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The 2016 Women's National Basketball Association Racial and Gender Report Card

by Richard Lapchick
with Kirsten Nieuwendam, Caryn Grant and Erin Davison
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EXECUTIVE SUMMARY

Orlando, FL... November 2, 2016 – The WNBA remained the industry leader as it has throughout the history of the Racial and Gender Report Cards (RGRC) by accumulating 95.3 points for a combined grade of an **A+** for race and gender. The WNBA earned an **A+** for race and an **A** for gender in the 2016 WNBA Racial and Gender Report Card issued today by *The Institute for Diversity and Ethics in Sport (TIDES)* at the University of Central Florida.

This marks the 12th consecutive year that the WNBA has received at least **As** for its overall race, gender and combined grades.

The WNBA received at least an **A** for gender in all categories except for team vice presidents and team senior administration, earning a **D+** for team senior administration. The WNBA received at least an **A-** for race in all categories except for team vice presidents.

Richard Lapchick, the director of TIDES and primary author of the report, said, “Led by new President Lisa Borders, the WNBA continues to lead the way in terms of racial and gender diversity amongst all professional leagues. The WNBA again received the highest number of **A**'s as well as the lowest number of grades below an **A** in all categories compared to men's professional leagues. The NBA was the only men's league that was comparable with an **A+** for racial hiring practices and a **B** for gender hiring practices in the 2016 NBA RGRC. However, in spite of the continued success with long-term high grades, there were some notable declines, including the drastic decrease in the number of women in senior administrator positions by 10 percentage points. This number has been declining consistently since 2012.”

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 basket and run the team?” The answer for the WNBA was a

resounding “yes” with the best record in professional sports.

“Also of note this year, is the diversity exemplified by the 2016 WNBA champion Los Angeles Sparks,” Lapchick said. “The Sparks organization includes an owner of color in Earvin ‘Magic’ Johnson, a female of color as president and COO in Christine Simmons, and a female of color at general manager in Penny Toler. The Sparks are not only champions on the court, but championing for diversity and inclusion in the front office.”

Using data from the 2016 season, The Institute conducted an analysis of the racial breakdown of the players. In addition, the Report includes a racial and gender breakdown of the management in the WNBA League Office and at the team level, top team management, general managers, head coaches, assistant coaches, senior team administration, professional team administration, physicians and head trainers. Tables for the report are included in Appendix I. The Institute for Diversity and Ethics in Sport located at the University of Central Florida publishes the **Racial and Gender Report Card** to indicate areas of improvement, stagnation and regression in the racial and gender composition of professional and college sports’ personnel and to contribute to the improvement of integration in front office and college athletics department positions. The WNBA Racial and Gender Report Card is the fourth report issued in 2016 after the releases of the reports on Major League Baseball, National Basketball Association, and National Football League. Listing of professional owners, general managers and head coaches were updated as of May, 14, 2016, the beginning of the 2016 season. Grades were calculated according to the reporting periods noted herein.

REPORT HIGHLIGHTS

- 2016 marked the landmark 20th season of the WNBA. The league's inaugural regular-season game was played on June 21, 1997, between the New York Liberty and Los Angeles Sparks at the Great Western Forum in Inglewood, Ca.
- Fourteen women and seven people of color held ownership positions on WNBA franchises in 2016. This represented no change of the number of women and a decrease of one person of color from 2015. Most owners were limited partners.
- The percentage of women holding professional level staff positions in the WNBA League Office decreased from 75 percent in 2015 to 69.6 percent in 2016 and the percentage of people of color increased from 25 percent in 2015 to 26.1 percent.
- WNBA players of color decreased by 0.2 percentage points in 2016. African-American or Black players decreased from 71.7 percent in 2015 to 68.5 percent in 2016, white players increased from 24.3 percent to 24.5 percent and players classified as “other” decreased from 3.3 percent in 2015 to 2.8 percent in 2016. In 2016, there were five Latina players (3.5 percent), which was an increase from just one Latina player recorded in 2015. There has been one Asian-American player recorded for 2016. International players account for 16.2 percent of WNBA players.
- Lisa Borders, who is African-American, became the fourth WNBA President on February 10, 2016.
- Jay Parry is currently the Chief Operating Officer of the WNBA. She was hired on April 1, 2016.

- For the 2016 season, there were three African-American head coaches (25 percent), the same as the 2015 season. There were five women as head coaches in the 2016 season, which was a decrease of one compared to the 2015 season.
- The percentage of people of color holding assistant coaching positions decreased by 2.2 percentage points from 50 percent in 2015 to 47.8 percent in 2016. The percentage of women holding assistant coaching positions substantially increased from 46 percent in 2015 to 56.5 percent in 2016.
- There were five women who were CEO/Presidents, the same as in 2015. There were two people of color who held these positions in 2016, which was a decrease from four in 2015.
- In the 2016 season, there were six women and two African-American general managers compared to six and three, respectively, in 2015.
- In the 2016 season, the percentage of people of color who held team vice president positions increased by 2 percentage points, going from 9 percent in 2015 to 11 percent in 2016. The percentage of women team vice presidents increased by 0.6 percentage points from 26 percent to 26.6 percent.
- The percentage of women who were senior team administrators drastically decreased from 34.4 percent in 2015, to 24.4 percent in 2016. This percentage has decreased every year since 2012. There was a decrease of 2 percentage points of African-American senior team administrators from 14.6 to 12.6 percent, while the percent of whites and Latinos increased from 78.1 percent and 2.1 percent in 2015 to 79 percent and 4.2 percent in 2016, respectively.
- For the 2016 season, the percentage of people of color holding professional team positions increased from 26.2 in 2015 to 33.4 percent in 2016. The percentage of women in professional team administration roles increased from 44.2 percent in 2015 to 44.4 percent in 2016.
- The WNBA made history alongside the NBA as the first professional sports leagues to march in and include a float in the NYC Pride March on June 26, 2016.

OVERALL GRADES

The WNBA once again received a combined grade of an **A+** for race and gender after earning an **A+** for race and an **A** for gender in the 2016 WNBA Racial and Gender Report Card. The 95.5 points accumulated for the combined grade was one percentage point below its own record set in the 2014 WNBA RGRC when it also received a combined **A+** with 96.5 points.

The WNBA received an **A+** for gender in the WNBA League Office, head coaches, assistant coaches, general managers and professional team administration. An **A+** was given for race in players, assistant coaches, professional team administrators and WNBA League Office.

The WNBA received an **A** for race in head coaches and an **A-** for race in senior team administrators.

The only grades below an **A-** were a **D+** for senior team administration in gender, a **B+** for general managers in race, and a **B-** for race and a **C** for gender in team vice presidents.

As it has had before, the WNBA once again had the highest number of **A+** and the lowest number of grades below an **A** in all categories compared to the other professional leagues.

GRADES BY CATEGORY

Players*

In the 2016 WNBA season, 24.5 percent of the players were white, 68.5 percent were African-American or Black, and players classified as “other” represented 2.8 percent. In 2016, there were five Latina players (3.5 percent), which was an increase from just one Latina player recorded in 2015. There was one Asian-American player recorded (0.7 percent) in 2016. International players account for 16.2 percent of WNBA players

WNBA Grade for Players Race: **A+** (75.5 percent)

See Table 1.

**Starting with the 2013 WNBA RGRC, reporting on international player data was no longer calculated in the overall player percentages. However, it remains part of the player table (see Table 1). An international player will be classified as both international and under her recognized race.*

WNBA League Office

The WNBA is operated as a separate and independent league from the National Basketball Association (NBA). According to information provided by the league, the WNBA League Office has a dedicated full-time staff that includes personnel in basketball and business operations, player personnel and public relations. However, with respect to other staff services, the league decided there would be significant cost-saving opportunities arising from common ownership and related functions that must be performed by both leagues. As a result, WNBA staffing needs with respect to administration, advertising, product licensing, legal services, broadcasting, international development, event

management, team operations, internet/technology services and general services are performed on a “shared” basis by personnel who perform the same functions for the NBA.

Lisa Borders was named president of the WNBA in February 2016, replacing Laurel J. Richie, who led the league since 2011, when she became the first woman of color to be named head of a professional sports league. Borders is the second consecutive African-American woman to lead the WNBA.

The percentage of people of color holding professional level staff positions in the WNBA League Office increased by 1.1 percentage points to 26.1 percent in 2016 (up from 25 percent) and the percentage of women decreased by 5.4 percentage points to 69.6 percent (down from 75 percent). African-Americans occupied 26.1 percent of the positions in 2016 while whites held 73.9 percent. For the second consecutive season there were no Asians holding a professional level staff position in the WNBA League Office. Since 2010 there have been no Latinos holding professional level staff positions in the WNBA League Office.

