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The 2012 Racial and Gender Report Card: National Football League

by Richard Lapchick
with Philip Costa, Tamara Sherrod, and Rahman Anjorin
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EXECUTIVE SUMMARY

Orlando, FL – September 13, 2012... The National Football League achieved its third consecutive **A** grade on racial hiring practices and its first **C+** on gender hiring practices in the 2012 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 achieved the highest grade for gender hiring practices and overall combined grade in the history of the league with scores of 74.5 percent and 82.3 percent respectively. The NFL's score for race decreased slightly from 90.4 percent in 2011 to 90 percent in 2012.

Using data from the 2011 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 September 1, 2012.

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. The total number of women and people of color at or above the VP level increased by eight percent, from 26 in 2011 to 28 in 2012. The number of female employees at or above the VP level increased by 13 percent, from 15 women in 2011 to 17 women in 2012. The number of people of color at or above the VP level remained constant.

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." Carol Davis of the

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Oakland Raiders, Denise DeBartolo York of the San Francisco 49ers and Virginia McCaskey of the Chicago Bears are the three female majority owners in the NFL.

Half of the 12 teams making the 2011/2012 playoffs had either an African-American head coach or general manager. The two head coaches were Marvin Lewis of the Cincinnati Bengals and Mike Tomlin of the Pittsburgh Steelers. The four general managers were Jerry Reese of the NY Giants, Rick Smith of the Houston Texans, Ozzie Newsome of the Baltimore Ravens, and Martin Mayhew of the Detroit Lions. Jerry Reese, who had become the first African-American general manager to win a Super Bowl when the New York Giants won in 2008, celebrated another Super Bowl win with the New York Giants victory in 2012.

Tables for the report are included in Appendix I.

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 2012 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. The most recent increase was eight percent, from 26 in 2011 to 28 in 2012. The number of female employees at or above the vice president level increased by 13 percent, from 15 women in 2011 to 17 women in 2012 while the number of people of color at or above the vice president level remained constant.
- League Office initiatives included the creation of a women's employee 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.

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- Amy Trask, of the Oakland Raiders, remains the only female president/CEO of a team in the NFL, a position she has held since 2005. There has never been a person of color serving as president or CEO of a team in the history of the NFL.
- The total number of people of color serving as vice presidents on NFL teams has fallen from 17 in 2010 to 13 in 2011. This was a decrease of three percentage points from 11 percent to eight percent. The number of female vice presidents decreased from 25 in 2010 to 23 in 2011.
- Pamela Browner-Crawley was the one woman of color who served as a vice president in 2011 with the Philadelphia Eagles.
- 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.
- African-American general managers increased from five (16 percent) in 2011 to six (19 percent) in 2012. This marks six consecutive years with at least five general managers that are people of color. Jerry Reese, who had become the first African-American general manager to win a Super Bowl when the New York Giants won in 2008, celebrated another Super Bowl win with the New York Giants victory in 2012.
- Eight out of the last 12 Super Bowl teams have had either an African-American head coach or general manager: coaches Tony Dungy (Colts), Lovie Smith (Bears), Mike Tomlin (Steelers, twice) and Jim Caldwell (Colts) and GMs Jerry Reese (Giants, twice) and Rod Graves (Cardinals).
- After having an all-time record of eight people of color as head coaches in the NFL for 2011, the number decreased to six in 2012. Ron Rivera of the Carolina Panthers serves as the NFL's only Latino head coach.
- The percentage of people of color who held senior administrator positions on NFL teams in 2011 remained constant since 2010 at 16 percent. The percentage of the total senior administrator positions on NFL teams held by women decreased from 21 percent in 2010 to 20 percent in 2011.
- People of color holding professional positions on teams dropped by two percentage points to 12 percent. The percentage of women in professional administrative positions increased one percentage point to 30 percent in 2011.

OVERALL GRADES

The National Football League achieved its third consecutive **A** grade on racial hiring practices and its first **C+** on gender hiring practices in the 2012 NFL Racial and Gender Report Card. This gave the NFL a combined **B** grade.

The NFL achieved the highest grade for gender hiring practices and overall combined grade in the history of the league with scores of 74.5 percent and 82.3 percent respectively. The NFL's score for race decreased slightly from 90.4 percent in the previous report to 90 percent.

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

The NFL received a **B-** for gender hiring practices for team professional administrators and a **C** for the League Office. 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 2011 season, the percentage of African-American players remained at 67 percent for the fourth consecutive season. The all-time high for African-American players was 69 percent in 2003. The percentage of whites in 2011 remained constant with 2010 at 31 percent. The percentage of Latinos and Asian/Pacific Islanders remained at one percent and two percent, respectively. Of all the professional leagues in the United States, the NFL continues to have the smallest percentage of international players at one percent in 2011.

NFL Grade for Players: **A+**

See Table 1.

NFL League Office

The NFL League Office has sustained the leadership and guidance necessary to have 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, that includes the creation of a women's employee 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.

Due to hiring and promotions, the total number of women and people of color at or above the VP level has continued to increase from 26 VPs in 2011 to 28 VPs in 2012. The number of female employees at or above the VP level increased by 13 percent, from 15 women in 2011 to 17 women in 2012.

Overall, the percentage of management positions for people of color in the League Office increased to 26 percent in 2012, up from 25 percent in 2011. The percentage of African-Americans and Latinos remained constant at eight and five percent, respectively, for 2012. However, Asians decreased from 10 percent in 2011 to nine percent in 2012. Native-Americans holding management positions stayed at less than one percent for the second year in a row.

The percentage of management positions held by women remained at 28 percent, the highest percentage in more than a decade.

In 2012, there were 13 people of color who served as vice presidents in the League Office, the same number as 2011; eight were African-American males, three were Asian males, one African-American female and one Latina. They are included in the following list:

African-American:

- Raymond E. Anderson, Executive Vice President, Football Operations
- Adolpho A. Birch III, Senior Vice President, Labor Policy and 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
- Carl J. Johnson, Vice President, Officiating
- Kenneth W. Pimpton, Vice President, Internal Audit
- Rory Verrett, Vice President, Talent Acquisition and Management
- Troy Vincent, Vice President, Player Engagement

Asian:

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

Latino:

- Belinda Lerner, Vice President, Alumni Affairs and Retired Player Programs

There were 17 women who served as vice presidents in the League Office (up from 15 in 2011); fifteen were white, one was African-American and one was Latina. They were:

- Renie Anderson, Vice President, Business Development
- Mary Pat Augenthaler, Vice President, Event Production
- Tracey Bleczynski, Vice President, Consumer Products
- Anastasia Danias, Vice President, Legal Affairs
- Nancy Galietti, Vice President, Information Technology
- Natara Holloway, Vice President, Corporate Development
- 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
- Julie Moeller, Vice President, International Media Strategy & Development
- Tracy Perlman, Vice President, Entertainment Marketing & Promotions
- Rosemary Roser, Vice President, Controller
- Kennie C. Smith, Executive in Charge of Project Management*
- Sarah Swanson, Vice President, Marketing & Promotions, NFL Network
- Jamie K. Weston, Vice President, Brand Creative
- Kimberly A. Williams, Senior Vice President & COO, NFL Network

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

NFL Grade for League Office:

Race: A

Gender: C

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 Denise DeBartolo York of the San Francisco 49ers, and Virginia McCaskey of the Chicago Bears.

See Table 3.

Head Coaches

There were six people of color as head coaches at the start of the 2012 NFL season. In 2011, there was an NFL record with eight people of color in head coaching positions.

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 five African-American head coaches at the start of the 2012 season, down two from 2011.

- Romeo Crennel, Kansas City Chiefs
- Marvin Lewis, Cincinnati Bengals
- Lovie Smith, Chicago Bears
- Mike Tomlin, Pittsburgh Steelers
- Leslie Frazier, Minnesota Vikings

There are three African-American head coaches who were no longer with their teams from 2011: Jim Caldwell, Raheem Morris, and Hue Jackson.

