the Emotional Strength of NFL players and their families, the NFL provides resources through Q5 and the NFL Player Engagement website with information from the Centers for Disease Control and Prevention (CDC) and the National Institutes of Health and Substance Abuse and Mental Health Services Administration. NFL Player Assistance and Counseling services has a wide range of resources for all members of the NFL family, including crisis counseling, up to eight face-to-face sessions with a counselor per issue per year, assistance in finding in-network counselors near the individual, and referrals to emotional health resources within their community.

#### *NFL Life Line: A Resource for All Members of the NFL Family*

A recently expanded offering from Q5 and NFL Total Wellness is NFL Life Line. In 2012, recognizing the impact of personal and emotional crisis, the NFL established NFL Life Line as a free, independent and confidential phone consultation service (1-800-506-0078) and website (NFLLifeLine.org). All members of the NFL family, including current and former players, coaches, league staff, and their families have complete access to the Life Line and its staff of trained mental health experts 24 hours a day, every day of the year. Nearly 300 calls have been received since the hotline was launched.

The NFL Life Line is independently managed by Link2Health Solutions, a national leader in administering broad-scale crisis support programs, including the National Suicide Prevention Lifeline and Veterans Crisis Line. The NFL Foundation funded this program in 2012 with a \$1.5 million grant.

Since its launch, the NFL has expanded the NFLLifeLine.org to include new resources such as:

- **Education:** Information on the signs and symptoms of emotional distress, assisting users in determining if they or a friend, teammate or family member would benefit from mental health support.
- **A Self-Check Quiz:** Designed by the National Suicide Prevention Lifeline, this anonymous and confidential “self-check” quiz enables the individual to determine if stress or depression might be affecting them or someone they know. Crisis counselors are on call to personally respond to the quiz-taker through the website or in person.
- **Live Online Chat:** This function allows individuals to immediately and confidentially interact with professionals that are specifically trained in personal and emotional crises. Users can link the results from their “self-check” quiz to the chat request, providing the crisis counselor with a more detailed profile of their specific needs.
- **NFL Player Videos:** Several former NFL players, including Michael Strahan, Brett Favre, Cris Carter and Michael Irvin, recorded call-to-action video messages that appear on the Life Line website encouraging fellow players to seek help and recognize that, as a member of the NFL family, they are not alone in addressing emotional issues.

NFL Life Line was recently recognized by the American Foundation for Suicide Prevention (AFSP), the leading national non-profit organization exclusively dedicated to understanding and preventing suicide through research, education and advocacy. On May 8, 2013, the NFL received the Humanitarian Award from the AFSP for its work to “encourage help-seeking behavior among its players” through its establishment of NFL Life Line and its support of the advancement of neurological research that will help in understanding the impact of traumatic brain injuries on mental health.

## Personal Strength

Personal Strength is more than following the rules, it’s about keeping things in perspective and staying focused on what really matters — like family, friends and the future.

The NFL provides its family a number of resources to build their Personal Strength. For players with families, resources are available to assist in searching for the best child care services, creating a family’s education plan, finding information on raising children, and providing assistance with adoption services. Q5 and the NFL Player Engagement website also provide resources on relationship management, including All Pro Dad (AllProDad.com), an innovative program available to NFL fathers that can assist them in their unique role in their family’s life.

## Women’s Resource Initiative

NFL Player Engagement’s Women’s Resource Initiative provides research, resources, tools and inspiration for women in the football community. The Women’s Resource Initiative was launched in May 2013 through NFL Player Engagement to connect women with their peers to share knowledge,

experiences and opportunities in career, service, health and wellness, and lifestyle. Available on the Player Engagement Website, the Women's Resource Initiative also provides information specifically tailored to women's health issues, including breast and gynecologic cancers.

### Financial Strength

Financial health is closely related to general wellness. NFL players and their families' have financial services and tools through Q5's pillar of Financial Strength, including:

- **24/7 confidential financial support** through Money Management International, the largest non-profit, full-service credit counseling agency in the U.S. It can assist in addressing and preventing a variety of financial challenges.
- **Investment Fraud Avoidance and Financial Tools** through the Financial Industry Regulatory Authority (FINRA), a non-profit organization dedicated to investor education, tools and education are provided to NFL players to outsmart scam artists that may target them.
- **Financial, Legal and Identify Theft Services** through NFL Player Assistance and Counseling Services equips NFL players with critical information to enhance their financial decision making.
- 

Financial Strength comprises more than sound financial education and tools. It's also about helping to provide former players with opportunities for rewarding employment after their NFL experiences end.

### Additional NFL Player Engagement Programs

The mission of **NFL Player Engagement** is to empower players to reach their highest potential both on and off the field through guidance, support and resources for all phases and aspects of their career and personal life. NFL Player Engagement programs are tailored for the period before, during and after a player's NFL experience; **PREP, LIFE and NEXT** assist in transitioning players through the athletic life cycle.

**NFL PREP** provides high-school and college student athletes of all sports with tools to help them succeed in life, focused on awareness, prevention and education in areas of player health and safety, on-field technique, off-field leadership, and academic and athletic experiences.

**NFL LIFE** provides current NFL players and their families with personal and professional development resources, while supporting and educating players' families to take full advantage of the opportunities afforded them by their NFL experience. Resources include social responsibility, professional development, community engagement and life-skills workshops.

**NFL NEXT** challenges former players through management and entrepreneurial programs and career "boot camps", which help former players to consider the next step in their lives and provide services and resources that foster a successful transition to life after football. These programs enhance their marketable employment skills and promote their search for post-NFL careers.

Participants in **NFL PREP, LIFE and NEXT** come together in the **NFL Engagement Zone**. The NFL Engagement Zone is a private social network, accessed by invitation only, created by NFL Player Engagement to provide a space for future, current and former NFL players and NFL Player Engagement

staff to interact and share resources, ideas, and feedback. The Engagement Zone features resources in the form of relevant articles, program information, calendar postings, and career and professional development opportunities. Discussion boards will enable members to interact with each other, and chat and webinar features will allow NFL Player Engagement to provide continued, real-time educational opportunities to members.

Together, NFL PREP, LIFE and NEXT form the core of NFL Player Engagement, a 360° approach to the health and wellness of NFL players.

### **Post-Career Health and Safety Programs**

Former NFL players are supported through numerous health and career programs offered by NFL Player Engagement and the NFL Player Care Foundation (PCF), an independent organization dedicated to helping retired players with medical, emotional, financial, social and community needs.

**NFL Player Care Foundation:** NFL owners, in partnership with the NFL Players Association, Pro Football Hall of Fame and the NFL Alumni Association, created the NFL Player Care Foundation (PCF) in 2007 to be an independent, non-profit organization that refers, informs and aids former players. Its mission is to help former NFL players improve the quality of their lives by providing education and information that will benefit all, as well as financial assistance for former NFL players who are distressed and disadvantaged. It addresses all aspects of life including medical, emotional, financial, social and community, while providing programs and assistance in each area.