Grade for WNBA League Office:

Race: A + (26.1 percent)

Gender: A+ (69.6 percent)

See Table 2.

WNBA Team Operations and Management

The Dallas Wings Shock, Connecticut Sun and Seattle Storm remained the only teams that do not share their markets with NBA teams. In 2016, the Indiana Fever, Minnesota Lynx, New York Liberty, Phoenix Mercury, San Antonio Stars, and Washington Mystics were owned and operated by NBA teams. The NBA team front offices in those cities were responsible for many of the day-to-day operations for the WNBA teams. Each WNBA team employed dedicated coaches, trainers and public relations representatives and, like the League Office, “shared” most of its common non-player personnel with the NBA team operator.

Owners

The “owners” category included majority owners, vice chairmen and minority owners listed by the team.

There were seven people of color in ownership during the 2016 season:

- Earvin “Magic” Johnson, Los Angeles Sparks
- Jahm Najafi, Phoenix Mercury
- Sam Combs, Dallas Wings
- Rita Combs, Dallas Wings
- Sheila C. Johnson, Washington Mystics
- Raul Fernandez, Washington Mystics
- David M. Robinson, San Antonio Stars

Fourteen women held ownership during the 2016 season:

- Mary Brock, Atlanta Dream
- Kelly Loeffler, Atlanta Dream

- Margaret Stender, Chicago Sky
- Lisa Brummel, Seattle Storm
- Ginny Gilder, Seattle Storm
- Dawn Trudeau, Seattle Storm
- Pat Chernicky, Dallas Wings
- Rita Combs, Dallas Wings
- Pat Hardin, Dallas Wings
- Linda Price, Dallas Wings
- Paula Marshall, Dallas Wings
- Katie Schofield, Dallas Wings
- Julianna Holt, San Antonio Stars
- Sheila C. Johnson, Washington Mystics

In 2006, Sheila Johnson became the first African-American woman to hold any ownership in a WNBA team. Ms. Johnson was named managing partner of the Washington Mystics when Lincoln Holdings, LLC acquired the team from Abe and Irene Pollin.

The Connecticut Sun is owned by the Mohegan Sun.

See Table 3.

Head Coaches

During the 2016 season, there were three African-American head coaches, the same as in the 2015 season. The three African-American head coaches at the beginning of the 2016 season were:

- Michael Cooper, Atlanta Dream
- Pokey Chatman, Chicago Sky
- Fred Williams, Dallas Wings

The African-Americans who held these positions in the 2015 season were:

- Michael Cooper, Atlanta Dream
- Pokey Chatman, Chicago Sky
- Fred Williams, Tulsa Shock**

The league had five women who were head coaches in the 2016 season, one less than the 2015 season.

The five female head coaches in 2016 were:

- Pokey Chatman, Chicago Sky
- Stephanie White, Indiana Fever
- Cheryl Reeve, Minnesota Lynx
- Sandy Brondello, Phoenix Mercury
- Jenny Boucek, Seattle Storm

Anne Donovan, Pokey Chatman, Cheryl Reeve, and Sandy Brondello, Jenny Boucek, and Stephanie White were head coaches for the 2015 season.

WNBA Grade for Head Coaches:

Race: A (25 percent)
Gender: A+ (41.7 percent)

See Table 4.

*** The Tulsa Shock moved to become the Dallas Wings and Fred Williams remained with the team.*

Assistant Coaches

The percentage of people of color who held assistant coaching positions decreased from 50 percent in 2015 to 47.8 percent in 2016. The percentage of women who held assistant coaching positions increased significantly from 45 percent in 2015 to 56.5 percent in 2016.

In 2016, there was a decrease of 2.2 percentage points in African-American assistant coaches from 50 percent to 47.8 percent. There have been no Latino or Asian assistant coaches since 2000. The percentage of white assistant coaches increased from 50 percent in 2015 to 52 percent in 2016.

In 2016, the percentage of women assistant coaches increased significantly from 45 percent in 2015 to 56.5 percent in 2016. The 68 percent recorded in 2014 was the highest percent of assistant coaching positions held by women in the history of the WNBA.

WNBA Grade for Assistant Coaches:

Race: A+ (47.8 percent)
Gender: A+ (56.5 percent)

See Table 5.

Top ManagementCEOs/Presidents

There were five women in CEO/President positions in 2016, which was the same as in 2015. The women holding these positions at the start of the 2016 season were:

- Kelly Krauskopf, President and General Manager, Indiana Fever
- Christine Simmons, President and COO, Los Angeles Sparks
- Alisha Valavanis, President and General Manager, Seattle Storm
- Mary O' Connor, President, Dallas Wings
- Theresa Wenzel, President, Atlanta Dream

The women holding these positions in the 2015 season were:

- Angela Taylor, President and General Manager, Atlanta Dream
- Kelly Krauskopf, President and General Manager, Indiana Fever
- Christine Simmons, President and COO, Los Angeles Sparks
- Alisha Valavanis, President and General Manager, Seattle Storm
- Sheila Johnson, Vice Chairman, President and Managing Partner, Washington Mystics

People of color in CEO/President positions decreased to two in 2016:

- Christine Simmons, President and COO, Los Angeles Sparks
- Isiah Thomas, President, New York Liberty

The people of color holding these positions in the 2015 season were:

- Angela Taylor, President and General Manager, Atlanta Dream
- Christine Simmons, President and COO, Los Angeles Sparks
- Isiah Thomas, President and General Manager, New York Liberty
- Sheila Johnson, President and Managing Partner, Washington Mystics

See Table 6.

General Manager

The number of general managers who were African-American decreased to two as of the start of the 2016 season from three during the 2015 season. There have been no Asian or Latino general managers since at least 2004. The African-Americans who were general managers in 2016 were:

- Pokey Chatman, General Manager and Head Coach, Chicago Sky
- Penny Toler, Executive Vice President and General Manager, Los Angeles Sparks

The people of color who held General Manager positions in the 2015 season were:

- Angela Taylor, Executive Vice President of Basketball Operations and General Manager, Atlanta Dream
- Pokey Chatman, General Manager and Head Coach, Chicago Sky
- Penny Toler, General Manager and Head Coach, Los Angeles Sparks

The number of women who were general managers in 2016 remained at six, the same as 2015. In addition to the women mentioned above, Kelly Krauskopf was the President and General Manager of the Indiana Fever, Kristin Bernert was the Senior Vice President, Business and Basketball Operations of the New York Liberty, Ruth Riley was the General Manager of the San Antonio Stars, and Alisha Valavanis was the president and general manager of the Seattle Storm.

The women who held General Manager positions in the 2015 season were:

- Pokey Chatman, General Manager and Head Coach, Chicago Sky
- Kristin Bernert, General Manager, New York Liberty
- Alisha Valavanis, President and General Manager, Seattle Storm
- Kelley Krauskopf, General Manager, Indiana Fever
- Penny Toler, General Manager, Los Angeles Sparks
- Angela Taylor, Executive Vice President of Basketball Operations and General Manager, Atlanta Dream

WNBA Grade for General Manager:

Race: B+ (18.2 percent)

Gender: A+ (54.5 percent)

See Table 7.

Team Vice Presidents

There were 29 women (26.6 percent) holding team vice president positions in 2016, which was an increase of 0.6 percentage points from 2015. The female vice presidents were:

- Michelle Henstock, Vice President, Marketing and Operations, Chicago Sky
- Julie Seyller, Vice President, Ticket Sales, Services and Marketing, Chicago Sky
- Donna Wilkinson, Vice President, Human Resources, Indiana Fever
- Julie Graue, Vice President of Business Operations and Sales, Indiana Fever
- Mel Raines, Senior Vice President, Facilities Operations, Indiana Fever
- Penny Toler, Executive Vice President and General Manager, Los Angeles Sparks
- Danita Johnson, VP Ticket Sales, Los Angeles Sparks
- Rebecca Taylor, Vice President, Photo Services, New York Liberty
- Vicki Shapiro, Vice President, Digital, New York Liberty
- Lisa Aulebach, Vice President, Account Planning, New York Liberty
- Courtney Jeffries, Vice President Service and Retention, New York Liberty
- Dashawnda Brown, Vice President, Corporate Hospitality Services, New York Liberty
- Laura Lash, Vice President, Business Operations, New York Liberty
- Kristin Bernert, Senior Vice President, Business and Basketball Operations, New York Liberty
- Dr. Lisa Callahan, Senior Vice President, Player Care and Chief Medical Officer, New York Liberty
- Christina Song, Vice President, Legal and Business Affairs Sports Operations, New York Liberty
- Ann Meyers Drysdale, Vice President, Phoenix Mercury
- Carlissa Henry, Vice President, Sales and Operations, Phoenix Mercury
- Karen Rausch, Vice President, Human Resources, Phoenix Mercury
- Sandy Brondello, Head Coach and Vice President of Player Personnel, Phoenix Mercury
- Lori Warren, Senior Vice President of Finance and Corporate Administration San Antonio Stars
- Shannon Burley, Senior Vice President, Business Operations, Seattle Storm
- Tricia McLean, Vice President, Human Resources and Finance, Seattle Storm
- Cheryl LaFoy, Vice President, Business & Event Operations, Atlanta Dream
- Natalie White, Vice President, Basketball Operations, Atlanta Dream
- Lisa Nadler, Senior Vice President, Human Resources, New York Liberty
- Kim Frank, Vice President of Marketing, Washington Mystics
- Kelly Skoloda, Senior Vice President, Human Resources, Washington Mystics
- Michelle Trostle, Senior Vice President, Administration, Washington Mystics