Romeo Crennel was promoted to the interim head coach with the Kansas City Chiefs during the final three games of the 2011 season and is now the head coach for the start of 2012. He previously held the Head Coach position with the Cleveland Browns from 2005 to 2008, with a record of 24-40.

Ron Rivera was the only Latino head coach in 2012. 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, have 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.

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

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

See Tables 4 and 5.

Assistant Coaches

The percentage of assistant coaches of color increased by one percentage point from 33 percent in 2010 to 34 percent in 2011.

At the start of the 2011 NFL season, there were eight African-Americans holding coordinator positions:

- Romeo Crennel, Kansas City Chiefs, Defensive Coordinator
- Perry Fewell, New York Giants, Defensive Coordinator
- Jerry Gray, Tennessee Titans, Defensive Coordinator
- Ray Horton, Arizona Cardinals, Defensive Coordinator
- Mel Tucker, Jacksonville Jaguars, Defensive Coordinator
- Clarence Shelmon, San Diego Chargers, Offensive Coordinator
- George Edwards, Buffalo Bills, Defensive Coordinator
- Curtis Modkins, Buffalo Bills, Offensive Coordinator

Also in 2011, Juan Castillo was named the league's only Latino defensive coordinator after spending the past 13 seasons as the Philadelphia Eagles' offensive line coach.

NFL Grade for Assistant Coaches: A+

See Table 6.

Top ManagementCEOs/Presidents

The Oakland Raiders Amy Trask remains the only female president/CEO in the NFL in the 2012 season.

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

See Table 7.

General Manager/Principal-in-Charge

For the start of the 2012 season, there was a record 19 percent of the general manager positions in the NFL held by African-Americans. This is the highest total ever, with six general managers (up from five in 2011).

The African-American general managers starting the 2012 season were:

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

Reggie McKenzie, of the Oakland Raiders, is a new general manager for the 2012 season; the other five general managers are the same from 2011.

Jerry Reese helped lead the Giants to a Super Bowl victory in 2008 and in 2012. Rod Graves helped lead the Cardinals to the Super Bowl in 2009.

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

See Table 8.

Team Vice Presidents

During the 2011 NFL season, there was a decrease in the percentage of team vice presidents who were people of color from 11 percent to nine percent. Along with this, the percentage of female vice presidents decreased slightly from 16 percent to 15 percent. African-American vice presidents decreased from 10 percent in 2010 to eight percent in 2011. The number of white vice presidents increased by four percentage points from 88 percent to 91 percent. There were 12 African-American vice presidents in 2011, down from 16 in 2010. There remained one Latino vice president for the 2011 season. The following are the 12 African-Americans who held vice president positions with their teams in 2011:

- Ronnie Barnes, Vice President of Medical Services, New York Giants
- Joey Clinkscales, Vice President of College Scouting, New York Jets
- Lake Dawson, Vice President, Football Operations, Tennessee Titans
- Peter John-Baptiste, Vice President, Communications, New York Giants
- Will Lewis, Vice President of Football Operations, Seattle Seahawks
- Nat Moore, 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
- Tony Wyllie, Senior Vice President, Communications, Washington Redskins
- Pamela Browner-Crawley, Senior Vice President, Public Affairs and Government Relations, Philadelphia Eagles

There was one Latino vice president at the start of the 2011 season.

- Luis Perez, Senior Vice President, Chief Financial Officer, Detroit Lions

The Detroit Lions and New York Giants were the only teams with more than one vice president of color.

Women held 23 of the vice president positions in 2011. Pamela Browner-Crawley was the one woman of color who served as a vice president in 2011. The following women held these positions:

- Lisa Manning, Vice President, Marketing, Arizona Cardinals
- Kim Shreckengost, Executive Vice President/Chief of Staff, Atlanta Falcons
- Gabrielle Dow, Vice President of Marketing, Baltimore Ravens
- Michelle Andres, Vice President, Digital Media, Baltimore Ravens
- Deb Jerge, Vice President, Buffalo Bills
- Gretchen Geitter, Vice President of Community Relations, Buffalo Bills
- Mary Piwowarczyk, Vice President of Government Relations and External Affairs, Buffalo Bills
- Mary Owen, Vice President, Strategic Planning, Buffalo Bills
- Charlotte Jones Anderson, Executive Vice President of Brand Management, Dallas Cowboys
- Cindy Galloway Kellogg, Vice President, Community Development, Denver Broncos
- Betsy Mitchell, Vice President of Organizational/Staff Development, Green Bay Packers
- Marilan Logan, Vice President and Controller, Houston Texans
- Carlie Irsay Gordon, Vice President, Indianapolis Colts
- Casey Irsay Foyt, Vice President, Indianapolis Colts
- Kalen Irsay, Vice President, Indianapolis Colts
- Tammy Fruits, Vice President of Sales and Marketing, Kansas City Chiefs
- Dawn Aponte, Vice President of Football Operations, Miami Dolphins
- Tery Howard, Senior Vice President/Chief Technology Officer, Miami Dolphins
- Vicky Neumeyer, Vice President and General Counsel, New Orleans Saints
- Pamela Browner-Crawley, Senior Vice President, Public Affairs and Government Relations, Philadelphia Eagles
- Cindy Kelley, Vice President, Human Resources and Administration, Seattle Seahawks
- Susan Darrington, Vice President, Facility Operations and Services, Seattle Seahawks
- Molly Higgins, Vice President of Corporate Communications, St. Louis Rams

Baltimore, Buffalo, Indianapolis, Miami, and Seattle were the only teams in the NFL with more than one woman as a vice president.

NFL Grade for Team Vice Presidents:

| | |
|----------------|----------|
| Race: | C |
| Gender: | F |

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 2011, people of color held slightly under 16 percent of all NFL senior administration positions. This number has declined over the past three seasons. African-Americans decreased one percentage point

from 2010 to 11 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 2011 NFL season, which is a slight decrease from 2010 when it was 21 percent.

NFL Grade for Senior Administration:

Race: B+
Gender: D-

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 2011, the percentage of people of color in team professional administrative positions was nearly 13 percent, down from nearly 15 percent in the previous report card. The percentages of African-American and Latino professional administrators both decreased by one percentage point to nine percent and two percentage points, respectively. Asians in these same positions increased in the total number, while remaining at the same one percent overall.

Women in these positions increased one percentage point to 30 percent. This is the highest percentage of women in such positions since 2007.

NFL Grade for Professional Administration:

Race: B
Gender: B-

See Table 11.

Physicians

In 2011, the percentage of white physicians increased from 2010 by one percentage point to 87 percent. African-Americans remained at five percent, Latinos decreased to one percent and Asians increased to an all-time high of five percent.

The percentage of female team physicians increased from three percent in 2010 to four percent in 2011.

See Table 12.

Head Trainers

In 2011, 86 percent of the head trainers in the NFL were white (up from 83 percent) while African-Americans decreased from 17 to 12 percent. While there were still no Latino head trainers, there was one Asian head trainer for the 2011 season.

See Table 13.

Radio/TV Broadcasters

The NFL RGRC examines professional staff members from the NFL teams and front office. Because the majority of broadcasters are not employees of the teams, TIDES will no longer be including the category of Radio/TV Broadcasters in the Report Card.

Stacking

Most observers agree that the issue of stacking in the NFL is no longer a major concern. In the 2011 NFL season, African-Americans held 21 percent of the quarterback positions (up from 16 percent in 2010). 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

In recent years, the NFL has increased diversity in the ranks of its game officials. Carl Johnson, Vice President of Officiating, is an African-American, as is David Coleman, Director of Officiating.

The number of African-American, Latino, and Native-American officials increased from 23 in 2006 to 34 for the 2011 season (28 percent). The number of diverse referees who lead officiating crews increased from one to three during that same time period. 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 current statistics for 2012 are in reference to the regular officials. As of September 2012, NFL's regular officials have been locked out and replacement officials are working the games.