PCF provides grants to qualified former players in need of financial and medical assistance, some of which are used to pay for the costs associated with participating in NFL benefit and former player programs. These programs include screening retirees for cardiovascular risk and prostate cancer, and initiatives that provide joint replacement surgery and rehabilitation services, spinal care, assisted living arrangements and neurological care. PCF carries out its mission through an individualized case management process that connects each former player with a PCF representative who will listen to the concerns of the applicant and provide a personalized, respectful and confidential care program for their needs.

PCF also has funded the most expansive study on NFL retired players which will help to improve existing programs and create new programs that will benefit retired NFL players. Since its inception, PCF has granted approximately \$5 million to over 500 former players and their families. PCF has committed \$3,302,000 toward medical research.

### **NFL Legends**

The NFL has tapped 19 former players to serve as ambassadors for the newly announced NFL Legends program. The players, who will serve a three-year term, will work to make other former players aware of the various programs and services the NFL has to offer after their playing careers are over. They also will participate in the league's calendar events and fan platforms as additional ways to remain connected to the game.

The Legends Program is built on a peer-to-peer model used in other NFL Player Engagement programs, fostering deeper relationships between generations of NFL players. Legends commit to a three-year term during which they will work to connect the 32 teams and the league with more former players. Legends will work closely with existing club-designated alumni directors, communicate with groups representing former players, and help develop and participate in team and league events.

### **Transition Assistance Programs**

The NFL Transition Assistance Program (TAP) is designed to provide the tools and peer-to-peer support for a successful transition. TAP was designed and administered by former players, for former players in partnership with Tufts University. NFL TAP educates players and their families about essential components of transition including physical, psychological, and social changes as they prepare for life beyond football. This interactive, four-day program seeks to provide connections and resources which will last a lifetime.

Since June 2010, more than 250 NFL players have participated in TAP, engaging in comprehensive business-oriented lectures, case studies and personality evaluations to aid in their post-NFL career transitions. The program also features voluntary and free health screenings.

### **Healthy Body and Mind Cardiovascular and Prostate Health Research Awareness Program**

Since 2008, more than 1,500 retired players have had free, state-of-the-art cardiovascular and prostate cancer screenings. Screening events are conducted in 10 cities annually, including the Super Bowl and the Hall of Fame events. These screenings include a mental health component through a partnership with the Morehouse School of Medicine, operated under the leadership of former Surgeon General Dr. David Satcher. Mental health professionals are available to speak with former players to discuss the challenges and demands of their off-the-field lives and provide them with advice and resources to better cope with life's stresses.

Screening events feature:

- Cardiovascular health screenings, including EKGs, echocardiograms, coronary calcium scoring and carotid scans
- Prostate cancer testing
- Lectures providing information about brain health, including the signs and symptoms of declining cognitive function, what to do if there are concerns, and where to get help
- Mental health forums offering retired players and their significant others opportunities to ask questions and meet privately with trained professionals
- Referrals to health care professionals
- Information about NFL-provided resources and services

The **Gridiron Greats Assistance Fund** (GGAF) is a 501(c)(3) non-profit foundation that provides medical and social services support for former NFL players and their dependent family members who are in dire need. The foundation works to identify, analyze, stabilize and assist retired players and their families in overcoming short-term challenges and to provide a bridge for long-term independence. Programming includes dire need emergency services, pro-bono medical, dental and professional (e.g., legal) services, social services assistance, job training and placement. These programs have been found to fill the holes that NFL-generated programs (e.g., Player Care Foundation) do not yet cover. In 2012, the NFL Foundation awarded GGAF with a \$325,000 grant to support its medical and dental programs as well as a one-time grant to allow the Fund to add two part-time positions to assist with fundraising, program development and social services. In 2013, the NFL Foundation will award a \$250,000 grant to GGAF to help continue its programming and services in 2013.

### **Medical Research and Health & Safety Initiatives**

#### **The NFL-GE Head Health Initiative**

A new and exciting partnership was announced in March 2013 with the launch of the GE-NFL Head Health Initiative, a four-year, \$60 million collaboration with GE and Under Armour to improve the health and safety of athletes, members of the military, and society overall through advances in concussion-related research. This joint initiative will accelerate the next generation of progress around brain injury diagnosis and treatment, aiding an estimated annual count of 1.7 million people in the United States who sustain a traumatic brain injury (TBI).

The Head Health Initiative is comprised of two components:

- **A four-year, \$40 million research and development program** between the NFL and GE, the world's leader in medical imaging, to evaluate and develop next-generation imaging technologies to improve diagnosis and allow for targeted therapy treatment for patients with TBI.
- **A two-year, \$20 million open Head Health Challenge**, inviting scientists, researchers, entrepreneurs, academics and other experts to identify new and better ways to understand, diagnose, and protect against brain injury.

In addition, the Army and the NCAA will join the NFL to help create game-changing solutions that transcend sports and reach across our society - from professional and recreational sports to the military. This work will benefit young athletes with next generation brain protection and assist our soldiers who will receive faster and more accurate diagnosis of their injuries.

The four-year Head Health Initiative research program will take a whole-brain approach to determine the key Magnetic Resonance Imaging (MRI) biomarkers for potential diagnosis, outcome prediction, and therapy management for patients with TBI. The research study will be guided by an independent advisory board consisting of a cross-disciplinary team of medical professionals from various academic, professional and military institutions.

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The NFL, along with GE and Under Armour, is harnessing this approach to accelerate solutions for brain protection. Through two innovation challenges over the course of two years, the organizations are pledging to find and fund ideas in critical areas:

- Challenge I: Methods for Diagnosis and Prognosis of Mild Traumatic Brain Injuries
- Challenge II: The Mechanics of Injury: Innovative Approaches For Preventing and Identifying Brain Injuries

*Challenge I: Methods for Diagnosis and Prognosis of Mild Traumatic Brain Injuries*

Challenge I focuses on the need for technologies and imaging biomarkers to advance the detection and management of TBIs, addressing the current technical and scientific limitations in diagnosis of brain injuries, as well as assessment of long-term chronic impact.

This Challenge emphasizes a need for a better understanding of the molecular, physiological and behavioral/biomechanical changes that occur shortly after a traumatic event, and advancements needed in the ability to reliably diagnose brain injury. The ability to accurately diagnose should, in turn, lead to improvements in treatment. In addition to benefiting athletes who are dealing with brain injuries, this research will also aid members of the military and civilians with head trauma.

Focus areas for Challenge I include:

- Development and validation of imaging and/or sensor based biomarkers that can aid in the diagnosis and prognosis of mild traumatic brain injury events.
- Development of new technologies that are more sensitive to small contusions and injuries that are missed by current technologies; assessment of the long-term impact of these events.
- Improved algorithms for the quantification and visualization of markers of brain injury severity and longitudinal change.
- Algorithms and tools that link imaging data to clinical, cognitive, and biomechanical data.
- Models of individual risk and long-term prognosis and clinical decision support tools using population studies.
- Robust methods for triaging acute stage events and developing return-to-play guidelines using physiological, molecular, electrical or physical changes in brain or body functions.