There were 12 team vice presidents of color in the 2016 season, which was an increase from the nine recorded in the 2015 season. The 12 people of color were:

- Quinn Buckner, Vice President, Communications, Indiana Fever
- Carl Daniels, Vice President, Player Development, Indiana Fever
- Penny Toler, Executive Vice President and General Manager, Los Angeles Sparks
- Jamaal Lesane, Vice President, Legal and Business Affairs Sports Operations, New York Liberty
- Christina Song, Vice President, Legal and Business Affairs Sports Operations, New York Liberty
- Carlissa Henry, Vice President, Sales and Operations, Phoenix Mercury
- Bobby Perez, Senior Vice President, General Counsel and Corporate Relations, San Antonio Stars
- Danita Johnson, Vice President, Ticket Sales, Los Angeles Sparks
- Dashawnda Brown, Vice President, Corporate Hospitality Services, New York Liberty

- Natalie White, Vice President, Basketball Operations, Atlanta Dream
- Marc Eversley, Vice President, Player Personnel, Washington Mystics
- Ed Tapscott, Vice President, Player Programs, Washington Mystics

WNBA Grade for Team Vice Presidents:

Race: B- (11 percent)
Gender: C (26.6 percent)

See Table 8.

Senior Team Administration

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

The percentage of African-American and Asians in senior team administrator positions decreased from 2015 to 2016. African-Americans decreased from 14.6 percent to 12.6 percent, and the percent of Asians decreased from 4.2 percent to 2.5 percent. The percentage of whites increased from 78.1 percent to 79 percent while the percentage of Latinos increased from 2.1 percent to 4.2 percent.

The percentage of women who were senior team administrators decreased from 34.4 percent in 2015 to 24.4 percent in 2016.

WNBA Grade for Senior Team Administration:

Race: A- (21 percent)
Gender: D+ (24.4 percent)

See Table 9.

Professional Team Administration

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

In professional team administrative positions in the 2016 season, the percentage of whites decreased from 73.8 percent in 2015 to 66.2 percent.

The percentage of African-Americans increased by 1.8 percentage points to 20.2 percent. The percentage of Latinos increased significantly from 1.3 percent to 9.8 percent in 2016, while the percentage of Asians decreased 1.7 percentage points in 2016 from 5.2 percent to 3.5 percent. The percentage of those classified as "other" decreased from 1.3 percent to 0.4 percent.

The percentage of women holding professional team administrative positions increased from 44.2 percent in 2015 to 44.4 percent in 2016.

WNBA Grade for Professional Team Administration:

Race: A+ (33.8 percent)

Gender: A+ (44.4 percent)

See Table 10.

Physicians

In 2016, the percent of white physicians increased from 88.5 percent to 88.9 percent. There were two physicians of color in 2016, which was one less than in 2015. The number of women physicians decreased from nine in 2015 to five in 2016.

See Table 11.

Head Trainers

The percent of white head trainers decreased from 76.9 percent in 2015 to 66.7 percent in 2016, while the percent of African-Americans increased from 23.1 percent to 25 percent. The percent of women decreased from 61.5 percent in 2015 to 50 percent in 2016.

See Table 12.

WNBA Diversity Initiatives

Combined with the NBA, the WNBA has a variety of diversity initiatives impacting a number of areas including employee training and development, employee recruitment, vendor diversity and community relations, as outlined in Appendix II.

WNBA Grade for Diversity Initiatives: A+

HOW GRADES WERE CALCULATED

As in previous reports, the 2016 Racial and Gender Report Card data demonstrates the inequity in the amount of people of color working in the front office of WNBA franchises and the WNBA League Office as compared to the number of people of color competing in the WNBA. Communicating this to the public, however, can be difficult without the proper perspective. In order to ease the communication process, The Institute issues letter 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. 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. Positions in which people of color held only six percent of positions earned a **D**, and any position below six percent was deemed to have earned a grade of **F**.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for any position in which women comprise less than 22 percent of the available positions. Similar to the racial standards, the 40 percent threshold 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

The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida's DeVos Sport Business Management Graduate Program collected all data.

Baseline data was gathered from media guides for Women's National Basketball Association teams. The data was placed in spreadsheets; each team had its own spreadsheet, with each position broken down by race and gender. The team data was then combined into one master spreadsheet.

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

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

The report covers the 2016 season for the Women's National Basketball Association. Listing of professional owners, general managers and head coaches were updated as of May 14, 2016. Grades were calculated according to the reporting periods noted herein.

ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 24th 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 full 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 tenth time the Report Card is being issued sport-by-sport; the 2016 report for MLB, NBA and NFL 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 the 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, Kirsten Nieuwendam, Caryn Grant and Erin Davison contributed greatly to the WNBA 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 coaching and sport management in professional and college sport. 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 260 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 social issues in sport. 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							
		%	#				
2016	White	24.5%	35	2008	White	21%	44
	African-American	68.5%	98		African-American	65%	139
	Latino	3.5%	5		Latino	0%	0
	Asian	0.7%	1		Asian	0	0
	Other	2.8%	4		Other	0%	0
				International	14%	31	
2015	White	24.3%	37	2007	White	35%	66
	African-American	71.7%	109		African-American	63%	117
	Latino	0.7%	1		Latino	0%	0
	Asian	0.0%	0		Asian	1	1
	Other	3.3%	5		Other	2%	3
				International	14%	27	
2014	White	23.3%	35	2006	White	36%	75
	African-American	69.3%	104		African-American	63%	133
	Latino	1.3%	2		Latino	0%	0
	Asian	0.0%	0		Asian	0	1
	Other	6.0%	9		Other	1%	2
				International	17%	36	
2013	White	20%	28	2005	White	34%	64
	African-American	73%	103		African-American	63%	100
	Latino	0%	0		Latino	1%	3
	Asian	0%	0		Asian	0	0
	Other	7%	10		Other	1%	4
				International	19%	39	
2012	White	16%	22	2004	White	33%	66
	African-American	74%	100		African-American	66%	134
	Latino	0%	0		Latino	1%	2
	Asian	0%	0		Asian	0	0
	Other	1%	1		Other	0%	0
				International	16%	33	
2011	White	21%	31	2002	White	35%	x
	African-American	69%	101		African-American	61%	x
	Latino	3%	4		Latino	<3	x
	Asian	0%	0		Asian	<1	x
	Other	>1%	1		Other	<1	x
				International			
2010	White	16%	26	2001	White	34%	x
	African-American	69%	112		African-American	63%	x
	Latino	1%	1		Latino	3%	x
	Asian	0%	0		Other	x	x
	Other	1%	1				
				International	14%	23	
2009	White	20%	38	2000	White	33%	x
	African-American	67%	126		African-American	65%	x
	Latino	0%	0		Latino	2	x
	Asian	0%	0		Other	0%	x
	Other	1%	1				
				International	12%	23	
1999	White	32%	x				
	African-American	64%	x				
	Latino	2%	x				
	Other	0%	x				