See Table 18.

NFL Diversity Initiatives

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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 2012 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 2011 and 2012 seasons for the National Football League. Listings of professional owners, general managers and head coaches were updated as of September 1, 2012. Grades, however, were calculated according to the reporting period of 2011.

ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 20th 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 eighth 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, Professor Scott Bukstein, Philip Costa, Tamara Sherrod, Rahman Anjorin and Sean Smith, contributed greatly to the completion of the 2012 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 | | | | |
|----------------|------------------|----------|----------|------------------|
| | | % | # | |
| 2011 | | | | 2000 |
| | White | 31% | 802 | White |
| | African-American | 67% | 1721 | African-American |
| | Latino | 1% | 13 | Latino |
| | Asian | 2% | 40 | Other |
| | Other | 1% | 7 | |
| | International | 1% | 20 | 1999 |
| 2010 | | | | White |
| | White | 31% | 790 | African-American |
| | African-American | 67% | 1714 | Latino |
| | Latino | 1% | 13 | Other |
| | Asian | 2% | 39 | |
| | Other | 1% | 7 | 1998 |
| | International | 1% | 20 | White |
| 2009 | | | | African-American |
| | White | 30% | 782 | Latino |
| | African-American | 67% | 1761 | Other |
| | Latino | 1% | 24 | |
| | Asian | 2% | 55 | 1997 |
| | Other | <1% | 2 | White |
| | International | 2% | 48 | African-American |
| 2008 | | | | Latino |
| | White | 31% | 805 | Other |
| | African-American | 67% | 1762 | |
| | Latino | 1% | 25 | 1996 |
| | Asian | 2% | 45 | White |
| | Other | <1% | 1 | African-American |
| | International | 2% | 63 | Latino |
| 2007 | | | | Other |
| | White | 31% | 730 | |
| | African-American | 66% | 1566 | 1995 |
| | Latino | 1% | 30 | White |
| | Asian | 2% | 44 | African-American |
| | Other | <1% | 1 | Latino |
| | International | 2% | 43 | Other |
| 2006 | | | | |
| | White | 31% | 532 | 1994 |
| | African-American | 67% | 1131 | White |
| | Latino | 0.5% | 8 | African-American |
| | Asian | 1.5% | 25 | Latino |
| | Other | 0% | 0 | Other |
| | International | 1% | 24 | |
| 2005 | | | | 1993 |
| | White | 31.50% | 537 | White |
| | African-American | 65.50% | 1116 | African-American |
| | Latino | <1% | 10 | Latino |
| | Asian | 2% | 34 | |
| | Other | <1% | 1 | 1992 |
| | International | 1% | 18 | White |
| 2003 | | | | African-American |
| | White | 29% | 516 | Latino |
| | African-American | 69% | 1228 | Other |
| | Latino | 1% | 9 | |
| | Asian | 1% | 22 | 1991 |
| | Other | 0% | 0 | White |
| | | | | African-American |
| | | | | Latino |
| | | | | |
| | | | | 1990 |
| | | | | White |
| | | | | African-American |
| | | | | Latino |

x=Data not recorded

Table 1

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

x= Data not recorded

Note: Data provided by the NFL league office.

Table 2

| Majority Owners | | | | | |
|------------------|------|----|------------------|------|----|
| 2012 | | | 2006 | | |
| | % | # | | % | # |
| 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 |
| Women | 9% | 3 | Women | 9% | 3 |
| 2011 | | | 2005 | | |
| 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 | Other | 0% | 0 |
| Women | 6% | 2 | Women | 11% | 3 |
| 2010 | | | 2003 | | |
| 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 | 6% | 2 | | | |
| 2009 | | | 2001 | | |
| White | 100% | 32 | White | 100% | 31 |
| 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 | 6% | 2 | | | |
| 2008 | | | 1999 | | |
| White | 100% | 32 | White | 100% | 31 |
| African-American | 0% | 0 | African-American | 0% | 0 |
| Latino | 0% | 0 | Latino | 0% | 0 |
| Asian | 0% | 0 | Asian | 0% | 0 |
| Other | 0% | 0 | Women | 10% | 3 |
| Women | 6% | 2 | | | |
| 2007 | | | 1998 | | |
| White | 100% | 32 | White | 100% | 30 |
| African-American | 0% | 0 | African-American | 0% | 0 |
| Latino | 0% | 0 | Latino | 0% | 0 |
| Asian | 0% | 0 | Asian | 0% | 0 |
| Other | 0% | 0 | Women | 10% | 3 |
| Women | 9% | 3 | | | |
| | | | 1997 | | |
| | | | White | 100% | 30 |
| | | | African-American | 0% | 0 |
| | | | Latino | 0% | 0 |
| | | | Asian | 0% | 0 |
| | | | Women | 10% | 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-present | 71-57 |
| Romeo Crennel | Cleveland/Kansas City | 2005-2008/2011^~present | 26-41 |
| 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 | | | | | | | |
|--------------|------------------|-----|----|-------------|------------------|-----|----|
| | | | % | # | | | |
| 2012 | | | | | 2003 | | |
| | White | 81% | 26 | | White | 91% | 29 |
| | African-American | 16% | 5 | | African-American | 9% | 3 |
| | Asian | 0% | 0 | | Asian | 0% | 0 |
| | Latino | 3% | 1 | | Latino | 0% | 0 |
| | Other | 0% | 0 | | Women | 0% | 0 |
| | Women | 0% | 0 | 2001 | | | |
| 2011 | | | | | | | |
| | White | 75% | 24 | | White | 94% | 30 |
| | African-American | 22% | 7 | | African-American | 6% | 2 |
| | Asian | 0% | 0 | | Asian | 0% | 0 |
| | Latino | 3% | 1 | | Latino | 0% | 0 |
| | Other | 0% | 0 | | Women | 0% | 0 |
| | Women | 0% | 0 | 2000 | | | |
| 2010 | | | | | | | |
| | White | 81% | 26 | | White | 90% | 28 |
| | African-American | 19% | 6 | | African-American | 10% | 3 |
| | Asian | 0% | 0 | | Asian | 0% | 0 |
| | Latino | 0% | 0 | | Latino | 0% | 0 |
| | Other | 0% | 0 | | Women | 0% | 0 |
| | Women | 0% | 0 | 1999 | | | |
| 2009 | | | | | | | |
| | White | 81% | 26 | | White | 94% | 29 |
| | African-American | 19% | 6 | | African-American | 6% | 2 |
| | Asian | 0% | 0 | | Asian | 0% | 0 |
| | Latino | 0% | 0 | | Latino | 0% | 0 |
| | Other | 0% | 0 | | Women | 0% | 0 |
| | Women | 0% | 0 | 1997 | | | |
| 2008 | | | | | | | |
| | White | 81% | 26 | | White | 90% | 27 |
| | African-American | 19% | 6 | | African-American | 10% | 3 |
| | Asian | 0% | 0 | | Asian | 0% | 0 |
| | Latino | 0% | 0 | | Latino | 0% | 0 |
| | Other | 0% | 0 | | Women | 0% | 0 |
| | Women | 0% | 0 | | African-American | 10% | 3 |
| 2007 | | | | | | | |
| | White | 81% | 26 | | Latino | 0% | 0 |
| | African-American | 19% | 6 | 1995 | | | |
| | Asian | 0% | 0 | | White | 90% | 27 |
| | Latino | 0% | 0 | | African-American | 10% | 3 |
| | Other | 0% | 0 | | Latino | 3% | 1 |
| | Women | 0% | 0 | 1994 | | | |
| 2006 | | | | | | | |
| | White | 78% | 25 | | White | 93% | 28 |
| | African-American | 22% | 7 | | African-American | 7% | 2 |
| | Asian | 0% | 0 | | Latino | 0% | 0 |
| | Latino | 0% | 0 | 1993 | | | |
| | Other | 0% | 0 | | White | 89% | 25 |
| | Women | 0% | 0 | | African-American | 7% | 2 |
| 2005 | | | | | | | |
| | White | 81% | 26 | | Latino | <4% | 1 |
| | African-American | 19% | 6 | 1992 | | | |
| | Asian | 0% | 0 | | White | 89% | 25 |
| | Latino | 0% | 0 | | African-American | 7% | 2 |
| | Women | 0% | 0 | | Latino | <4% | 1 |
| 2005 | | | | | 1991 | | |
| | White | 81% | 26 | | White | 93% | 26 |
| | African-American | 19% | 6 | | African-American | 7% | 2 |
| | Asian | 0% | 0 | | Latino | 0% | 0 |
| | Latino | 0% | 0 | 1990 | | | |
| | Women | 0% | 0 | | White | 96% | 27 |
| | | | | | African-American | 4% | 1 |
| | | | | | Latino | 0% | 0 |