Challenge I launched on March 13 and closed on July 15, with more than 400 submissions representing some of the top medical institutions from 27 countries around the world. Multiple cash awards with a cumulative total value of up to \$10 million will be made, along with the possibility of future partnership and collaboration with GE.

Proposals will be evaluated based on:

1. Potential to improve the diagnosis or prognosis of TBI.
2. Appropriate technologies, such as portable technology for proposals to aid in diagnosing brain injury on a playing field or sideline, or improvements in brain scanning technology for hospitals or doctors' offices.
3. Technologies that can demonstrate proof of concept within 1-2 years are preferred. However, game changing technologies will be strongly considered if good progress towards proof of concept and utility can be shown within 1-2 years.

Winning submissions will be announced in February 2014 after review by a panel of external judges that includes leading experts in brain health research, imaging technologies, and advocates for advances in brain research.

*Challenge II: The Mechanics of Injury: Innovative Approaches for Preventing and Identifying Brain Injuries*  
 Launching in the fall of 2013 and supported by the NFL, GE and Under Armour, Challenge II will invite proposals to advance the state-of-the-art for preventing and detecting TBIs, specifically new materials and technologies that can better protect the brain from injury, and innovative approaches for tracking head impacts in real time.

Challenge II features dual goals of preventing injuries by reducing impact forces transmitted to the brain, and providing a better understanding of the relationships between physiological biomarkers, mechanical factors responsible for brain injuries, and advanced brain imaging markers.

Focus areas for Challenge II include:

- Protection Against Injury
  - Materials or devices that can distribute the force of impact, including smart materials or active polymers that are comfortable but can adapt to sudden impacts are highly desirable.
  - Systems to predict and initiate protective responses to prevent injury, including systems that activate adaptive padding at the focus of impact.
- Monitoring and Identifying Injury
  - Systems that monitor and integrate directional and rotational impact forces with imaging/diagnostic equipment.
  - Sensors to provide biofeedback to modify behaviors that predispose athletes to injury.
  - Systems that monitor biomechanical and physiological responses to detect injury.
  - Systems to efficiently collect, interpret and organize large quantities of real-time data.

Regular updates for both Challenges are available through the Head Health Challenge website, [www.NFLGEBrainChallenge.com](http://www.NFLGEBrainChallenge.com), which features additional information and background on the challenge questions and criteria, how to submit a response, program updates, and resources for challenge participants including a forum to pose questions to a dedicated initiative support team. In addition, a webinar was hosted on May 22, dedicated to providing background information on Challenge I, answering potential participants' questions, and ensuring participants are aware of all resources, rules

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and guidelines for participation. Interested parties can also sign up for email updates to learn more about future opportunities to engage with the support team.

Through this unprecedented partnership, GE's cutting-edge technology and expertise in health care meets the NFL's visibility and drive to, above all, protect and improve player health, leading to advancements in neurological care that benefit all.

### **NIH Research**

The NFL provides unrestricted grants to medical institutions in order to accelerate independent health and safety research. The single-largest donation in NFL history is a five-year, \$30 million grant for the funding of medical research to the Foundation for the National Institutes of Health (FNIH), announced on September 20, 2012. The **Sports and Health Research Program (SHRP)** was formed through a public-private partnership of the National Institutes of Health (NIH), the FNIH, and the NFL to administer the grant. Research supported through SHRP will focus initially on brain injury, especially in athletes and veterans, and will be conducted under the direction of the NIH, the nation's leading public medical research agency and one of the world's foremost medical research centers.

An initial focus of the SHRP research agenda was shaped through the Neuropathology of Chronic Traumatic Encephalopathy Workshop in December 2012, hosted by the NIH National Institute of Neurological Disorders and Stroke (NINDS). The Workshop focused on identifying what is known about the neuropathology of chronic traumatic encephalopathy (CTE), and what research strategies and resources are needed to fill critical gaps in knowledge.

The two-day workshop was attended by 60 experts in neurodegenerative disease, as well as representatives from military and sports organizations. The resulting NIH-published report laid the groundwork for the development of a five-year research plan by establishing what is currently known about CTE and its symptoms; identifying promising imaging tools and biomarkers; examining who is at risk for CTE; identifying how challenges to neuropathology research on the brain can be met; and developing key research questions to inform next steps.

Based on the Workshop findings, SHRP has initiated the research funding process by issuing three funding opportunity announcements through NIH:

*Collaborative Research on Chronic Traumatic Encephalopathy and Delayed Effects of Traumatic Brain Injury: Neuropathology and Neuroimaging Correlation*

Grants will be used to fund comprehensive studies of the effects of TBI in individuals exposed to repetitive head injury, as well as individuals who have died after repetitive TBI. One goal of this research will be to develop diagnostic tests that can be used in the general population.

This SHRP research initiative will investigate the neuropathology of CTE and the delayed effects of TBI. As part of this effort, grants will be used to support a multicenter team of neuropathologists, neurologists, neuroradiologists, and other scientific experts to increase our understanding of CTE and

other delayed effects of physical trauma to the brain, as well as the development of improved diagnostic tools that can be used in the general population. Comprehensive studies of the effects of TBI in individuals exposed to repetitive head injury, as well as individuals who have died after repetitive TBI, will be conducted.

Its main areas of research include:

- Developing a better understanding of how commonly CTE occurs in those exposed to a variety of head injuries.
- Development of neuroimaging or other tools that can diagnose the condition in living people, and can inform the relationship between clinical signs, symptoms, and risk factors for post-traumatic neurodegeneration and CTE.
- Comparisons between repetitive traumatic events and single events.
- Characterizing the relationship of CTE with other neurodegenerative disorders such as Amyotrophic Lateral Sclerosis and Alzheimer's disease.

In addition, this research aims to establish a brain-donor program that will link high-quality behavioral information with neuropathology from an unbiased sample and distribute biospecimens and other relevant information to qualified investigators, thereby promoting data and tissue sharing to maximize the value of the brain donation.

#### *Pilot Projects on Sports-Related Brain and Spinal Cord Injury*

The second research initiative includes two funding opportunities – one for exploratory, novel studies and another funding opportunity for pilot or feasibility studies. This initiative will support pilot projects on sports-related TBI and spinal cord injury and explore new research directions to address the many gaps in knowledge that exist about these conditions. The program will provide support through small grants and larger exploratory/developmental grants for research on such topics as:

- Mechanical and biological mechanisms of injury and recovery
- Genetic and environmental risk factors
- Development of age-appropriate diagnostics and equipment for prevention
- Ways that pain medications, psychiatric medications, and other substances may interact with the effects of trauma
- Preclinical therapy development for improving outcomes

These announcements were available through the SHRP website on FNIH.org, and widely advertised to the biomedical research community by NIH. More than 170 submissions were received during the open period of April-May 2013. NIH review of the applications for scientific merit began in August. The highest rated proposals will be presented to the Institute's advisory council in October with a goal of commencing research prior to the end of the year.