x=Data not recorded

Table 1

League Office: Professional Employees								
	%	#		%	#			
2016	White	73.9%	17	2008	White	67%	22	
	African-American	26.1%	6		African-American	27%	9	
	Latino	0.0%	0		Latino	3%	1	
	Asian	0.0%	0		Asian	3%	1	
	Other	0.0%	0		Other	0%	0	
	Women	69.6%	16		Women	x	x	
	Total	x	23		Total	x	33	
2015	White	75.0%	18	2007	White	64%	27	
	African-American	25.0%	6		African-American	21%	9	
	Latino	0.0%	0		Latino	2%	1	
	Asian	0.0%	0		Asian	12%	5	
	Other	0.0%	0		Other	0%	0	
	Women	75.0%	18		Women	74%	31	
	Total	x	24		Total	x	42	
2014	White	70.8%	17	2006	White	66%	29	
	African-American	25.0%	6		African-American	20.5%	9	
	Latino	0.0%	0		Latino	2.2%	1	
	Asian	4.2%	1		Asian	11.3%	5	
	Other	0.0%	0		Other	0%	0	
	Women	79.2%	19		Women	75%	33	
	Total	x	24		Total	x	44	
2013	White	67%	16	2005	White	65%	15	
	African-American	29%	7		African-American	26%	6	
	Latino	0%	0		Latino	0%	0	
	Asian	4%	1		Asian	9%	2	
	Other	0%	0		Other	0%	0	
	Women	79%	19		Women	70%	16	
	Total	x	24		Total	x	23	
2012	White	71%	15	2004	White	60%	6	
	African-American	29%	6		African-American	40%	4	
	Latino	0%	0		Latino	0%	0	
	Asian	0%	0		Asian	0%	0	
	Other	0%	0		Other	0%	0	
	Women	71%	15		Women	90%	9	
	Total	x	21		Total	x	10	
2011	White	71%	15	2003	Data Not Recorded			
	African-American	29%	6		2002	White	55%	12
	Latino	0%	0			African-American	36%	8
	Asian	0%	0			Latino	9%	2
	Other	0%	0			Asian	0%	0
	Women	76%	16			Other	0%	0
	Total	x	21	Women		95%	21	
2010	White	76%	22		Total	x	22	
	African-American	24%	7	2001	Data Not Recorded			
	Latino	0%	0		2000	White	55%	11
	Asian	0%	0			African-American	35%	7
	Other	0%	0			Latino	5%	1
	Women	69%	20			Asian	0%	0
	Total	x	29			Other	5%	1
2009	White	67%	22	Women		85%	17	
	African-American	27%	9		Total	x	20	
	Latino	3%	1	1999	Data Not Recorded			
	Asian	3%	1		1998	White	69%	9
	Other	0%	0			African-American	23%	3
	Women	100%	33			Latino	0	0
	Total	x	33			Asian	8%	1
						Other	0%	0
				Women		69%	9	
					Total	x	13	

x=Data not recorded

**Information submitted by the WNBA League Office

TABLE 2

Majority Owners							
			%	#			
2016	White	80.0%	28	2010	White	100%	12
	African-American	14.3%	5		African-American	0%	0
	Latino	2.9%	1		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	2.9%	1		Other	0%	0
	Women	40.0%	14		Women	25%	3
2015	White	82.1%	32	2009	White	100%	18
	African-American	12.8%	5		African-American	0%	0
	Latino	2.6%	1		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	2.6%	1		Other	0%	0
	Women	35.9%	14		Women	22%	4
2014	White	83.3%	30	2008	White	100%	20
	African-American	11.1%	4		African-American	0%	0
	Latino	2.8%	1		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	2.8%	1		Other	0%	0
	Women	33.3%	12		Women	20%	4
2013	White	72%	18	2007	White	100%	20
	African-American	20%	5		African-American	0%	0
	Latino	4%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	4%	1		Other	0%	0
	Women	36%	9		Women	20%	4
2012	White	72%	18	2006	White	95%	18
	African-American	20%	5		African-American	5%	1
	Latino	4%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	4%	1		Other	0%	0
	Women	40%	10		Women	11%	2
2011	White	100%	13	2005	White	92%	21
	African-American	0%	0		African-American	8%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	31%	4		Women	16%	4
				2004	White	94%	16
					African-American	6%	1
					Latino	0%	0
					Asian	0%	0
					Other	0%	0
					Women	18%	3

TABLE 3

Head Coaches								
		%	#					
2016	White	75%	9	2007	White	77%	10	
	African-American	25%	3		African-American	23%	3	
	Latino	0%	0		Asian	0%	0	
	Asian	0%	0		Latino	0%	0	
	Other	0%	0		Other	0%	0	
	Women	41.7%	5		Women	31%	4	
2015	White	75%	9	2006	White	86%	12	
	African-American	25%	3		African-American	14%	2	
	Latino	0%	0		Asian	0%	0	
	Asian	0%	0		Latino	0%	0	
	Other	0%	0		Other	0%	0	
	Women	50%	6		Women	21%	3	
2014	White	66.7%	8	2005	White	85%	11	
	African-American	33.3%	4		African-American	15%	2	
	Asian	0.0%	0		Asian	0%	0	
	Latino	0.0%	0		Latino	0%	0	
	Other	0.0%	0		Other	0%	0	
	Women	50.0%	6		Women	38%	5	
2013	White	75%	9	2004	White	69%	9	
	African-American	25%	3		African-American	31%	4	
	Latino	0%	0		Asian	0%	0	
	Asian	0%	0		Latino	0%	0	
	Other	0%	0		Other	0%	0	
	Women	42%	5		Women	38%	5	
2012	White	67%	8	2003	Data Not			
	African-American	33%	4		2002	White	82%	14
	Latino	0%	0			African-American	18%	3
	Asian	0%	0			Asian	0%	0
	Other	0%	0			Latino	0%	0
	Women	42%	5			Other	0%	0
2011	White	58%	7		Women	41%	7	
	African-American	42%	5	2001	White	75%	12	
	Asian	0%	0		African-American	25%	4	
	Latino	0%	0		Asian	0%	0	
	Other	0%	0		Latino	0%	0	
	Women	50%	6			Other	0%	0
2010	White	67%	8		Women	44%	7	
	African-American	33%	4	2000	White	69%	11	
	Asian	0%	0		African-American	31%	5	
	Latino	0%	0		Asian	0%	0	
	Other	0%	0		Latino	0%	0	
	Women	58%	7			Other	0%	0
2009	White	77%	10		Women	44%	7	
	African-American	23%	3	1999	White	75%	9	
	Asian	0%	0		African-American	25%	3	
	Latino	0%	0		Asian	0%	0	
	Other	0%	0		Latino	0%	0	
	Women	38%	5			Other	0%	0
2008	White	64%	9		Women	50%	6	
	African-American	36%	5	1998	White	43	3	
	Asian	0%	0		African-American	57	4	
	Latino	0%	0		Asian	0%	0	
	Other	0%	0		Latino	0%	0	
	Women	36%	5			Other	0%	0
					Women	70%	7	

TABLE 4

Assistant Coaches								
		%	#					
2016	White	52.2%	12	2007	White	61%	19	
	African-American	47.8%	11		African-American	39%	12	
	Latino	0.0%	0		Latino	0%	0	
	Asian	0.0%	0		Asian	0%	0	
	Other	0.0%	0		Other	0%	0	
	Women	56.5%	13		Women	52%	16	
2015	White	50%	20	2006	White	59%	16	
	African-American	50%	20		African-American	41%	11	
	Latino	0%	0		Latino	0%	0	
	Asian	0%	0		Asian	0%	0	
	Other	0%	0		Other	0%	0	
	Women	45%	18		Women	56%	15	
2014	White	48%	12	2005	White	65%	17	
	African-American	52%	13		African-American	35%	9	
	Latino	0%	0		Latino	0%	0	
	Asian	0%	0		Asian	0%	0	
	Other	0%	0		Other	0%	0	
	Women	68%	17		Women	65%	17	
2013	White	63%	15	2004	White	55%	18	
	African-American	38%	9		African-American	45%	15	
	Latino	0%	0		Latino	0%	0	
	Asian	0%	0		Asian	0%	0	
	Other	0%	0		Other	0%	0	
	Women	67%	16		Women	58%	19	
2012	White	60%	15	2003	Data Not Available			
	African-American	40%	10		2002	White	68%	27
	Latino	0%	0			African-American	33%	13
	Asian	0%	0			Latino	0%	0
	Other	0%	0			Asian	0%	0
	Women	64%	16			Other	0%	0
2011	White	63%	12		Women	55%	19	
	African-American	36%	7	2001	Data Not Available			
	Latino	0%	0		2000	White	75%	27
	Asian	0%	0			African-American	22%	13
	Other	0%	0			Latino	3%	0
	Women	63%	12				Asian	0%
2010	White	56%	9			Other	0%	0
	African-American	44%	7		Women	61%	22	
	Latino	0%	0	1999	White	74%	17	
	Asian	0%	0		African-American	22%	5	
	Other	0%	0		Latino	0%	0	
	Women	56%	9			Asian	4%	1
2009	White	59%	16			Other	0%	0
	African-American	41%	11		Women	52%	12	
	Latino	0%	0	1998	White	63%	2	
	Asian	0%	0		African-American	31%	5	
	Other	0%	0		Latino	0%	0	
	Women	59%	16			Asian	6%	1
2008	White	58%	18			Other	0%	0
	African-American	42%	13		Women	50%	8	
	Latino	0%	0					
	Asian	0%	0					
	Other	0%	0					
	Women	55%	17					