Table 5

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

Table 6

| CEO/President | | | | | |
|---------------|------------------|------|----|-------------|------------------|
| | | % | # | | |
| 2012 | | | | 2006 | |
| | White | 100% | 32 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Asian |
| | Other | 0% | 0 | | Other |
| | Women | 3% | 1 | | Women |
| 2011 | | | | 2003 | |
| | White | 100% | 32 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Asian |
| | Other | 0% | 0 | | Women |
| | Women | 3% | 1 | | White |
| 2010 | | | | 2000 | |
| | White | 100% | 27 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Asian |
| | Other | 0% | 0 | | Women |
| | Women | 4% | 1 | | White |
| 2009 | | | | 1999 | |
| | White | 100% | 27 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Asian |
| | Other | 0% | 0 | | Women |
| | Women | 4% | 1 | | White |
| 2008 | | | | 1998 | |
| | White | 100% | 29 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Asian |
| | Other | 0% | 0 | | Women |
| | Women | 3% | 1 | | White |
| 2007 | | | | 1997 | |
| | White | 100% | 30 | | White |
| | African-American | 0% | 0 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Other |
| | Other | 0% | 0 | | Women |
| | Women | 3% | 1 | | White |
| | | | | | African-American |
| | | | | | Latino |
| | | | | | Other |
| | | | | | Women |

x= Data not recorded

Table 7

| General Manager/Director of Player Personnel | | | | | |
|--|-----|----|------------------|-----|----|
| | % | # | | % | # |
| 2012 | | | 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 |
| Women | 0% | 0 | 2003 | | |
| 2011 | | | White | 94% | 30 |
| White | 84% | 27 | African-American | 6% | 2 |
| African-American | 16% | 5 | Latino | 0% | 0 |
| Latino | 0% | 0 | Asian | 0% | 0 |
| Asian | 0% | 0 | Women | 0% | 0 |
| Other | 0% | 0 | 2001 | | |
| Women | 0% | 0 | White | 94 | 30 |
| 2010 | | | African-American | 6 | 2 |
| White | 84% | 25 | Latino | 0 | 0 |
| African-American | 46% | 5 | Asian | 0 | 0 |
| Latino | 0% | 0 | Women | 0 | 0 |
| Asian | 0% | 0 | 1999 | | |
| Other | 0% | 0 | White | 87% | 27 |
| Women | 0% | 0 | African-American | 13% | 4 |
| 2009 | | | Latino | 0% | 0 |
| White | 84% | 27 | Asian | 0% | 0 |
| African-American | 16% | 5 | Women | 0% | 0 |
| Latino | 0% | 0 | 1998 | | |
| Asian | 0% | 0 | White | 87% | 27 |
| Other | 0% | 0 | African-American | 13% | 4 |
| Women | 0% | 0 | Latino | 0% | 0 |
| 2008 | | | Asian | 0% | 0 |
| White | 83% | 25 | Women | 0% | 0 |
| African-American | 17% | 5 | 1997 | | |
| Latino | 0% | 0 | White | 87% | 26 |
| Asian | 0% | 0 | African-American | 13% | 4 |
| Other | 0% | 0 | Latino | 0% | 0 |
| Women | 0% | 0 | Asian | 0% | 0 |
| 2007 | | | Women | 0% | 0 |
| White | 84% | 26 | 1996 | | |
| African-American | 16% | 5 | White | 83% | 25 |
| Latino | 0% | 0 | African-American | 17% | 5 |
| Asian | 0% | 0 | Latino | 0% | 0 |
| Other | 0% | 0 | 1995 | | |
| Women | 0% | 0 | White | 87% | 26 |
| 2006 | | | African-American | 13% | 4 |
| White | 87% | 28 | Latino | 0% | 0 |
| African-American | 13% | 4 | 1994 | | |
| Latino | 0% | 0 | White | 86% | 25 |
| Asian | 0% | 0 | African-American | 14% | 4 |
| Other | 0% | 0 | Latino | 0% | 0 |
| Women | 0% | 0 | 1993 | | |
| | | | White | 86% | 25 |
| | | | African-American | 10% | 3 |
| | | | Latino | 4% | 1 |

x= Data not recorded

Table 8

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

Table 9

| Senior Administrators | | | | | | | |
|-----------------------|------------------|-----|-----|-------------|------------------|-----|-----|
| | | % | # | | | | |
| 2011 | | | | 2005 | | | |
| | White | 85% | 395 | | White | 86% | 424 |
| | African-American | 12% | 54 | | African-American | 12% | 60 |
| | Latino | 2% | 8 | | Latino | 1% | 6 |
| | Asian | 1% | 6 | | Asian | <1% | 2 |
| | Other | <1% | 2 | | Other | <1% | 2 |
| | Women | 20% | 91 | | Women | 16% | 80 |
| 2010 | | | | 2003 | | | |
| | White | 84% | 420 | | White | 84% | 351 |
| | African-American | 13% | 65 | | African-American | 13% | 52 |
| | Latino | 2% | 8 | | Latino | <1% | 3 |
| | Asian | 1% | 5 | | Asian | <1% | 4 |
| | Other | <1% | 1 | | Women | 17% | 70 |
| | Women | 21% | 104 | 2000 | | | |
| 2009 | | | | | White | 90% | x |
| | White | 83% | 412 | | African-American | 9% | x |
| | African-American | 14% | 69 | | Latino | 1% | x |
| | Latino | 2% | 9 | | Asian | <1% | x |
| | Asian | 1% | 7 | | Women | 28% | x |
| | Other | <1% | 1 | 1999 | | | |
| | Women | 17% | 87 | | White | 86% | x |
| 2008 | | | | | African-American | 14% | x |
| | White | 82% | 424 | | Latino | 0% | x |
| | African-American | 14% | 71 | | Asian | 0% | x |
| | Latino | 2% | 10 | | Women | 14% | x |
| | Asian | 2% | 8 | 1998 | | | |
| | Other | <1% | 3 | | White | 88% | x |
| | Women | 19% | 96 | | African-American | 9% | x |
| 2007 | | | | | Latino | 2% | x |
| | White | 82% | 421 | | Asian | 1% | x |
| | African-American | 14% | 73 | | Women | 27% | x |
| | Latino | 2% | 9 | 1997 | | | |
| | Asian | 1% | 7 | | White | 91% | x |
| | Other | <1% | 2 | | African-American | 9% | x |
| | Women | 18% | 94 | | Other | 0% | x |
| 2006 | | | | | Women | 16% | x |
| | White | 84% | 421 | 1996 | | | |
| | African-American | 12% | 61 | | White | 89% | x |
| | Latino | 2% | 8 | | African-American | 9% | x |
| | Asian | 2% | 8 | | Other | <2% | x |
| | Other | 0% | 1 | | Women | 9% | x |
| | Women | 17% | 86 | | | | |