In the future, SHRP may expand to encompass other sports-related issues such as chronic degenerative joint disease, the transition from acute to chronic pain, sudden cardiac arrest in young athletes, and heat and hydration-related illness and injury.

### **CDC Foundation Youth Research Grant Study**

Federal agencies and others are currently sponsoring research exploring the scope, causes, and consequences of concussions. Research has also been directed toward the biomechanics of head injury and the effects of selected helmet designs and other sports equipment. Currently, there is no clear scientific evidence that could identify biological factors (e.g., hormonal, genetic, metabolic) that predispose an individual to concussion (other than prior history of concussive injuries) or that could correlate injury to specific variables such as force of impact, location of injury or other criteria.

In 2012, the Centers for Disease Control (CDC) Foundation spearheaded a medical research project to conduct a portion of a study on sports-related concussions in youth, from elementary school through young adulthood. The NFL Foundation provided \$75,000 to help launch the CDC Foundation Youth Research Grant Study which is being conducted by the Board on Children, Youth, and Families (BCYF) of the Institute of Medicine (IOM) and the National Research Council. The resulting consensus report will drive improvements in the science base and allow for greater collaboration among researchers and practitioners working on sports concussion issues.

Specific topics of interest include:

- The acute, subacute, and chronic effects of single and repetitive concussive and non-concussive head impacts on the brain;
- Risk factors for sports concussion, post-concussive syndrome, and chronic traumatic encephalopathy;
- The spectrum of cognitive, affective and behavioral alterations that can occur during acute, subacute, and chronic posttraumatic phases;
- Physical and biological triggers and thresholds for injury;
- The effectiveness of equipment and sports regulations for prevention of injury,
- Hospital and non-hospital based diagnostic tools; and
- Treatments for sports concussion.

A multidisciplinary committee of 15 members will convene and meet four times over the course of the study which is expected to end in November 2013. Two public workshops will be held in conjunction with two of the committee meetings for information-gathering purposes. The first meeting will include a discussion with the sponsoring agencies to discuss the charge to the committee. Subsequent meetings will allow for data gathering from a variety of informants, data analysis, background papers, committee deliberations, and drafting of committee conclusions and recommendations.

### **Salute to Service – Health & Safety**

The NFL has a five-decade long history of supporting the armed forces and recently launched the *Salute to Service* campaign to unify this work under one national initiative. Recently, a major part of Salute to Service is joint work between the NFL and the military on head injuries.

Between 2000 and 2012, more than 244,000 service members were diagnosed with a traumatic brain injury (TBI), while an additional 1.7 million people, including athletes of all ages in every sport, sustain a TBI every year in the United States. To address this public health issue, on August 29, 2012, the U.S. Army and the NFL announced a long-term initiative to enhance the health of soldiers and players through a focus on shared culture change, information exchange, education, and increased awareness of concussion-related issues that affect athletes, men and women in the armed forces, and the broader public.

This public-private partnership brings together the resources to research and develop the technology and equipment needed to better protect against brain injury, and provides an opportunity for the NFL and members of the Armed Forces to collaborate on changing their cultures to improve reporting of concussion symptoms.

The launch of the joint initiative was celebrated with new interactive websites at [www.NFL.com/military](http://www.NFL.com/military) and [www.army.mil/tbi](http://www.army.mil/tbi). Since the launch, the U.S. Army and the NFL have co-hosted forums that bring players and soldiers together at NFL team facilities and Army bases across the country to share learnings and experiences, to promote culture change in both organizations, and to discuss TBI and concussion awareness for athletes and service members. These events feature members of the Armed Forces, NFL team medical staff, and current and former players. For example, on May 14 the Carolina Panthers, in partnership with Lenovo and USO of North Carolina, held a culture change forum for nearly 100 Army and Air Force service members, Department of Defense civilians, and their families at Fort Bragg, N.C., one of the largest military bases in the world. The group discussed the cultural responses of the military and football to injury, specifically focusing on concussion awareness and diagnosis, return-to-play and return-to-action protocols, and other health topics. Prior to the forum, 225 local fifth grade students participated in an NFL PLAY 60 event with Panthers players and cheerleaders and Fort Bragg service members. Similar forums have been hosted by the Kansas City Chiefs, Cleveland Browns, Chicago Bears and Seattle Seahawks.

To further the sharing of medical research and information between the NFL and Armed Forces, the NFL invited three military experts, retired four-star General and U.S. Army Vice Chief of Staff Peter Chiarelli; Colonel Dallas Hack, Director, Combat Casualty Care Research Program, Chair, Joint Program Committee 6 (Combat Casualty Care), and U.S. Army Medical Research and Material Command, Ft Detrick, Md.; and Lieutenant Colonel Gerry York, Defense and Veterans Brain Injury Center Site Co-Director, to participate in the research advisory board of the NFL-GE Head Health Initiative, a four-year research program aimed at improving diagnosis, prevention and treatment for TBIs.

Together, the NFL and U.S. Army continue to work to improve education and awareness on the identification and treatment of head injuries among NFL players and service members for the benefit of all.

In line with advancing **sports-related medical research and education**, the NFL launched [www.nflevolution.com](http://www.nflevolution.com) – a website that houses information on the partnerships, programs and initiatives the NFL supports to protect the health of current and former NFL players and to promote safe play and healthy lifestyles at all levels of football and other sports.

## COMMUNITY

### **NFL PLAY 60**

Through NFL PLAY 60, which is the NFL's commitment to youth health and fitness, the league and teams are responding to the nation's youth obesity crisis by encouraging kids to be active for at least 60 minutes every day. One-third of our nation's children are overweight or obese, and with this condition comes a significantly increased likelihood for health problems such as diabetes, hypertension and heart disease. To combat the childhood obesity epidemic, the NFL and its clubs are providing in-school programming, building fields and playgrounds and reviving physical education programs, particularly in the communities most affected by the childhood obesity epidemic – low income and minority communities. Since NFL PLAY 60's launch in 2007, the NFL and its clubs have built more than 150 Youth Fitness Zones and committed more than \$250 million to youth health and fitness through programming, grants, and media time for public service announcements. In 2012, the NFL and its teams held more than 2,000 PLAY 60 events and NFL PLAY 60 programs are currently in more than 73,000 schools, reaching 38 million kids per year.