TABLE 5

CEO/President							
		%	#			%	#
2016	White	86.7%	13	2010	White	87%	13
	African-American	13.3%	2		African-American	7%	1
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	7%	1
	Women	33.3%	5		Women	40%	6
2015	White	77.8%	14	2009	White	88%	14
	African-American	22.2%	4		African-American	6%	1
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	6%	1
	Women	27.8%	5		Women	38%	6
2014	White	85%	17	2008	White	80%	12
	African-American	10%	2		African-American	13%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	5%	1		Other	7%	1
	Women	20%	4		Women	33%	5
2013	White	79%	11	2007	White	87%	13
	African-American	14%	2		African-American	13%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	7%	1		Other	0%	0
	Women	36%	5		Women	27%	4
2012	White	93%	14	2006	White	89%	16
	African-American	0%	0		African-American	11%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	7%	1		Other	0%	0
	Women	13%	2		Women	22%	4
2011	White	91%	20	2005	White	90%	14
	African-American	5%	1		African-American	10%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	5%	1		Other	0%	0
	Women	9%	2		Women	10%	2
				2004	White	85%	11
					African-American	15%	2
					Latino	0%	0
					Asian	0%	0
					Other	0%	0
					Women	8%	1

TABLE 6

General Manager							
		%	#				
2016	White	80%	8	2010	White	67%	8
	African-American	20%	2		African-American	33%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	50%	5		Women	67%	6
2015	White	72.7%	8	2009	White	75%	9
	African-American	27.3%	3		African-American	25%	3
	Latino	0.0%	0		Latino	0%	0
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	54.5%	6		Women	50%	6
2014	White	70%	7	2008	White	77%	10
	African-American	30%	3		African-American	21%	3
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	40%	4		Women	54%	7
2013	White	64%	7	2007	White	85%	11
	African-American	36%	4		African-American	15%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	36%	4		Women	54%	7
2012	White	58%	7	2006	White	82%	9
	African-American	42%	5		African-American	18%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	33%	4		Women	55%	6
2011	White	67%	8	2005	White	73%	9
	African-American	33%	4		African-American	27%	3
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	67%	8		Women	67%	8
				2004	White	77%	10
					African-American	23%	3
					Latino	0%	0
					Asian	0%	0
					Other	0%	0
					Women	77%	10

Table 7

Vice Presidents							
			%	#			
2016	White	89.0%	97	2010	White	91%	21
	African-American	10.1%	11		African-American	4%	1
	Latino	0.9%	1		Latino	4%	1
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	26.6%	29		Women	13%	3
2015	White	90.6%	87	2009	White	93%	54
	African-American	8.3%	8		African-American	3%	2
	Latino	0.0%	0		Latino	3%	2
	Asian	1.0%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	26.0%	25		Women	28%	16
2014	White	92.6%	88	2008	White	92%	61
	African-American	6.3%	6		African-American	6%	4
	Latino	1.1%	1		Latino	2%	1
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	23.2%	22		Women	30%	20
2013	White	94%	47	2007	White	94%	61
	African-American	4%	2		African-American	6%	4
	Latino	2%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	28%	14		Women	26%	17
2012	White	89%	47	2006	White	90%	80
	African-American	8%	4		African-American	10%	9
	Latino	4%	2		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	25%	13		Women	20%	18
2011	White	94%	34	2005	White	91%	77
	African-American	3%	1		African-American	8%	7
	Latino	3%	1		Latino	0%	0
	Asian	0%	0		Asian	1%	1
	Other	0%	0		Other	0%	0
	Women	25%	9		Women	27%	23
				2004	White	89%	42
					African-American	11%	5
					Latino	0%	0
					Asian	0%	0
					Other	0%	0
					Women	28%	13

TABLE 8

Senior Team Administration							
			%	#			
2016	White	79.0%	94	2010	White	72%	12
	African-American	12.6%	15		African-American	22%	4
	Latino	4.2%	5		Latino	6%	1
	Asian	2.5%	3		Asian	0%	0
	Other	1.7%	2		Other	0%	0
	Women	24.4%	29		Women	61%	11
2015	White	78.1%	75	2009	White	81%	42
	African-American	14.6%	14		African-American	12%	6
	Latino	2.1%	2		Latino	6%	3
	Asian	4.2%	4		Asian	2%	1
	Other	1.0%	1		Other	0%	0
	Women	34.4%	33		Women	44%	23
2014	White	82.6%	90	2008	White	78%	56
	African-American	11.9%	13		African-American	13%	9
	Latino	3.7%	4		Latino	4%	3
	Asian	1.8%	2		Asian	4%	3
	Other	0.0%	0		Other	1%	1
	Women	36.7%	40		Women	49%	35
2013	White	80%	43	2007	White	82%	50
	African-American	13%	7		African-American	11%	7
	Latino	2%	1		Latino	5%	3
	Asian	2%	1		Asian	2%	1
	Other	4%	2		Other	0%	0
	Women	48%	26		Women	43%	26
2012	White	79%	46	2006	White	81%	94
	African-American	19%	11		African-American	9%	11
	Latino	0%	0		Latino	7%	8
	Asian	0%	0		Asian	2%	2
	Other	2%	1		Other	1%	1
	Women	52%	30		Women	28%	33
2011	White	72%	43	2005	White	80%	99
	African-American	7%	4		African-American	11%	14
	Latino	18%	11		Latino	6%	7
	Asian	3%	2		Asian	2%	3
	Other	0%	0		Other	0%	0
	Women	33%	20		Women	37%	45
				2004	White	81%	74
					African-American	12%	11
					Latino	3%	3
					Asian	2%	2
					Other	1%	1
					Women	42%	38

TABLE 9

Professional Team Administration							
		%	#			#	
2016	White	66.2%	325	2010	White	80%	28
	African-American	20.2%	99		African-American	17%	6
	Latino	9.8%	48		Latino	0%	0
	Asian	3.5%	17		Asian	0%	0
	Other	0.4%	2		Other	3%	1
	Women	44.4%	218		Women	54%	19
2015	White	73.8%	329	2009	White	77%	79
	African-American	18.4%	82		African-American	15%	15
	Latino	1.3%	6		Latino	3%	3
	Asian	5.2%	23		Asian	5%	5
	Other	1.3%	6		Other	>1%	1
	Women	44.2%	197		Women	49%	50
2014	White	76.9%	409	2008	White	72%	115
	African-American	15.8%	84		African-American	14%	23
	Latino	4.9%	26		Latino	10%	16
	Asian	1.7%	9		Asian	1%	2
	Other	0.8%	4		Other	2%	3
	Women	41.5%	221		Women	52%	83
2013	White	71%	157	2007	White	71%	132
	African-American	22%	48		African-American	13%	25
	Latino	4%	8		Latino	15%	28
	Asian	2%	5		Asian	1%	1
	Other	2%	4		Other	1%	1
	Women	49%	109		Women	48%	90
2012	White	72%	67	2006	White	68%	159
	African-American	20%	19		African-American	16%	38
	Latino	3%	3		Latino	11%	26
	Asian	4%	4		Asian	3%	7
	Other	0%	0		Other	2%	5
	Women	44%	41		Women	44%	103
2011	White	86%	77	2005	White	70%	165
	African-American	10%	9		African-American	17%	41
	Latino	4%	4		Latino	8%	19
	Asian	0%	0		Asian	4%	10
	Other	0%	0		Other	0%	1
	Women	40%	36		Women	50%	118
				2004	White	69%	268
					African-American	22%	86
					Latino	5%	18
					Asian	3%	14
					Other	<1%	3
					Women	44%	170