x= Data not recorded

Table 10

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

x= Data not recorded

Table 11

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

Table 12

| Head Trainers | | | | | |
|----------------------|------------------|----------|----------|-------------|------------------|
| | | % | # | | |
| 2011 | | | | 2003 | |
| | White | 86% | 51 | | White |
| | African-American | 12% | 7 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 2% | 1 | | Asian |
| | Other | 0% | 0 | | Other |
| | Women | 0% | 0 | | Women |
| 2010 | | | | 2001 | |
| | White | 83% | 49 | | White |
| | African-American | 17% | 10 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Other |
| | Other | 0% | 0 | | Women |
| | Women | 0% | 0 | | |
| 2009 | | | | 1998 | |
| | White | 83% | 48 | | White |
| | African-American | 17% | 10 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Other |
| | Other | 0% | 0 | | Women |
| | Women | 0% | 0 | | |
| 2008 | | | | 1997 | |
| | White | 83% | 48 | | White |
| | African-American | 17% | 10 | | African-American |
| | Latino | 0% | 0 | | Latino |
| | Asian | 0% | 0 | | Other |
| | Other | 0% | 0 | | Women |
| | Women | 0% | 0 | | |
| 2007 | | | | 1996 | |
| | White | 85% | 50 | | White |
| | African-American | 15% | 9 | | African-American |
| | Latino | 0% | 0 | | Other |
| | Asian | 0% | 0 | | |
| | Other | 0% | 0 | | |
| | Women | 0% | 0 | | |
| 2006 | | | | 1995 | |
| | White | 86% | 48 | | White |
| | African-American | 13% | 7 | | African-American |
| | Latino | 0% | 0 | | Other |
| | Asian | 2% | 1 | | |
| | Other | 0% | 0 | | |
| | Women | 0% | 0 | | |
| 2005 | | | | 1994 | |
| | White | 88% | 52 | | White |
| | African-American | 12% | 7 | | African-American |
| | Latino | 0% | 0 | | Other |
| | Asian | 0% | 0 | | |
| | Other | 0% | 0 | | |
| | Women | 0% | 0 | | |
| | | | | 1993 | |
| | | | | | White |
| | | | | | African-American |
| | | | | | Other |
| | | | | | |
| | | | | 1992 | |
| | | | | | White |
| | | | | | African-American |
| | | | | | Other |

Table 13

| NFL Offense | | | | | | | |
|------------------|-----|-----|-----|-----|-----|-----|-----|
| | QB | RB | WR | TE | OT | OG | C |
| 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 |
| 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% |

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 15

| NFL Special Teams | | K/P |
|--------------------------|------------------|------------|
| 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% |

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 16

| Officials | | | | | |
|------------------|-----|----|------------------|-----|----|
| 2012 | | | 2007 | | |
| | % | # | | % | # |
| White | 72% | 87 | White | 78% | 94 |
| African-American | 26% | 32 | African-American | 20% | 24 |
| Latino | 1% | 1 | Latino | 1 | 1 |
| Asian | 0% | 0 | Asian | 0 | 0 |
| Other | 1% | 1 | Other | 1% | 1 |
| Women | 0% | 0 | Women | 0% | 0 |
| 2011 | | | 2006 | | |
| 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 |
| 2010 | | | 2005 | | |
| White | 72% | 86 | White | 83% | 99 |
| African-American | 26% | 31 | 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 |
| 2009 | | | 2004 | | |
| White | 73% | 88 | White | 81% | 97 |
| African-American | 25% | 30 | 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 |
| 2008 | | | 2003 | | |
| White | 77% | 92 | White | 81% | 97 |
| African-American | 22% | 26 | 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 |

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

Table 17

APPENDIX II

National Football League - Diversity Initiatives - 2012

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. In addition, the Council provides a vehicle for all employees to have their voices heard and their concerns addressed. The NFL Diversity Council represents, supports and celebrates diversity at all levels.
- **Women's Interactive Network (WIN):** Last Spring, 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 and sub teams that continue to build on the NFL WIN mission.

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 and have, for instance, interviewed and hired diverse candidate referrals from Management Leaders for Tomorrow, one of our partner organizations.

- **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. 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.
- **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). This year, the program, with more than 60 protégés, was re-engineered to create closer and more practically meaningful professional relationships.
- **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 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 January 2011 the NFL conducted an Employee Engagement Survey. The employee population was 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.
- **Club HR Summit:** In 2011, the NFL hosted a summit for Club HR professionals. Critical issues surrounding HR best practices and policies, employment law concerns and enhancing diversity in the workplace were discussed. Subsequently, the Club HR Steering Committee was formed and hosts quarterly calls on relevant workplace topics with Club HR professionals. A Club HR Share site was also launched in an effort to facilitate sharing best practices.

Employee Training and Development:

- **Diversity and Leadership Training:** Once again, employees at all levels in all three office locations participated in a leadership and diversity training opportunity entitled Micro Inequities. This innovative training allows participants to further improve our workplace and culture of inclusion by providing participants with insights to enhance their interactions and

communications across differences in the workplace. Plans include expanding and building upon this training opportunity to a broader base of employees during the fiscal year.

- **NFL Talent Review:** Each year the NFL’s executive team identifies and reviews top performing employees at the director level and above who have demonstrated clear potential to assume broader responsibilities and more complex assignments. The NFL Talent Review process 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 executives, including women and minority executives.
- **Business Information Sessions:** League executives regularly deliver presentations to employees aimed at increasing employees’ knowledge about our business. Examples of past programs include the NFL “Mock Draft” presented by Football Operations and an overview of the NFL Collective Bargaining Agreement presented by NFL Labor Operations.
- **Diversity Lecture Series:** This year, during a Club HR Summit at the league office, a panel discussion on the “Rooney Rule” was conducted. Former Players, NFL executives and lawyers who helped shape the rule discussed its formation, implementation, effectiveness and the potential for broadening its scope. Also, during Black History Month, an interactive panel and employee discussion on “Third and Long” was hosted. Panel members, including the Executive Producer, former players and NFL executives focused on the documentary’s rich and historical perspective of African American football players and the role they play in history.
- **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.

Recruitment: The NFL has hired its first head of Talent Acquisition and Management, bringing in house an experienced executive recruiter from a top tier firm. The new Talent Acquisition and Management head, a former leader in the diversity practice at a global executive search firm, will enhance the League’s ability to attract diverse talent.

Military Hiring Partnership: The NFL has been selected to partner with the US Army on the Army Training with Industry (TWI) program. TWI provides competitively selected officers and noncommissioned officers with an opportunity to have a one-year work experience in corporate America. The goal of the TWI program is to expose military personnel to private-sector procedures and practices not available through military training, while sharing military practices and experience with the private sector. Beginning in August, 2012, a Staff Sergeant will work in the Communications department, sharing her 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 seniors to get targeted work experience in their areas of study in a nine week structured program. In addition, NFL

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Films continues to offer an educational on the job internship program hosting two sessions of interns throughout the year with a diverse population. Diversity recruiting and hiring is a strong component of this program.

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.

Management Leadership of Tomorrow: The NFL partners with Management Leadership of Tomorrow (MLT) a group that is making groundbreaking progress addressing the under-representation of African-Americans, Hispanics, and Native-Americans succeeding along the path to senior leadership positions. Through this partnership, the NFL has identified top diverse students for entry-level positions across the league. This year, the NFL hosted an event for MLT Alumni seeking to learn more about job opportunities and career paths at the NFL. The NFL also posts current open positions on the MLT job board.

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 Emerging Business Program:** The NFL's 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 a 1 ½ to 2 year implementation effort and include hosting seminars to educate businesses on the program; laying out steps for program participation and most importantly, introducing participating businesses directly to the league's Super Bowl contractors. The goal is to develop a direct link between these local businesses and the Super Bowl contractors. The program supports general business growth by hosting 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 long-term growth and development.

National Football League – Community Initiatives - 2012

NFL Giving

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 our former NFL players.

In addition to League-wide community support programs as well as charitable dollars allocated by the 32 NFL teams and owners to community initiatives nationwide, several non-profit foundations also support the NFL Giving initiative including NFL Charities, the NFL Youth Football, NFL Disaster Relief Fund and Player Care Foundation.