Some of our key NFL PLAY 60 programs are described below:

- **NFL PLAY 60 Challenge:** Created in partnership with the American Heart Association and funded by the NFL Foundation, the NFL PLAY 60 Challenge is an in-school curriculum that teaches educators to integrate health and fitness into daily classroom lessons through short activity breaks.
- **Fuel Up to PLAY 60:** Fuel Up to PLAY 60 serves as the nutritional arm of NFL PLAY 60 and is a partnership with the National Dairy Council. This program, which currently is in 73,000 schools in all 50 states, shows students how they can effectively engage key school and community leaders to create healthy school environments and earn grant money for making positive changes in their school.
- **NFL PLAY 60 Super Schools:** Annually, 34 schools will be named NFL PLAY 60 Super Schools and will receive a \$10,000 PLAY 60 health and wellness grant and a visit from an NFL club. Schools become eligible to win by participating in **the NFL PLAY 60 Super School Contest** which launches each August, a program in partnership with the NFL Network and its local affiliates that encourages elementary and middle schools nationwide to celebrate their NFL team pride

leading up to the start of the football season and show the NFL how they are committed to youth health and wellness education.

- **NFL PLAY 60 Super Bowl Contest:** This contest allows young fans the opportunity to explain how staying active helps them and their families, live better lives. 34 youth, who are selected based on the short essay they submit about the role health and wellness plays in their lives, will be named “PLAY 60 Super Kids” in their local market. One child from the 34 will be named the national “NFL PLAY 60 Super Kid” and will have the chance to run the game ball onto the field and hand it to the referee in front of millions before Super Bowl Kickoff.
- **NFL PLAY 60 Bus Contest:** This program was launched in 2012 awarding one deserving community with a refurbished play space to help their youth to be more active and healthy. Communities across the country are asked to describe how the NFL PLAY 60 Bus could help the youth in their town be more active. NFL players, coaches, cheerleaders and team mascots arrive to the winning school or community center on the NFL PALY 60 Bus with items donated by the NFL to celebrate with the students. Additionally, special NFL PLAY 60 activity kits are sent to 24 runner-up schools and communities that entered the contest.
- In 2012, NFL fans voted on the **NFL PLAY 60 Fit & Funny Files** campaign, a series of digital online videos featuring kids working out and telling jokes alongside NFL players, coaches, mascots and cheerleaders from around the league. For each view on [www.NFLRUSH.com/funnyfiles](http://www.NFLRUSH.com/funnyfiles), the NFL made a donation to St. Jude Children’s Research Hospital and the NFL announced a total donation of \$100,000. St. Jude treats children fighting cancer and other deadly diseases with pioneering research and exceptional care. Through the partnership, the NFL and St. Jude hope to help give all kids a chance to ‘play 60.’
- **NFL PLAY 60 Youth Football Festivals:** At all major NFL events, including NFL Kickoff, Pro Bowl, Super Bowl and NFL Draft, PLAY 60 Youth Football Festivals bring together approximately 1,000 local, underserved youth from the host community for multiple days of physical activity, football skills and interaction with NFL players, coaches and leadership.
- **NFL PLAY 60 Pro Bowl Community Blitz:** During Pro Bowl week, the NFL and its Pro Bowl players and coaches all come together for a series of simultaneous community projects across Hawaii, with an emphasis on projects that leave a sustainable legacy for youth and families across Oahu’s underserved communities and military bases.

The NFL Foundation also has supported the PLAY 60 initiative via **NFL Foundation Impact Grants** to the American Heart Association (AHA) and The Cooper Institute. The NFL has worked with the AHA since 2006 and provided \$6 million in funding via NFL Charities to promote physical activities and healthy environments for youngsters nationwide through programs such as the “NFL PLAY 60 Challenge,” which remains the core, in-school and NFL-club activated component of the NFL PLAY 60 initiative. In 2012, the NFL Foundation approved a three-year grant to the AHA totaling \$2,665,000 to significantly grow the PLAY 60 Challenge program via improved technology, increased school engagement with professional training opportunities, further engagement with Hispanic populations, increased advocacy opportunities and improved measurement and program evaluation.

The NFL also has worked with The Cooper Institute for the past several years and provided a three-year, \$1.8 million NFL Charities Impact Grant in 2009 to implement its FITNESSGRAM physical fitness assessment tool which measures student fitness levels in more than 1,100 schools in the 32 NFL markets. In 2012, the NFL Foundation approved a three-year, \$2,222,000 grant to The Cooper Institute to increase public awareness and implementation of the PLAY 60 campaign, provide quantitative and qualitative data for the NFL and its teams to better analyze PLAY 60's effectiveness and develop a leadership and staff infrastructure that will sustain over 10 years to support PLAY 60 programming in NFL markets nationwide.

#### **NFL Community Tuesdays & Hometown Huddle**

NFL Community Tuesdays is a program that raises awareness for volunteerism and the charitable activities of NFL players and teams. Tuesday is the traditional day off for players during the season, and on any given Tuesday, many NFL players, coaches and team executives can be found getting active in their communities, helping those in need and thanking fans for their support. Hometown Huddle is an NFL-wide day of service in partnership with United Way that is held annually on a Tuesday in October and features significant involvement by NFL players, coaches, staff and wives who participate in a variety of community service activities. In recent years, Hometown Huddle projects have focused on health and fitness as part of the NFL's PLAY 60 initiative. More than 150 PLAY 60 Fitness Zones have been built over the past five years in NFL markets as part of the Hometown Huddle initiative.

#### **NFL Foundation Club Community Grants**

The \$1.5 million NFL Club Community Grants category allows the NFL Foundation to support the community initiatives of the 32 NFL clubs. These funds support the league's national initiatives with local implementations in team markets. Such grant offerings support volunteerism initiatives including Hometown Huddle events, NFL PLAY 60 community youth health and fitness initiatives, Youth Fitness Zone builds and the National Partnership Fund which encourages broadened partnerships between NFL clubs and local non-profit organizations that support Breast Cancer Awareness and Military Appreciation. Additionally, this category funds the prestigious Walter Payton NFL Man of the Year award which is given by the NFL and is administered by the NFL Foundation. It is unique among NFL honors because it is the only award that recognizes a current NFL player for outstanding community service activities as well as excellence on the field. Established in 1970, the award was renamed in 1999 after the late Chicago Bears' running back Walter Payton, who represented the very best of the NFL as an athlete on the field and as a role-model off the field. There is no greater distinction an NFL player can achieve than being named the Walter Payton NFL Man of the Year.

#### **NFL Foundation Grants for Players' Nonprofit Organizations**

Through its Player Foundation Grant program, the NFL Foundation seeks to support the charitable and community service activities of both current and former NFL players by awarding grants to their non-profit organizations that either fund and implement programs or function as grant-making foundations to other charitable organizations. Player foundations offer a wide range of programs and services that

meet critical needs of underserved individuals and groups nationwide including educational and youth literacy services, programs that encourage youth to learn, to stay in school and to complete one's education; mentorship, psychological, therapeutic and/or necessary services to support recovery; substance and/or physical/emotional abuse prevention and/or assistance programs; programs that promote good health, nutrition, participation in athletics and physical fitness; medical care, hospice and/or long-term health support services for youth and their families, etc.