TABLE 10

Physicians								
			%	#				
2016	White	88.9%	16	2009	White	78%	7	
	African-American	5.6%	1		African-American	11%	1	
	Latino	0.0%	0		Latino	11%	1	
	Asian	5.6%	1		Asian	0%	0	
	Other	0.0%	0		Other	0%	0	
	Women	27.8%	5		Women	33%	3	
2015	White	88.5%	23	2008	White	80%	12	
	African-American	3.8%	1		African-American	7%	1	
	Latino	3.8%	1		Latino	13%	2	
	Asian	0.0%	0		Asian	0%	0	
	Other	3.8%	1		Other	0%	0	
	Women	34.6%	9		Women	27%	4	
2014	White	86.4%	19	2007	White	82%	18	
	African-American	4.5%	1		African-American	9%	2	
	Latino	4.5%	1		Latino	9%	2	
	Asian	0.0%	0		Asian	0%	0	
	Other	50.0%	1		Other	0%	0	
	Women	18.2%	4		Women	23%	5	
2013	White	60%	6	2006	White	82%	18	
	African-American	10%	1		African-American	5%	1	
	Latino	0%	0		Latino	14%	3	
	Asian	10%	1		Asian	0%	0	
	Other	20%	2		Other	0%	0	
	Women	20%	2		Women	27%	6	
2012	White	100%	11	2005	White	82%	14	
	African-American	0%	0		African-American	6%	1	
	Latino	0%	0		Latino	12%	2	
	Asian	0%	0		Asian	0%	0	
	Other	0%	0		Other	0%	0	
	Women	27%	3		Women	18%	3	
2011	White	88%	7	2004	White	100%	13	
	African-American	0%	0		African-American	0%	0	
	Latino	12%	1		Latino	0%	0	
	Asian	0%	0		Asian	0	0	
	Other	0%	0		Other	0%	0	
	Women	12%	1		Women	8%	1	
2010	White	80%	8	2003	Data Not Recorded			
	African-American	10%	1		2002	White	88%	x
	Latino	0%	0			African-American	6%	x
	Asian	10%	1			Latino	0%	x
	Other	0%	0			Asian	6%	x
	Women	20%	2			Other	0%	x
			Women	22%		x		

x=Data not recorded

TABLE 11

Head Athletic Trainers							
			%	#			
2016	White	66.7%	8	2007	White	65%	13
	African-American	25.0%	3		African-American	20%	4
	Latino	0.0%	0		Latino	10%	2
	Asian	8.3%	1		Asian	0%	0
	Other	0.0%	0		Other	5%	1
	Women	50.0%	6		Women	45%	9
2015	White	76.9%	10	2006	White	68%	15
	African-American	23.1%	3		African-American	18%	4
	Latino	0.0%	0		Latino	9%	2
	Asian	0.0%	0		Asian	0%	0
	Other	0.0%	0		Other	5%	1
	Women	61.5%	8		Women	59%	13
2014	White	76.9%	10	2005	White	70%	16
	African-American	15.4%	2		African-American	22%	5
	Latino	0.0%	0		Latino	9%	2
	Asian	7.7%	1		Asian	0%	0
	Other	0.0%	0		Other	0%	0
	Women	53.8%	7		Women	70%	16
2013	White	70%	7	2004	White	77%	10
	African-American	20%	2		African-American	15%	2
	Latino	0%	0		Latino	0%	0
	Asian	10%	1		Asian	8%	1
	Other	0%	0		Other	0%	0
	Women	40%	4		Women	92%	12
2012	White	75%	12	2003	Data Not Recorded		
	African-American	19%	3	2002	White	86%	12
	Latino	0%	0		African-American	7%	1
	Asian	0%	0		Latino	0%	0
	Other	6%	1		Asian	7%	1
	Women	63%	10		Other	0%	0
2011	White	67%	8		Women	88%	14
	African-American	33%	4	2001	Data Not Recorded		
	Latino	0%	0	2000	Data Not Recorded		
	Asian	0%	0		White	88%	1
	Other	0%	0		African-American	6%	1
	Women	50%	6		Latino	0%	0
2010	White	65%	11		Asian	0%	0
	African-American	29%	5		Other	6%	1
	Latino	0%	0		Women	88%	10
	Asian	0%	0	1999	White	92%	11
	Other	6%	1		African-American	0%	0
	Women	53%	9		Latino	1%	0
2009	White	65%	13		Asian	0%	0
	African-American	25%	5		Other	1%	0
	Latino	0%	0		Women	83%	11
	Asian	0%	0	1998	White	100%	10
	Other	10%	2		African-American	0%	0
	Women	22%	4		Latino	0%	0
2008	White	67%	14		Asian	0%	0
	African-American	29%	6		Other	0%	0
	Latino	0%	0		Women	100%	10
	Asian	0%	0				
	Other	5%	1				
	Women	52%	11				

TABLE 12

APPENDIX II

NATIONAL BASKETBALL ASSOCIATION/ WOMEN'S NATIONAL BASKETBALL ASSOCIATION DIVERSITY INITIATIVES

The National Basketball Association and Women's National Basketball Association have a variety of diversity initiatives impacting a number of areas including employee learning and development, recruitment, supplier diversity and community relations. Below is a summary of various ways the NBA and WNBA have sought to promote diversity at their league offices and through their social responsibility and grassroots initiatives:

Employee Learning & Development

- The NBA and WNBA conduct live and online diversity and "Respect in the Workplace" training. The live training is completed by all of the leagues' employees every two years, with a separate track for managers focusing on manager accountability. The content is focused on one of the NBA's and WNBA's core values – respect – and sessions are conducted in small groups to encourage dialogue on respectful treatment and diversity awareness. All new hires must attend the live training during their first several months of employment. In addition to the live training, all new employees are required to complete an online "Respect in the Workplace" program as part of their new hire orientation.
- To support NBA and WNBA teams' efforts to maintain and adhere to comprehensive policies and procedures in the areas of anti-discrimination and anti-harassment, the leagues have issued to all teams recommended best practices regarding respect in the workplace policies and training.
- In 2016, the NBA and WNBA expanded upon their platform of inclusion learning programs. The leagues launched Conscious Inclusion training, an enterprise-wide learning experience designed to help employees understand and manage unconscious bias. The training, which has the primary objective of enhancing and maintaining an inclusive work environment, covers a range of topics, including understanding what unconscious bias is and how it affects organizational culture; discovering the links between diversity, inclusion and unconscious bias; and gaining practical tips to increase inclusion. All NBA and WNBA league and team employees globally will complete this training.
- Since 2006, the NBA has provided all league and team employees, and the WNBA has provided all league employees, with access to GlobeSmart, a web-based tool that provides information on countries and cultures from around the world. This tool helps users better understand the diverse world in which they work and live. Each year, during the NBA Global Games, the league shares key content pertaining to the countries and cultures that employees will visit. Using the GlobeSmart Assessment Profile, the leagues developed the Cultural Self Awareness workshop in 2008. Available to all employees, this workshop is designed to increase individual awareness on business styles, resulting in enhanced communication with others. This program has been delivered in league offices in the U.S., Europe, and Asia. The NBA and WNBA view diversity management and inclusion as business imperatives and key facilitators of success in building the NBA and WNBA brand globally.

- The NBA's Employee Resource Teams (ERTs) support the league's diversity and inclusion goals by providing an opportunity to facilitate connections between employees with shared interests or backgrounds. ERTs are committed to providing networking and professional development opportunities. The NBA has five ERTs: NBA Women's Network, Conexión éne-bé-a, NBA Pride, Dream in Color and APEX.
 - The NBA Women's Network aims to create a community for women at the league that fosters dialogue and promotes professional growth. It helps empower women at the NBA and WNBA by providing a form to share collective knowledge, experience, and success strategies; connecting women through networking opportunities; providing women with visibility to senior leadership; and leveraging women's talents and expertise to drive the NBA's global growth. The Network presently has over 170 members globally and offers a wide variety of engagement opportunities for its members and community. For example, in 2016, the NBA Women's Network launched a new set of workshops called the Women's Network Empowerment Series, which facilitates an intimate environment to approach current trends, needs and areas focus for the group.
 - Conexión éne-bé-a aims to promote the development of Latino/Hispanic cultural awareness within the NBA and WNBA while contributing to the league's success, diversity and business objectives through career development, education and community involvement.
 - NBA Pride aims to bring together LGBTQ employees and allies to foster an environment in which all employees feel empowered and encouraged to bring their whole selves to work each day. In June 2016, NBA Pride led the league's entry in the NYC Pride March as the NBA, WNBA and NBA D-League became the first professional sports league to participate in the march.
 - Dream in Color aims to serve as a resource to promote the continued growth and retention of black employees, create a platform to facilitate engagement and mentorship, and provide community service opportunities geared towards urban-youth development. Its primary goal is to encourage members to strengthen their internal and external networks by providing opportunities to share experiences and best practices for success in the sports industry.
 - APEX's (Asian Professional Exchange) mission is to promote the growth of the game and support the NBA's and WNBA's vision of diversity and inclusion by advocating and advancing the contributions of Asian American professionals within the leagues and supporting a range of career development, education and community engagement activities.

External Affinity Organizations

- The NBA collaborates with select organizations that are committed to diversity and inclusion and foster environments for engagement across the sports industry.
 - As an extension of the NBA Women's Network, the league is entering into its third year of partnership with *Women in Sports and Events* (WISE), a national organization focusing on professional development and networking for women in the industry. Via the relationship, the league offers 60 paid WISE memberships to its employees and additionally sponsors four women leaders from across the company to attend WISE's weeklong Executive Leadership

Institute at Dartmouth College. Kathy Behrens, President of Social Responsibility & Player Programs, was honored as a 2016 “WISE Woman of the Year.”