- NFL Charities:** NFL Charities is a non-profit foundation created by the 32 member clubs of the National Football League to enable the teams to collectively make grants to charitable and worthwhile causes on a national scale. Since its inception, NFL Charities has granted more than \$148 million to more than 1,400 different organizations. NFL Charities' primary funding categories include sports-related medical research and education grants; player foundation grants that support the philanthropic, non-profit work of current and former NFL players; financial assistance to former NFL players in need; youth health and fitness initiatives, including educational programs; and supplementing the charitable activities of the 32 NFL clubs.

Through NFL Charities, the NFL demonstrates its commitment to supporting medical research and enhancing the body of scientific knowledge in order to help benefit all who are actively involved in competitive sports and recreational athletic activities. Each year, \$1.5 million is allocated to the **NFL Charities Medical Grant** category to support these research endeavors and help address some of the risk factors that exist not only for football players but for all athletes and citizens with active lifestyles. NFL Charities also places emphasis on research proposals focused on concussion and traumatic brain injury, cardiovascular research and Methicillin-resistant *Staphylococcus aureus* (MRSA) infections. In 2011, NFL Charities awarded more than \$1.5 million in sports medical research grants with nearly \$1 million dedicated to the study of concussion prevention and treatment.

Through its **Player Foundation Grant** program, NFL Charities seeks to support the charitable and community service activities of both current and former NFL players. NFL Charities recognizes this important work by donating \$1 million in grants to support the charitable efforts and missions of the non-profit organizations of current and former NFL players.

The **Impact Grant** category enables NFL Charities to award non-profit organizations with grants aimed at making a big difference in communities nationwide. This program recently has been dedicated toward supporting youth health and wellness – the focus of the NFL's PLAY 60 campaign. Impact Grants have been awarded to organizations that are leaders in the field of fighting childhood obesity, including the American Heart Association (AHA) and The Cooper Institute. NFL Charities has

worked with AHA since 2006 and provided \$5 million in funding to implement programs such as the “NFL PLAY 60 Challenge” into local schools and after-school facilities in order to promote physical activity and health environments for youngsters nationwide. AHA also received a \$1 million NFL Charities grant in 2011 to continue with this important work. Additionally, NFL Charities awarded a three-year, \$1.8 million Impact Grant to The Cooper Institute in 2009 to implement its FITNESSGRAM physical fitness assessment tool which measures student health in more than 1,100 schools in the 32 NFL markets. The NFL and the Cooper Institute also have engaged with the White House and the President’s Council on Physical Fitness, Sports and Nutrition to promote broader use of FITNESSGRAM nationwide.

The \$1.5 million **NFL Team Program Grants** category allows NFL Charities to support the community initiatives of the 32 NFL teams. 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.

The **Special Consideration Grant** category allows NFL Charities to consider deserving ad hoc or one-time grant requests that may arise in a given fiscal year. In 2011, NFL Charities awarded the Martin Luther King, Jr. National Memorial Foundation with a \$1 million contribution from this category to support the MLK National Memorial project on the National Mall in Washington, DC and salute Dr. King, his legacy and vision of America. Additionally, a three-hour nationally televised documentary entitled “Third & Long” aired on CBS-TV in December 2011 and included interviews and footage regarding the signage of the first African American players in pro football which occurred a year before Jackie Robinson integrated Major League baseball. NFL Charities provided a \$100,000 grant to the Fritz Pollard Alliance Foundation in 2011 in order to help extend the outreach and impact of the documentary through the creation of a website which allows the content contained in the documentary as well as other relevant and inspiring content contained in the 100-plus hours of interviews filmed over the course of the project to be made available to youngsters and the public via the Internet.

Since 1993, NFL Charities 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) have 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 collaborates with NFL Charities on the project and gains public and private support to raise the required \$1 million in match funding. Such support also helps the Host Committee 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.

- **NFL PLAY 60:** Through NFL PLAY 60, which is the league’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 the program was launched in 2007, the NFL has committed more than \$250 million to youth health and fitness through programming grants and media time for public service announcements. The NFL and its teams have built more than 125 NFL Youth Fitness Zones, organized more than 1,500 PLAY 60 youth events and integrated programs into more than 77,000 schools nationwide since the campaign launched.

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 NFL Charities, the NFL PLAY 60 Challenge is an in-school curriculum that teaches educators to integrate health and fitness into daily classroom lessons.
- **Fuel Up to PLAY 60:** Fuel Up to PLAY 60 serves as the nutritional arm of NFL PLAY 60 and is a partnership with the National Dairy Council. This program, which currently is in 77,000 schools in all 50 states, shows student teams how they can effectively engage key school and community leaders to create healthy school environments.
- **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 player. Schools become eligible to win by participating in **Back to Football Friday** in September, a program 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 healthy lifestyles.
- **Keep Gym in School:** NFL Network's Keep Gym in School program will directly tie to the NFL PLAY 60 Super School contest in 2012. By being chosen as a Super School, that winning school will now make their entire district eligible for an additional \$10,000 from the Keep Gym in School program.
- **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 Stops With You Contest:** Program was launched in 2012 to award one deserving community with a refurbished play space to allow their youth to be more active and healthy. Nearly 3,000 communities entered the 2012 contest by writing a short essay

- and submitting a photo on www.NFLRUSH.com describing how the NFL PLAY 60 bus could help the youth in their town be more active. NFL players, coaches, cheerleaders and team mascots from around the league delivered \$25,000 in fitness equipment to the winning school in Los Angeles – the Kipps Raices Academy – with all equipment donated by the NFL. This included football equipment, bleachers, a shade structure in order to play outside in the hot weather and physical activity gear. NFL players and USA Football coaches helped the KIPP Raices students celebrate the event by teaching the kids football fundamentals during an NFL PLAY 60 youth football clinic.
- **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 three 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.
 - **NFL Youth Football Fund:** The NFL Youth Football Fund (YFF) is a non-profit organization that seeks to use football as a catalyst to promote positive youth development, support youth and high school football needs nationwide and also ensure the health of grassroots football in future generations. The YFF has granted more than \$175 million since its inception to ensure that youngsters are provided with opportunities to learn the game of football, get physically fit and stay involved in productive, after-school activities with adult mentors. YFF initiatives and support programs also include funding contributions to USA Football – the national governing body and Official Youth Football Development Partner of the NFL.
 - The Youth Football Fund’s **NFL Grassroots Program** provides non-profit, neighborhood-based youth organizations and high schools with financial and technical assistance to improve the quality, safety and accessibility of football fields in underserved areas. Since 1998, the YFF has contributed \$32.5 million through the program to refurbish 256 playing fields in more than 70 cities nationwide. In 2011, the NFL Grassroots Program awarded \$2.5 million in field grants to underserved neighborhoods in 15 NFL team cities, building new fields or renovating existing fields in need of improvement.
 - The YFF 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.
 - The **ATLAS & ATHENA High School Steroid Education Programs** are nationally-acclaimed, gender specific programs designed to promote healthy living and reduce the use of steroids and other drugs among male and female high school athletes. The NFL Youth Football Fund has funded ATLAS & ATHENA training programs in 80 high schools located in 14 NFL markets. The program benefited more than 35,000 student-athletes during the 2011 school year.