### **Super Bowl Legacy Grants**

Since 1993, the NFL has provided Super Bowl Host cities with an annual \$1 million Super Bowl Legacy Grant aimed at making a lasting difference in the lives of youth in at-risk neighborhoods of that city. As part of this initiative, NFL Youth Education Towns (YETs) had been constructed in these Super Bowl cities to positively impact underserved youth while serving as lasting legacies of the game. Presently, 13 YETs exist in 11 cities nationwide and include classrooms, physical fitness zones, technology and multimedia labs, athletic and recreation fields. Each Super Bowl Host Committee collaborated with the NFL's charitable foundation on the project and gained public and private support to raise the required \$1 million in match funding. Such support also helped the Host Committees establish a 10-year operating and fundraising plan to ensure that each YET remains viable in the community long after the Super Bowl has been played. In 2012, NFL Charities provided a \$1 million grant to support the opening of the Indianapolis YET as part of Super Bowl XLVI.

The NFL has since moved from funding the establishment of new YETs (and/or utilizing the full Super Bowl Legacy Grant total for support of existing YETs) in order to maximize community impact on underserved youth in a Super Bowl Host Community. Contributions may include youth football field refurbishment projects, capital improvements, youth football support and development and impactful youth health and wellness program campaigns - all in conjunction with the NFL club(s) and Host Committee in a Super Bowl market.

The Super Bowl XLVII Legacy Grant initiative in February 2013 included a \$1 million contribution from the NFL Foundation, which was matched by the City of New Orleans, the Super Bowl Host Committee and the NORD Foundation. The total contribution was used to complete major capital improvement projects – including youth football field refurbishments, playground builds and youth center refurbishments – at Harrell Stadium, Pontchartrain Park, Hunter's Field, the Lyons Center, Kingswood Playground and the NFL New Orleans Youth Education Town.

The Super Bowl XLVIII Legacy Grant Initiative will include more than \$2 million in capital improvement projects similar to the above for nonprofit, youth-serving organizations throughout New York and New Jersey.

Additionally, the NFL Foundation continues to support existing NFL YETs with program grants and NFL-identified programming and resources for continued youth health and fitness support.



### **NFL Foundation Pro Bowl Community Grants**

The NFL's commitment to the state of Hawaii extends beyond the Pro Bowl. The state of Hawaii faces challenges at higher rates than many other states including extreme poverty, violence and homelessness. The NFL Foundation awards \$100,000 in Pro Bowl Community Grants to Hawaiian non-profit organizations that focus on youth education, health and physical fitness. These grants help support the hard work conducted by non-profit organizations that are committed to serving the needs of the Hawaii community affected by these social, physical and emotional issues. Grantees are honored at a recognition ceremony during Pro Bowl week at Aloha Stadium.

### **Hispanic Outreach**

The NFL has created a 360-degree platform of customized offerings for its strong and growing Hispanic fan base, with a special emphasis on youth and community-focused programming. Additionally, the NFL continues to enhance its customized media offerings for Hispanic fans by continuing to grow its multi-year, cross-platform Spanish-language media partnerships with Univision, Telemundo, ESPN Deportes, and ImpreMedia, as well as its customized social media channels, providing even more customized NFL programming in Spanish to Hispanic fans across the year. Additional details on the NFL's Hispanic-focused outreach initiatives are as follows:

- **The NFL's celebration of Hispanic Heritage Month** is the NFL's biggest and most visible Hispanic-focused platform, through which the League and all 32 Clubs celebrate and honor Hispanic fans, players and communities nationwide. The annual celebration includes League-designated national games and surrounding festivities, as well as local celebrations across NFL clubs, incorporating elements such as player visits to schools and community centers serving predominantly-Hispanic youth, honoring of local Hispanic community leaders in-stadium, legacy projects in Hispanic communities, flag football clinics for Hispanic youth, and more. The NFL will focus its celebration of Hispanic Heritage Month during Weeks 3 and 4 of the 2013 season.
- For the third consecutive year, the NFL and the Hispanic Heritage Foundation will partner to present the **NFL Hispanic Heritage Leadership Awards**, recognizing the contributions of Hispanic leaders in all 32 NFL markets. Leaders who exhibit success in elevating and empowering their local Hispanic communities will be selected and recognized in-stadium during each Club's respective Hispanic Heritage game. Each award recipient will also select a 501(c)(3) non-profit organization of their choice that serves the local Hispanic community to receive a \$2,000 donation from the NFL. One national leader will also be selected and honored at the national Hispanic Heritage Awards in Washington, DC in September.
- For the second year in a row, the NFL has partnered with Pro Football Hall of Famer Anthony Muñoz and the Muñoz Agency to host the **NFL PLAY 60 Character Camps** series. The two-day, non-contact football camps are hosted in 14 NFL markets to provide predominantly-Hispanic youth from local organizations the opportunity to play and experience the game of football. Each camp welcomes 300 predominantly-Hispanic boys and girls, ages 9-13, who have little or no football experience. The camps make a positive impact by teaching football skills, emphasizing exercise and reinforcing the importance of character in athletics and life. The

program also works in collaboration with USA Football by incorporating their FUNdametnals curriculum, which introduces children to football by teaching basic skills in a non-contact setting. Each camp participant receives a football with a bilingual hang-tag that offers youth an opportunity to view videos in English and Spanish that teach the basics of football on the NFL's youth website, [www.NFLRUSH.com](http://www.NFLRUSH.com). The NFL has donated more than 30,000 footballs to Hispanic youth as part of its Hispanic outreach initiative.

- The NFL has also aggressively extended its **NFL FLAG, Powered by USA Football program to Hispanic communities nationwide**, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise.
- In partnership with **USA Football**, the NFL offers coaches at organizations that serve predominantly-Hispanic youth a cost-free opportunity to become a USA Football-certified flag football coach and, in turn, receive a one-year USA Football membership and an allocation of equipment from the NFL to introduce flag football to the youth with whom they work.
- Surrounding NFL calendar events, the NFL continues to partner with local **Boys & Girls Clubs** that serve predominantly-Hispanic children to provide them a visit from a current or former player, who discusses the importance of exercise, as a part of the NFL PLAY 60 campaign, teaches non-contact football skills, and donates a football for each child to take home.
- The NFL also aggressively extends the **NFL PLAY 60 campaign and its programs** to Hispanic youth and families, through the creation of bilingual program and promotional materials, partnerships with Hispanic-focused community organizations, and experiential integration into Hispanic-focused festivals and events.
- In response to many Hispanic fans' desire to gain a better understanding of the NFL and the sport of professional football, the NFL has developed [NFL.com/español/aprende](http://NFL.com/español/aprende), a new, fully-Spanish-language interactive portal, where fans can learn about the rules of the game, the history of the League and its teams, and its players.
- The NFL also engages in constant contact with the over-100-member **NFL Hispanic Club Committee**, which represents all 32 NFL Member Clubs and serves as an advisory board for teams' local Hispanic outreach and fan development efforts.