- The NBA recently became a member of the *Diversity & Inclusion Sports Consortium (DISC)*. DISC was created in 2012 as a partnership amongst diversity and inclusion professionals from the largest sports organizations in North America. Members of the consortium work together to openly exchange best practices for diversity and inclusion efforts in the sports industry. DISC members also partner to produce and host an annual two-day Diversity and Inclusion Symposium for a broader audience of sports professionals.
- Several senior leaders within the league are members of other prominent diversity organizations. Deputy Commissioner Mark Tatum, Chief Marketing Officer Pam El, and Senior Vice President of Human Resources Eric Hutcherson are members of the Executive Leadership Council. Oris Stuart, Chief Diversity & Inclusion Officer, is an Executive Board member of the National Black MBA Association. Bill Koenig, President, Global Media Content Distribution, is an Executive Board Member of the T. Howard Foundation.

Recruiting

- The NBA and WNBA have continued to embrace a multi-faceted approach to maintaining a globally diverse workforce. Year after year, the leagues have attained a high level of success in staffing a workforce that is diverse across a wide range of dimensions including gender and ethnicity. The NBA and WNBA maintain a globally diverse applicant pool in their hiring processes and encourage all NBA and WNBA teams to do the same. This is accomplished by the use of targeted conferences, social networking sites, strategic sourcing partnerships and on-line job postings with a variety of diverse organizations.
- The NBA was instrumental in the forming of the **Thurgood Marshall Scholarship Fund** (now Thurgood Marshall College Fund - TMCF) in 1987 and has provided steady leadership to the organization since its inception. NBA Commissioner Emeritus David Stern serves on the TMCF Board and the NBA, TMCF, and NBA players collaborate on a number of events and public awareness campaigns. NBA spokesmen for TMCF, Ray Allen and Shane Battier, have appeared in PSAs for the fund and provide on-going support for the fund’s activities.
- As part of the NBA’s and WNBA’s league-wide efforts to support military members and their families, the NBA and WNBA continue to highlight career opportunities posted on the NBA Cares Hoops for Troops website, which promotes NBA and WNBA job opportunities to veterans and reservists. The NBA continues to partner with the Chamber of Commerce and has established new relationships with the Office of the Secretary of Defense, the Wounded Warrior Project, the New York National Guard, and Paralyzed Veterans of America to further its efforts to support military members and their families.
- In staffing the NBA’s U.S.-based associate and intern programs, the NBA uses a number of sources as a feeder pool for diverse candidates. Recruiting sources include diversity partners such as Prep for Prep, A Better Chance, and the T. Howard Foundation. The NBA continues to establish relationships with schools that have a diverse student body and has conducted on-campus recruiting visits at some of those schools, including Howard University, Spelman College, Morehouse College, and Florida A&M University. In addition, the NBA participated in programs with the Black Student

Association and Women in Business group at Harvard University. The NBA also participates in a variety of events and career fairs that target a diverse set of candidates through organizations including Management Leadership for Tomorrow (MLT), the International Radio and Television Society Foundation (IRTS), the National Black MBA Association, and the National Society for Hispanic MBAs. 2015 also marks the inaugural year of the David J. Stern Scholarship through the Thurgood Marshall College Fund and Leadership Institute (TMCF), which will provide financial and scholastic support, internships, and mentoring opportunities for under-represented minority students interested in pursuing careers in the sports industry. The league will continue to partner with TMCF on other career and professional developmental initiatives.

- In addition to the league's U.S.-based university initiatives, the NBA also offers international intern opportunities through its Global Intern Program. The expansion of the program continues to highlight the skills of diverse and talented collegiate-level professionals throughout China (Beijing and Shanghai), Asia (Hong Kong), the U.K. (London), Spain (Madrid), and most recently India (Mumbai).

Supplier Diversity

- The NBA takes steps to further its goal of maximizing contracting opportunities for Women, Minority, Veteran and LGBT-certified business enterprises to participate in business opportunities generated by the NBA. The NBA maintains the following supplier diversity and inclusion sourcing initiatives for Women/Minority Business Enterprises in connection with the NBA's annual All-Star event: (i) building alliances in the All-Star host city with business advocacy organizations, tourism officials, and local business regulatory agencies; (ii) informing prospective local business entities of the types of contracting opportunities available by conducting a diversity and inclusion Business Opportunity Fair in the host city; and (iii) compiling and publishing a comprehensive supplier resource guide that serves as the central resource to help the NBA, its sponsors, and its contractors identify prospective suppliers. Based on alliances that have been built in All-Star host cities, the NBA continues to provide opportunities to those businesses when it hosts other events in those cities.

NBA and WNBA Social Responsibility Initiatives

- The NBA and WNBA pursue global social responsibility initiatives that build on the organizations' long tradition of addressing important issues worldwide through philanthropy, hands-on service, and legacy projects. The NBA and WNBA work to use their unique position to bring attention to important social issues focusing on **inclusion and equality, education, youth and family development, health and wellness, protecting the environment, and supporting military members and their families.**

Inclusion and Equality

- The WNBA made history alongside the NBA as the first professional sports leagues to march in and include a float in the NYC Pride Parade on June 26, 2016.
- In March 2015, the NBA and WNBA teamed up with **LeanIn.org** to launch a public awareness campaign focused on gender equality. The campaign features NBA and WNBA players using

#LeanInTogether to emphasize how men benefit from supporting women at home and at work — happier marriages, more successful children, and better team outcomes — and provide practical information on how men can do their part.

- The NBA has worked closely with **GLAAD** to ensure a safe environment is created for all fans, employees, and players, and together, they have provided diversity and inclusion training to all rookies attending the NBA Rookie Transition Program. The NBA joined millions of Americans and GLAAD on Spirit Day (October 20, 2016) and took a stand against bullying by “going purple” in support of lesbian, gay, bisexual, and transgender youth.
- Denver Nugget Kenneth Faried became the first NBA player to serve as an ambassador of **Athlete Ally**. Athlete Ally is an organization focused on ending homophobia in sports by educating allies in the athletic community and empowering them to take a stand. Athlete Ally provides public awareness campaigns, education programming, and tools and resources to help foster inclusive sports communities. Dallas Mavericks owner Mark Cuban also serves on Athlete Ally’s National Advisory Board.
- As part of **WNBA Pride**, the WNBA, its teams, and its players celebrate inclusion and equality in support of the LGBT community. For the third consecutive year the WNBA celebrated Pride Month. In 2016 the celebration included four nationally televised games on ESPN2.
- Each year, the NBA celebrates the life and legacy of **Dr. Martin Luther King, Jr.** through a variety of programs and activities. In addition to focusing attention on the life and legacy of Martin Luther King, Jr. and other leaders of the civil and human rights movements, the NBA’s grassroots events, fundraising, and leadership supported the building of the **MLK, Jr. Memorial**.

Education

- Through NBA and WNBA Cares, the leagues work to combat global illiteracy and encourage young people to develop a life-long love of reading. Teams and players participate in reading events during visits to schools and community organizations. The NBA, WNBA, and their teams also create **NBA Cares Learn and Play Centers** in schools and community organizations in need. These projects include reading rooms, libraries, computer centers, and more. They also include extensive renovations, book donations, educational software, and resources. These centers provide children and families with the opportunity to access educational and technological resources and a stimulating and safe place to learn.
- The NBA partnered with the U.S. Department of Education on the national Public Service Announcement for its **TEACH campaign**. Los Angeles Clippers All-Star Chris Paul filmed a PSA, in which he talked about his 10th grade biology teacher. The TEACH campaign seeks to raise awareness of teaching as a valuable profession and to increase the number, quality, and diversity of educators by providing aspiring teachers with the tools they need to launch their careers.
- BBVA Compass and NBA Cares are partnering for the fifth year and will be educating more than **25,000 students in 19 markets and 6 states** on the importance of **financial literacy**. BBVA and NBA Cares continue to partner with EverFi, an award winning financial education learning platform designed to teach K-12 students the concepts and skills to manage their personal finances. At the

conclusion of the 2013-14 school year, NBA Cares and BBVA Compass had more than 440 schools active on the EverFi Financial Literacy platform.