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- Through its **NFL Player Matching Youth & High School Football Grant Program**, **NFL Player-Coach Youth & High School Football Grant Program** and **NFL Player Youth Football Camp Grant Program**, the NFL Youth Football Fund 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 three initiatives, the NFL Youth Football Fund invested more than \$1.28 million in 2011 to provide opportunities for youngsters to participate in youth and high school football programs nationwide.
- 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 2011 **Don Shula NFL High School Coach of the Year Award** winner was John McKissick of Summerville, South Carolina who received a \$25,000 grant and was honored during Super Bowl week in Indianapolis. The 2012 Don Shula NFL High School Coach of the Year again will be celebrated at Super Bowl XLVII in New Orleans.
- The NFL Youth Football Fund 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 helps youth and amateur football organizations keep the sport fun, safe and accessible by offering the most advanced resources focused on coaching education, league enhancement, health and safety education and officiating development. The organization hosts more than 80 football training events annually for coaches, players and youth football league commissioners, many of which involve the commitment of NFL teams, and offers youth league volunteer background check subsidies. USA Football also manages U.S. national teams for international competition via the International Federation of American Football. Several other USA Football offerings are provided below:
 - The YFF provides \$1 million to USA Football each year for the distribution of **USA Football Equipment Grants** to youth and high school football programs in need nationwide.
 - In 2012, 40 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. Many of these camps were supported through a grant from the NFL Youth Football Fund. 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.
 - 26 NFL players also earned their way onto the third annual **USA Football All Fundamentals Team** in 2011 which honors NFL players exhibiting exemplary football techniques for youth players to emulate. Approximately 3 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

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Fundamentals team received a \$1,500 equipment grant from USA Football to donate to the youth or high school football program of his choice.

- Each year, NFL teams celebrate **USA Football Month** to recognize the sport's youngest participants by inviting youth football leagues from their regions to a preseason game. Youth football players stand on-field with NFL players during the National Anthem and participate in on-field scrimmages during halftime. In 2012, USA Football will launch a new program called "**Heads Up Football**" during USA Football Month which will offer a comprehensive collection of educational resources, programs and applications to address player health and safety in youth football.

More than 150 different youth and high school football coaches and administrators from around the country are selected each year to attend the **NFL/USA Football Youth Football Summit** in Canton, OH. The annual event, which is funded by the YFF, includes 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.

- **Youth Football Helmet Replacement Program:** As part of a joint commitment to player safety at all levels of sport, a group of sports entities – including the NFL, USA Football and equipment manufacturers – created an unprecedented partnership in 2012 to initiate a youth football safety and helmet replacement program for youth in underserved communities. The initiative removes helmets that are 10 years old or older and replaces them with new helmets at no cost to the beneficiary leagues. As of 2012, NAERA helmet reconditioning members will no longer recondition or recertify any helmet that is 10 years of age or older. New helmets are delivered to leagues along with the latest educational information to help keep their young athletes safer and healthier. The program was piloted in four markets: The California Bay Area, the Gulf Coast Region, Northern Ohio and the tri-state region around New York City, and the NFL, NFLPA, NCAA and NOCSAE committed a combined total of approximately \$1 million to the program in its first year. The pilot program was designed to provide valuable information on the state of youth football helmets, including the number of helmets 10 years old or older in use. NOCSAE collected the helmets when removed and used them for ongoing research programs. USA Football led the execution of the program and the effort, initiated by U.S. Consumer Products & Safety Commission Chairwoman Inez Tenenbaum, educated thousands of youth football coaches on vital health and safety issues and provided thousands of new helmets to youth football players in low-income communities in 2012. The program features important safety information from the CDC, USA Football and the CPSC, including materials on concussion awareness, proper helmet fitting and fundamentally sound football instruction with USA Football's Tackle Progression Development Model and Levels of Contact. Leagues that received helmets through this program are required to have their coaches complete USAF's Level 1 coaching certification course.
- 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-day 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. The 2012 event also included implementation of the inaugural Lineman Leadership Program which allowed high school linemen to improve on their skills. HSPD partners with the National Guard through the NFL Youth Football Fund to provide this program to high school football players nationwide. In 2012, with the continued partnership of the National Guard, HSPD held 200 camps for more than 40,000 participants.

- **Youth Football:** NFL Youth Football programs teach young people skills to play the game, but even more importantly, these programs teach values and lessons to succeed in life. **NFL Punt, Pass & Kick (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 169,000 youngsters participated in NFL FLAG, Powered by USA Football, which emphasizes safety, fun, teamwork, self-esteem, discipline and goal-setting. The highly successful **NFL-USA Football Girls Flag Football Leadership Program, in partnership with USA Football**, identifies the growing demand for girls flag football to be legitimized and played as a 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. Both New York City and Washington, DC public school systems started a girls program at the varsity level and during the 2012-13 school year, Las Vegas will implement a girls varsity program as well. The NFL-USA Football program has led to the introduction of the sport to 30,000 high school girls nationwide.
- **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 125 PLAY 60 Fitness Zones have been built over the past four years in NFL markets as part of the Hometown Huddle initiative.
- **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 television partnerships with Univision and Telemundo, radio and online partnerships with Univision, print partnership with ImpreMedia and customized social media channels, providing even more customized NFL programming in Spanish to Hispanic fans across the season. Additional details on the NFL's Hispanic-focused outreach initiatives are described below:

- 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 month-long celebration includes League-designated national games and surrounding festivities, as well as local celebrations across NFL clubs, incorporating elements such as player visits to Hispanic-focused community centers, honoring of local Hispanic community leaders in-game, football clinics for Hispanic youth and more. The league will focus its celebration of Hispanic Heritage Month during Week 3 of the 2012 season.
- The NFL and the Hispanic Heritage Foundation will continue their partnership across 2012 Hispanic Heritage Month to present the **NFL Hispanic Heritage Leadership Awards**, recognizing the contributions of Hispanic leaders in each NFL market. Leaders who exhibit success in elevating and empowering their local Hispanic communities will be selected and recognized in-stadium during each club's Hispanic Heritage game. Each award recipient also will select a 501(c)(3) non-profit organization of their choice that serves the local Hispanic community to receive a \$3,000 donation from the NFL. One national leader also will be selected and honored at the national Hispanic Heritage Awards in Washington, DC.
- The NFL has also aggressively extended its **NFL FLAG, Powered by USA Football, football program to Hispanic communities nationwide**, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise.
- In 2012, the NFL partnered with Pro Football Hall of Famer Anthony Muñoz and the Muñoz Agency to host **NFL PLAY 60 Character Camps**. The two-day, non-contact football camps were hosted in six NFL markets during the summer of 2012 to provide predominantly Hispanic youngsters from local youth organizations with opportunities to play and experience the game of football. Each site welcomed 300 predominantly Hispanic boys and girls, ages 9-13, who had little or no football experience. The camps will help 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 and their FUNdametnals curriculum, which introduces children to football by teaching basic skills in a non-contact setting. Each camp participant received 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. The NFL donated more than 25,000 footballs to youth during the 2010 and 2011 seasons as part of its Hispanic outreach initiative.
- **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 2011, 10 fifth grade classrooms from varying ethnic and racial backgrounds from the Indianapolis area communicated with each other through pen-pal letters, executed in-classroom curriculum

focused on the ethnic and cultural diversity of Indianapolis, and participated in culturally-focused activities together at the program's culminating One World Super Huddle event during Super Bowl week. Additionally, to mark the 10th anniversary of 9/11, the NFL and Scholastic re-launched the program with new lesson plans and concepts online and to more than 100,000 4th-6th grade teachers around the country. The One World program will continue in 2012 as part of the Super Bowl XLVII One World Super Huddle initiative in New Orleans.