### **One World**

An educational program designed by Scholastic, Inc., One World: Connecting Communities, Cultures and Classrooms is a multi-tiered curriculum designed to develop cross-cultural understanding among students in fourth through sixth grades. This program was funded by the NFL and the NFLPA after September 11, 2001, when educators were looking for tools to help teach tolerance and the value of diversity to their students. The One World program has been a core part of the NFL's outreach work in Super Bowl host communities since the program was developed. In 2013, 10 fifth grade classrooms from varying ethnic and racial backgrounds from the New York-New Jersey area will communicate with

each other through pen-pal letters, execute in-classroom curriculum focused on the ethnic and cultural diversity of the New York-New Jersey area, and participate in culturally-focused activities together at the program's culminating One World Super Huddle event during Super Bowl week.

### **United Way Partnership**

2013 marks the 40<sup>th</sup> anniversary of the NFL-United Way relationship, the sports industry's longest running public service campaign. Since 1973, the National Football League and United Way have worked together to promote the importance of volunteering in local communities while showcasing the community service activities of NFL players. The NFL and United Way will mark the 40<sup>th</sup> anniversary with several events and a national contest that enables fans to vote on their favorite NFL-United Way commercials of all time. Pro Football Hall of Fame players Roger Staubach and Franco Harris will serve as spokesmen for the campaign. The NFL continues to work with United Way on many programs, including Back to Football, Hometown Huddle and NFL PLAY 60, while also supporting United Way's LIVE UNITED campaign. LIVE UNITED invites and inspires all communities to join a movement to advance the common good by focusing on education, income and health for all Americans. As part of LIVE UNITED, "TEAM NFL" was created two years ago, and is a volunteer group of college-educated, civic-minded NFL players from teams across the league who are committed to education opportunities and recruiting one million readers, tutors and mentors.

### **Salute to Service Military Support**

Supporting the military is part of the fabric of the National Football League and this support takes place both at home and abroad. NFL players and coaches travel overseas to salute the troops on USO tours, and service men and women are honored during designated games each season surrounding Veterans Day. The NFL continues its long history of honoring veterans and active duty members of the military through its annual Salute to Service Campaign:

- Since 1966, NFL stars have visited troops overseas as part of the **NFL-USO Tours**. In 2013, the NFL again partnered with the USO on two overseas visits. ESPN NFL analyst and former President and Vice Chairman of the Indianapolis Colts Bill Polian, former line backers Chris Draft and Donnie Edwards, and former running back Eric Metcalf traveled to the Middle East this past July to spend time with service members. This marked the fifth USO tour for Edwards, who has traveled to several countries since 2007 and the first for Draft, Metcalf, and Polian. In March 2013, Denver Broncos cornerback Champ Bailey, Cleveland Browns linebacker D'Qwell Jackson, Tampa Bay Buccaneers guard Davin Joseph, Broncos linebacker Von Miller, Carolina Panthers wide receiver Steve Smith and Houston Texans defensive end J.J. Watt traveled to the Middle East to spend time with service members. The group traveled to remote locations throughout the region, dining with soldiers, greeting military personnel and signing autographs.

- In 2013, the NFL named Chicago Bears cornerback Charles Tillman as recipient of the **NFL Salute to Service Award presented by USAA**, the league's official military appreciation sponsor. The Salute to Service Award aligns with USAA's commitment to serving the military and their families and highlights the NFL's long history of honoring the armed forces and veterans. USAA made a \$25,000 contribution in Tillman's name to the aid of societies representing all five military branches. Familiarity and respect for the military community came to Tillman quickly in his early years. His father, retired Army Sgt. Donald Tillman Jr., served 20 years, and his childhood experience sparked the cornerback's desire to give back to the men and women who serve our country—an ongoing effort that sees him continuing to engage with service members, veterans and their families throughout his 10 year NFL career.
- The NFL's celebration and support of the military community is highlighted each year in November when all 32 of its member clubs designate home games toward military appreciation in honor of **Veteran's Day**. Teams honor service members and veterans from each branch of service with the presentation of colors, special in-game tributes, stadium flyovers and localized military-themed activation as part of the Veterans Day celebration. NFL players also wear decals on their helmets with the insignia of the U.S. Armed Forces (Air Force, Army, Coast Guard, Marine Corps and Navy) and highlight the relationship between clubs and local military units in broadcast and online media through the "Salute to Service" campaign. In 2012, the NFL implemented a new fundraising initiative during Weeks 10 & 11 of the regular season surrounding Veterans Day to honor veterans and active duty members of the military. For every point scored during these weeks, the NFL donated to the league's key non-profit military support partners: USO, Wounded Warrior Project and the Pat Tillman Foundation. The total contribution amount was \$432,600. The league also used its new digi-camo ribbons to enhance stadium elements throughout all Salute to Service-themed games including in the end zones, on goal posts, club-customized sideline banners and pins.
- In honor of Pat Tillman, the late Arizona Cardinals safety who sacrificed his NFL career to enlist in the Army in 2001 and was later killed while serving in Afghanistan in 2004, the NFL named Sergeant Emily Thompson Schelberg of Towson, Maryland its third annual **NFL-Tillman Military Scholar**. While serving in the Marines, Thompson Schelberg was deployed to Iraq where she assisted a Navy Corpsmen on a humanitarian aid mission. It was this humanitarian aid mission, and witnessing the impact one well-trained medical professional can have on a population with limited access to basic health care, that uncovered her desire to work in healthcare. Thompson Schelberg is pursuing her master's in nursing at John Hopkins University. The NFL will continue with scholarships in 2013.
- The NFL also continued its military outreach in 2012 and 2013 by: inviting representatives from each branch of the military to New York for the 2013 Draft where they were honored on-stage and given the opportunity to announce team selections. Several hundred members of the United States Air Force, Army, Coast Guard, Marines, Navy and Navy Seals were in attendance over the course of three days. The NFL also saluted the efforts of service men and women injured in combat through its partnership with the Wounded Warrior Project; celebrating Super Bowl XLVII with in-game presentations (including the presentation of colors, on-field guests, pregame ceremonies and stadium flyovers); having current and former NFL players visit with more than 1,000 soldiers and their families at the Naval Air Station Joint Reserve Base New Orleans in Belle Chasse, LA; having Wounded Warriors interact with NFL players at the NFL

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Foundation Super Bowl Celebrity Bowling Classic which was broadcasted to 200 radio stations in the U.S. and 500 stations worldwide; and continuing its annual commitment to recognize all branches of the military each time the league visits Hawaii with youth football clinics at military bases and a wounded warrior meet and greet and other events at Schofield Army Barracks during the 2013 Pro Bowl.