Youth and Family Development

- In support of My Brother's Keeper, President Obama's multi-sector effort launched to put boys and young men of color on a pathway to success, the NBA, the National Basketball Players Association, and the National Basketball Retired Players Association announced a five-year commitment to support My Brother's Keeper: (i) by helping **recruit 25,000 new male mentors** in partnership with MENTOR: The National Mentoring Partnership; and (ii) by helping work with educators and students in at-risk schools to increase attendance and performance in partnership with Team Turnaround and the Council of Great City Schools.
- Through NBA Cares, in partnership with various community-based and youth-serving organizations, the league and its teams and players have **built more than 915 places in 26 countries and territories** where kids and families can live, learn, or play, contributing to the development of urban communities. These projects include new and refurbished basketball courts, houses, playgrounds, technology centers and more.
- The **Jr. NBA program** supports youth basketball through programs and events that are designed to teach basketball fundamentals, promote the values of the game (including leadership, discipline, teamwork, and sportsmanship), and encourage healthy lifestyle choices among boys and girls ages 6-14. The program aims to reach 5 million youth throughout the U.S. and Canada.

Health and Wellness

- **NBA/WNBA FIT** is the leagues' comprehensive health and wellness platform promoting healthy, active lifestyles for children, adults, and families. These initiatives encourage physical activity and healthy living through products, events, and programs reaching more than 1,600 organizations and 2.5 million children and families. NBA/WNBA FIT utilizes current and former players, coaches, trainers, and nutritionists to share important health and fitness tips focused around encouraging youth and their families to "Be Active, Eat Healthy and Play Together".
- During **NBA FIT Live Healthy Week Presented by Kaiser Permanente**, the NBA family – led by the NBA FIT Team – joins community members and partners to highlight the importance of healthy living and to encourage fans to pledge that they will lead healthy lifestyles through grassroots programs and events, broadcast and digital ads, retail activation, special Adidas on-court apparel, and in-arena and online programming.
- NBA/WNBA FIT launched **NBA FIT Food** in partnership with Wal-Mart in January 2014. NBA FIT branded oranges are sold in more than **3,600 Wal-Mart stores** nationwide. Additionally, the NBA hosted NBA FIT clinics at various Wal-Mart stores.
- NBA Cares has partnered with **Share Our Strength's No Kid Hungry Campaign** to raise awareness and funds to help end childhood hunger in America, including a PSA campaign with Los Angeles

Clippers All-Star Chris Paul. Additionally, in 2012, the NBA made a commitment to connect 50,000 children across the country with free summer meals.

- Through NBA/WNBA FIT, the NBA and WNBA continue to partner with the **First Lady's Let's Move! Active Schools campaign**, the Presidential Council on Fitness, Sports, and Nutrition, and the Partnership for a Healthier America. The effort tipped off in 2011 with the debut of the NBA FIT/Let's Move! public service announcement featuring First Lady Michelle Obama and continues to support the annual White House Easter Egg Roll. The NBA and WNBA have continued to support Let's Move Active Schools encouraging schools across the country to register their school. Additionally, NBA players and legends Chris Paul, Grant Hill, Alonzo Mourning, and Jason Collins serve on the President's Council on Fitness, Sports, and Nutrition.
- NBA/WNBA Cares are founding partners of the United Nations Foundation's **Nothing But Nets** campaign, a grassroots movement to save lives by preventing malaria (the leading killer of children in Africa). The NBA and WNBA have helped raise more than \$56 million to distribute more than 9 million life-saving bed nets. In July 2013, NBA player Stephen Curry traveled to Tanzania to support the Nothing But Nets campaign.
- The NBA/WNBA and its players have been active in the global fight against AIDS in a variety of ways, including through partnerships with Greater Than AIDS, GBCHealth, Elizabeth Glaser Pediatric AIDS, and UNICEF, through grassroots events, and through extensive charitable donations. Through the Emmy award winning awareness campaign "**Get Tested,**" the NBA, HBO, the Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria (GBC), and the Kaiser Family Foundation came together to produce a series of television, radio, and print PSAs that encouraged people in urban communities to learn about their HIV/AIDS status.
- The **WNBA Breast Health Awareness** program focuses on generating awareness and educating women about breast cancer in addition to raising funds for the initiative. The WNBA and its teams have raised more than **\$3.6 million** to aid in the **fight against breast cancer**.

Military Support

- Hoops for Troops is a comprehensive partnership with the Department of Defense to show the NBA's commitment to service. Using the sport of basketball, the partnership supports local communities and hundreds of thousands of active and retired armed forces members and their families each year. The program focuses on four pillars – **Transition, Community, Leadership, and Health** – and features a full schedule of events across the country including USO Tours with legends of the game, exhibition games, clinics, open practices, speaking engagements, meet-and-greets, game tickets, and more.
- During **Veterans Day weekend**, the NBA family joins military communities to highlight the importance of honoring and supporting active and retired service men, women and their families. Teams and players host events around the country and all players wear special Hoops for Troops shooting shirts throughout the weekend.

Environment

- Through NBA Green, the NBA has partnered with **the Green Sports Alliance** to generate awareness for protecting the environment. The NBA is the only professional sports league to dedicate an entire week to educating fans about responsible environmental stewardship.
- During NBA Green Week presented by Sprint, the league, its teams, and its players take part in a variety of “greening” programs and events, including recycling programs, community service projects, and sustainability education programs. As part of NBA Green Week 2015, the NBA partnered with the Arbor Day Foundation in a commitment to **plant three trees for every 3 pointer hit during NBA Green Week** and **one tree for each time #NBAGreen** was used, which **resulted in more than 22,000 trees planted** at the conclusion of the week.

Grassroots Programs

- **Basketball Without Borders (BWB)** is the NBA’s and FIBA’s global basketball development and community outreach program that unites young basketball players to promote the sport and encourage positive social change in the areas of education and health. Since its inaugural year in 2001, **41 BWB camps** have taken place in **23 cities and 20 countries on six continents**. To promote friendship and diversity, participating campers are divided into teams without regard to race or nationality. As part of BWB, the NBA has created 66 places to live, learn, or play.
- In partnership with the **U.S. Department of State’s Bureau of Educational and Cultural Affairs’ SportsUnited Program as well as the Empowering Women and Girls Through Sport Initiative**, more than 78 current and former NBA and WNBA players and coaches have traveled to 44 countries as ambassadors of sport, conducting clinics, visiting schools and speaking to youth. Additionally, the NBA and WNBA support the U.S. State Department’s Sports Visitor Program by partnering to host youth and coaches during their visits to the U.S.
- The NBA in partnership with the **USAID** has developed **Live, Learn and Play: Sustainable, Scalable Basketball for Youth Development (LLP)**, a four-year public-private partnership to foster youth development in Africa through sustainable basketball and life skills development. In its second year in Senegal, LLP has trained 50 coaches and partnered with 21 schools and youth clubs, and reached a total of 975 youth. LLP programs will use sport to transcend social, economic, and political barriers bringing youth together and encouraging healthy lifestyles and community development.
- The NBA, in partnership with ExxonMobil and Africare, in 2013 launched **Power Forward** in Abuja, Nigeria, a program which has trained **20 coaches**, partnered with **10 schools** and reached more than **440 youth** with weekly programming. This youth development program, which is in its second year, leverages the power of basketball and the NBA to teach health, leadership, and life skills.
- Together with the **Reliance Foundation**, the **NBA launched the Jr. NBA** in Mumbai and Kerala (India) for youth ages 8-16. In its second year, the program reached more than **810,000 youth and more than 1,000 physical education coaches in 1,000 local schools**. The Reliance Foundation Jr. NBA program focuses on inspiring youth to adopt a healthy, active lifestyle by integrating basketball into each participating school’s physical education curriculum.
- Jr. NBA Asia, in partnership with FrieslandCampina, Alaska Milk, and Dutch Lady, hosts youth basketball programming for youth ages 7-14 to develop basketball skills and promote the values of

the game through instructional camps and clinics in the Philippines, Indonesia, Malaysia, Thailand, and Vietnam. In 2014, Jr. NBA Asia engaged more than **35,000 youth and 2,800 coaches** through nearly 1,100 local schools and community organizations.

Other Community Programs

- Since October 2005, through NBA Cares, the league, players, and teams have raised and contributed more than **\$242 million** for charity and provided **3 million hours** of hands-on service to communities worldwide.
- As part of rebuilding efforts following the earthquakes, which struck the Sichuan Province, China in 2008 and 2013, the NBA has refurbished **13 basketball courts**, committed to building **3 Project Hope Schools**, and provided portable classrooms and financial assistance to affected families in partnership with the China Youth Development Foundation. Additionally, as of last year, the NBA has supported the Yao Foundation Hope Primary School Basketball Season for the second consecutive year, which has been hosted in approximately **80 Hope Schools across** China, and which has provided more than **40,000 underprivileged students** with basketball programming and life skills in the areas of teamwork, sportsmanship and health and wellness.