- **United Way Partnership:** 2012 marks the 39th anniversary of the NFL-United Way relationship, the sports industry's longest running public service campaign. Since 1973, the National Football League and United Way have worked together to promote the importance of volunteering in local communities while showcasing the community service activities of NFL players. In addition to working with United Way to promote Back to Football, Hometown Huddle and NFL PLAY 60, the league also promotes the United Way's LIVE United campaign. LIVE UNITED invites and inspires all communities to join a movement to advance the common good by focusing on education, income and health for all Americans. For the past several years, the NFL-LIVE UNITED initiative featured players and mascots from each club in an out-of-home advertising campaign that included billboards, bus and phone depots, print and online ads and a national television PSA. Those advertisements will continue to run in 2012 but will be focused on a new program called **"TEAM NFL"** which 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. Many TEAM NFL members joined United Way volunteers and youth from around the country at the "TEAM NFL Youth Empowerment Summit" in Washington, DC this summer to launch the program.
- **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 in order to acknowledge and express appreciation for the enormous contributions former players have had in the development and success of NFL football. PCF is an independent, non-profit organization dedicated to helping disadvantaged and distressed former players improve their quality of life while also supporting the funding of sports-related medical research. 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 Player Care Plan 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. Also offered are discounted prescription drug benefits, supplemental Medicare services and disability benefits. 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 more than \$2.8 million toward medical research that has funded the cardiovascular and prostate screening program and more than \$4 million to qualifying former players with medical needs who are experiencing financial hardship. NFL Charities has provided annual funding support to PCF.
 - In 2012, the NFL Player Care Foundation will build upon its national health screening program that provides cardiovascular and prostate evaluations to former players. Pro Football Hall of Fame member Dick Butkus will serve as an ambassador for the program which stresses the importance of heart and prostate health care. The screening program

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annually visits 10 NFL cities and has served more than 1,000 former players in a number of instances, provided lifesaving medical information.

- **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:
 - **USO Tours:** For the past 46 years, NFL stars have visited troops overseas as part of the NFL-USO Tours. In 2012, the NFL again partnered with the USO on two overseas visits. The first featured one former and four current NFL stars – Jason Baker, Dhani Jones, Alex Mack, Takeo Spikes and Eric Winston – when they visited a number of military bases over their seven-day tour to Kyrgyzstan and Afghanistan. The second was a trip to visit with service men and women in remote locations throughout Kuwait and Afghanistan and included current and former NFL coaches Bill Cowher, Ben Kotwica, Leslie Frazier and Eric Mangini.
 - **USAA Partnership:** In 2012, the NFL named Tennessee Titans owner K.S. Bud Adams, Jr. the inaugural recipient of the Salute 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 Adams' name to the aid of societies representing all five military branches. A veteran of the U.S. Naval Reserve, serving during World War II, Adams' connection with the military community is a personal one and he has been a strong advocate of all service men and women.
 - 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. Teams honor service members and veterans with the presentation of colors, special in-game tributes, stadium flyovers and localized military-themed activation as part of the Veterans Day celebration. In 2012, the NFL will implement 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 will donate to the league's key non-profit military support partners: USO, Wounded Warrior Project and the Pat Tillman Foundation. The league will use 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.
 - **2011 Pat Tillman Military Scholar:** 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 Navy Petty Officer Third Class

D’Onior Felton of Clarksdale, MS its second annual NFL-Tillman Military Scholar. The NFL will continue with scholarships in 2012.

- The NFL also continued its military outreach in 2011 and 2012 by: inviting representatives from each branch of the military to New York for the 2012 Draft where they were honored on-stage and given the opportunity to announce team selections; celebrating Super Bowl XLVI with in-game presentations (including the presentation of colors, on-field guests, pregame ceremonies and stadium flyovers) and having NFL players, Indianapolis Colts cheerleaders and its mascot visit with more than 1,000 soldiers and their families at Camp Atterbury in Columbus, IN; and continuing its annual commitment to recognize all branches of the military each time the league visits Hawaii. In 2012, a Pro Bowl practice was held on a military installation for the first time as Joint Base Pearl Harbor-Hickam welcomed the players and more than 5,000 service members to watch the action live. Players, coaches and community volunteers also visited service members and their families at three military bases while 350 youngsters from military bases throughout Oahu participated in NFL PLAY 60 youth football festivals led by NFL players.
- **NFL Total Wellness Program:** In July 2012, the NFL launched a new comprehensive health program for former and current players that will provide additional resources to address personal issues. NFL Total Wellness builds upon current NFL programs and services that help members of the NFL family deal with pressing matters such as physical and mental health, family safety, lifestyle and post-career life. Among the program’s services is “NFL Life Line,” a new free, independent and confidential 24/7/365 phone consultation service and website developed and manned by third-party mental health professionals. NFL Life Line provides support to all members of the NFL family in times of need and will be administrated by a group of national mental health experts which also operate programs for military service members with the Department of Veterans Affairs. Dr. David Satcher, the 16th Surgeon General of the United States and current director of the Satcher Health Leadership Institute at the Morehouse School of Medicine, will broaden his role with the NFL and serve as a mental health advisory. He has conducted 14 mental health forums for NFL retired players and their families for the past two years and will facilitate more wellness events nationwide.
- In line with advancing **sports-related medical research and education**, the NFL in 2011 launched www.nflhealthandsafety.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.
- 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

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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. To date, 39 states plus the District of Columbia have passed youth concussion legislation nationwide and the NFL continues to lobby for such laws in the remaining 11 states.

- **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. 2012 marks the third 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 2012, 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 nearly \$3 million to ACS since the campaign launched and will continue the fundraising effort in 2012. Funds donated since 2011 will be directed to a new program with ACS to hire Community Health Workers who will work to minimize breast cancer screening disparities in counties throughout the country.
- **Prostate Cancer Awareness:** The American Urological Association (AUA) Foundation and the NFL have teamed for a fourth year of educating men about prostate cancer and encouraging them to join the "Know Your Stats" campaign. 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.
- **NFL Player Engagement (NFLPE)** aims to provide NFL players with advice, insight, and practical tools to thrive at all points of their lives. NFLPE provides these resources and support to three populations of athletes: Prep (young athletes and future NFL players), Life (active NFL players), and Next (former NFL players and those transitioning out of the game). NFLPE has launched educational and community outreach initiatives to serve athletes in all phases of their athletic and post-sport lives. Such programs include:
 - **Graduation Increase Initiative and Development (GRIID):** This program uses the power of the NFL brand, NFL players and local and national corporate partners to positively influence high school youth to improve attendance, increase their GPA, increase positive behavior and create an atmosphere conducive to responsible self-determination. As part of GRIID, NFLPE will launch a high-school achievement program in the Fall of 2012, which will provide life coaching, mentoring, tutoring, violence prevention, and friendship to high school student-athletes throughout the school year.

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- The **NFL Sports Career Expo** is a unique one-day sports career fair with the goal of enlightening student-athletes on a broad spectrum of off-field career opportunities within the sports industry. Students learn the importance of the personal and professional development of student-athletes as it relates to success in academics, field of play, and the elimination of social barriers beyond the field of sports.
- In collaboration with the NFL Player Care Foundation, NFLPE offers free **Cardio and Prostate Screenings for Retirees**. Screenings take place at top hospitals and medical centers across the country. Plans are in place to expand this service to include mental health screenings, under the direction of former U.S. Surgeon General Dr. David Satcher.
- The **Super Bowl Gospel Celebration** is the first and only gospel event sanctioned by the NFL for Super Bowl weekend. The concert series features Grammy Award-winning, multi-platinum selling gospel, contemporary Christian, and mainstream artists, marquee NFL players, and the NFL Players Choir. The event also serves as a fundraiser, with a portion of the proceeds benefitting national and local charities.
- In October of 2012, The NFL will host its first **Diversity & Inclusion Symposium**. The event is designed to bring together sports leagues, organizations, and governing bodies to create an open dialogue and share best practices among like-minded sports organizations in a daylong session of panel and group discussions. The event will explore various diversity and inclusion definitions and practices and address the ways that issues such as gender, age, disabilities, and religion factor into our working culture. The goal is to share and inspire ideas to promote equal opportunity and empower the diverse communities that populate today's workforce. The shared learnings from this event will provide direction for similar gatherings in the future and support continued growth in the areas of diversity and inclusion.
- **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 16 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. Two of the NFL's alcohol responsibility partners are TEAM Coalition and Mothers Against Drunk Driving (MADD). MADD serves in an advisory role to the NFL in its work to promote responsible behavior and prevent drunk driving. MADD volunteers also are on-site at several NFL stadiums on game-day, where they encourage designated driver sign-ups and help ensure that fans have a safe ride home from the game.

- **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 10th 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.