### **Breast Cancer Awareness**

The NFL's Breast Cancer Awareness campaign in October, "A Crucial Catch," in collaboration with the American Cancer Society (ACS), reminds fans about the importance of annual breast cancer screenings for women over 40. This initiative includes team community outreach in all NFL markets, special pre-game ceremonies and unique pink items on-field, in-stadium and at retail. The goals of the NFL's breast cancer campaign include raising awareness and funds for a cause that has touched the lives of so many in the NFL family and across the country. In addition, important breast health information is supplied by ACS and distributed to fans at stadiums and online. 2013 marks the fourth year that the campaign has been extended to the youth and high school levels so that that youth and high school football teams nationwide may copy the efforts of their counterparts in the pros and support this important cause via participation and fundraising. In 2013, the league also will further enhance the campaign's youth and high school program by creating an online system to track local youth team engagement, thus encouraging greater communication and commitment nationwide.

The NFL has donated more than \$3 million to ACS since the campaign launched and will continue the fundraising effort in 2013. Beginning this year, money raised through *A Crucial Catch* will support the American Cancer Society's Community Health Advocates National Grants for Empowerment (CHANGE) program. This program provides outreach and breast cancer screenings to women who need them. The NFL markets being supported in the first year of the program are Atlanta, Baltimore, New England, Charlotte, Chicago, Cleveland, Denver, Detroit, Indianapolis, Jacksonville, Kansas City, New Orleans, New York, Philadelphia, Pittsburgh, Seattle, and Washington, DC.

Game-worn pink merchandise and footballs will be autographed post-game and auctioned at [NFL Auction](http://www.nfl.com/auction) ([www.nfl.com/auction](http://www.nfl.com/auction)). All [NFL Auction](http://www.nfl.com/auction) proceeds from the sale of breast cancer awareness items during the month of October will benefit the American Cancer Society.

The NFL and its teams will also be supporting The Tutu Project this year by providing photographer Bob Carey with access to select stadiums around the country to produce new images. Carey takes photographs of himself wearing a pink tutu in locations nationwide, with all net proceeds from the sale of his photos going to non-profits that support women with breast cancer. Carey's just-released book will be sold on [NFL Auction](http://www.nfl.com/auction), with proceeds going to the American Cancer Society.

### **Prostate Cancer Awareness**

The American Urological Association (AUA) Foundation and the NFL have teamed for a fifth year of educating men about prostate cancer and encouraging them to join the "Know Your Stats" campaign.

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The AUA Foundation and the NFL started their work together in 2007 when the NFL began implementing prostate cancer screenings for retired players conducted by the AUA Foundation. Now, with the support of NFL alumni players and prostate cancer survivors, the national campaign kicks off each September in honor of Prostate Cancer Awareness Month and takes its message to the grassroots level with more than 500 events in hospitals across the country and a series of public service announcements. Spokesperson and Pro Football Hall of Famer Mike Hayes and fellow Team Haynes members have participated in more than 300 interviews encouraging men to get prostate screenings. Following the kickoff of season four, Team Haynes reached football fans and target audiences through radio and television interviews leading up to Super Bowl XLVII.

### **Sustainability**

The NFL is committed to mitigating its environmental impacts and operating its business in an environmentally-friendly manner. The NFL's green efforts have three focus areas: (1) facilities, (2) events, and (3) clubs. NFL teams such as the Philadelphia Eagles are among the most environmentally-friendly sports organizations in the world. The Super Bowl has had a successful and ever-growing environmental initiative in place for more than 17 years. The NFL's three corporate offices – like many team headquarters – have taken numerous steps to lessen their environmental footprints, from increasing energy efficiency to using recycled paper and paper products.

### **Alcohol Responsibility**

The NFL has a comprehensive Alcohol Responsibility platform that includes player and employee programs, game day initiatives, and community relations and awareness programs that promote the importance of consuming alcohol responsibly and lawfully. In March 2013, Commissioner Goodell announced that the NFL would officially endorse and become part of Mothers Against Drunk Driving (MADD's) "Campaign to Eliminate Drunk Driving" initiative and expand its partnership with the organization in the 2013 season. The campaign includes supporting high visibility law enforcement activities to catch drunk drivers and discourage others from driving drunk; requiring ignition interlock devices, or in-car breathalyzers, for all convicted drunk drivers, including first-time offenders, to prove they are sober before their car will start; supporting the development of vehicle technology that could automatically determine a driver's BAC and stop a drunk driver above the legal limit of .08 from driving. MADD will use the NFL shield on its website, press materials and in its lobby efforts.

Additionally, the NFL continues to expand upon its partnership with MADD on player and employee programs, game day initiatives and awareness programs. The NFL first partnered with MADD in May 2010. In addition to a MADD presence at the annual Rookie Symposium in June, the NFL plans on convening an alcohol-related summit this year in conjunction with MADD that will include NFL players, coaches, team doctors and executives, counselors, National Highway Traffic Safety Administration (NHTSA) and the NCAA.

In 2012, MADD presented a series of Victim Impact Panels during which a victim of drunk driving explains the tragic consequences of driving drunk to players, coaches and staff for the NY Jets, Pittsburgh Steelers and Tampa Bay Buccaneers. More clubs will participate in these sessions in 2013.

MADD staff and volunteers also will continue to circulate in NFL parking lots during the pregame tailgating period promoting the message of designating a non-drinking driver before the game to get fans home safe. The program enhances the teams' existing designated driver programs. At 11 stadiums in 2012, nearly 250,000 fans signed up to be designated drivers, up 10% from 2011. Finally, MADD has and will continue to have a presence at the Super Bowl Media Center to aid in education and media outreach.

#### **NFL/NFLPA Disaster Relief Fund**

*Created in 2001 to assist organizations directly and indirectly affected by the events of September 11, the NFL-NFLPA Disaster Relief Fund is a collaborative endeavor of the National Football League and the NFL Players Association. Its goal is to improve the quality of life and help rebuild communities affected by large-scale tragedies. Since its inception, the NFL-NFLPA Disaster Relief Fund has provided aid to those affected by the events of September 11, 2001 as well as many other disasters including the 2004 tsunami in Southeast Asia, Hurricane Katrina, Hurricane Ike, the earthquake in Haiti, tsunami in American Samoa, etc. The Disaster Relief Fund made another large financial contribution in 2011 to mark the 10<sup>th</sup> anniversary of 9/11 by contributing a total of \$750,000 to the memorials in Lower Manhattan, Shanksville, PA and at the Pentagon. The NFL also participated in ceremonies at each of the three locations on the opening Sunday of our 2011 regular season. Commemorative player-worn jerseys on 9/11/11 were collected and auctioned off to benefit 9/11 charities. Additional proceeds from NFL Auction sales benefited two 9/11 charities (Tuesday's Children and MyGoodDeed) with another \$250,000 which aimed to make 9/11 the largest annual day of community service and compassion for others as well as provide support and services to 9/11 families and first responders.*

*In 2012, the Disaster Relief Fund committed \$1 million to the American Red Cross to aid in relief and recovery efforts in the northeast to assist those impacted by Hurricane Sandy.*

*Additionally, the NFL Foundation contributed \$100,000 in April 2013 to the One Fund – Boston to support the victims and their families of the Boston Marathon attacks.*