



## The 2004 Racial and Gender Report Card: Major League Baseball

by Richard Lapchick  
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### EXECUTIVE SUMMARY

The Racial and Gender Report Card asks, 'Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to make and run the team?' There is clearly significant room for progress.

Issues of race and gender continue to be a concern for sport in America. While there are hopeful signs in Major League Baseball, as pointed out in this Report Card, the track record of MLB teams are inconsistent in this reporting period with most noting progress, a few experiencing set-backs and some recording both.

The 2005 Major League Baseball season opened with Congress watching the players and the league closely over steroids. Fans seemed to be waiting to see what would happen next. The Commissioner was criticized for not going far enough, not speaking out enough.

But on the issue of racial and gender hiring practices, Bud Selig has led MLB to significant improvements, especially in the areas under his direct influence. While Commissioner Selig worked to improve hiring practices for people of color and women in the front office and for minorities in the managerial ranks, the results at the team level still clearly show the limits of his powers. The commissioner sets an important tone but does not have the authority to mandate change at the team level beyond the position of manager and general manager.

Major League Baseball did very well in the areas over which Commissioner Selig had the most influence, including MLB's Central Office and the manager's positions on each club. The area he had influence on that did poorly was the general manager where MLB got a **D**. Looking at all categories examined, the rank of senior administrators at the team level was the only area where MLB led all the men's sports. However, MLB was often close to the top of the mark for race in several other key categories

Baseball received an **A** or better for player opportunities, managers and coaches as well as for the MLB Central Office. MLB had the second best grade among the men's leagues for race with a **B+** and improved an entire letter grade for gender from a **D** to a **C**.

Using data from the 2004 season, the Institute conducted an analysis of racial breakdown of the players, managers and coaches. In addition, the Report includes a racial and gender breakdown of the owners, management in the Central Office and, at the team level, top team management, senior administration, professional administration, support staff, physicians and head trainers, and broadcasters. An overview of player stacking is also included.

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

With continued emphasis on diversity, not only by changing numbers but also by changing attitudes through diversity management training and other diversity initiatives, sports organizations can be as dedicated in their hiring practices as they are on the playing field, to play the best people they have available.

UCF's Institute for Diversity and Ethics in Sport publishes the ***Racial and Gender Report Card*** to indicate areas of improvement, stagnation and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletics department positions.

## REPORT HIGHLIGHTS

Under Commissioner Selig's watch, Arturo Moreno purchased the Anaheim Angels becoming the first Latino owner in a major pro sports league.

Three people of color and 16 women had minority share holdings of MLB teams. This was the smallest number of people of color among the big three leagues and second most for women.

During the 2004 season, one of the five women CEOs in sport was in MLB.

As of the publication date, MLB had seven managers of color (four African-Americans and three Latinos), second only to the NBA.

25.8 percent of the coaches in MLB were either African-American or Latino.

37 percent of the players were Latino (26 percent), African-American (9 percent) or Asian (2 percent).

The 9 percent African-American total was the lowest percentage since the Report was initiated in the mid-1980s.

29 percent of the staff in MLB's Central Office were people of color, a close second to the NBA's 30 percent.

At the senior executive level, 25 percent of Central Office employees were people of color, while women occupied 22.5 percent of the positions.

At the director and managerial level, 20.2 percent of Central Office employees were people of color, while women occupied 43.8 percent of the posts.

People of color comprised 20.8 percent of all MLB professionals, technicians and supervisors; 33.8 percent were women.

At the team level, MLB had two general managers who were people of color, which was the fewest of the three major men's leagues.

11 percent of team vice presidents were people of color and 14 percent were women. MLB had the most Latino and Asian vice presidents in the professional sports covered in this Report.

17 percent of senior team administrators were people of color, up from 14 percent in the last report. Women held 14 percent of senior administration positions, down 10 percentage points. Among the men's leagues, MLB had the best record for people of color and the worst for women in the ranks of senior administrators.

The percentage of professional administrators who were people of color increased from 13 to 15 percent. The percentage of women in these positions increased by six percentage points to 28 percent.

## OVERALL GRADES

MLB maintained a **B+** for race, which was the second best among the men's leagues. It received a **C** for gender, which was an improvement of an entire letter grade from MLB's **D** in the 2003 Report. This gave it a combined **C+**, up from a **C** in the 2003 Report Card.

## GRADES BY CATEGORY

### Players

In the 2004 MLB season 63 percent of the players were white, nine percent were African-American, 26 percent Latino and two percent of Asian descent. This was a three percentage point increase for white players and two percentage point decrease for Latinos. The percentage of Asian players remained the same. The percentage of African-American players is the lowest it has been in 25 years. There were 26 Asian baseball players, which is one less than last season. The percentage of international players in MLB was 27.3 percent, up two percentage points.

**MLB Grade for Players: A+**

### Major League Central Office

According to Major League Baseball, of the 356 Central Office employees, 11.2 percent were African-American, 13.5 percent were Latino, 3.9 percent were Asian-American and less than one percent was Native American. More than 70 percent of the people working in the Central Office of MLB were white. Women made up 40.4 percent of the entire staff.

At the senior executive level 25 percent of the 40 employees were people of color, while women occupied 22.5 percent of the positions. At the director and managerial level, 20.2 percent of the 89 employees were people of color, while women occupied 43.8 percent of the posts. People of color comprised 20.8 percent of all MLB professionals, technicians and supervisors, and 33.8 percent were women.

The following people of color were vice presidents in the MLB league office:

- Tom Brasuell, vice president, Community Affairs
- Julio Carbonell, vice president, Information Technology
- Shawn Lawson-Cummings, vice president, International Licensing/Sponsorship
- Wendy Lewis, vice president, Strategic Planning, Recruitment and Diversity
- Jonathan Mariner, senior vice president and chief financial officer
- Lou Melendez, vice president, Baseball Operations, International
- Italo Zanzi, vice president, International Broadcasting
- Ray Scott, vice president, Human Resources
- Jimmie Lee Solomon, senior vice president, Baseball Operations

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

Katy Feeney, vice president, Scheduling and Club Relations  
Bernadette McDonald, vice president, Broadcast Administration and Operations  
Phyllis Merhige, vice president, Club Relations  
Marla Miller, senior vice president, Special Events  
Jacqueline Parkes, vice president, Marketing and Advertising  
Kathleen Torres, vice president, Finance  
Elizabeth Scott, vice president, Programming  
Anne Occi, vice president, Design Services

Forty-seven percent of all coordinators, administrators, maintenance, secretarial and clerical position at the Central Office of MLB were people of color, while women occupied 59.3 percent of the positions.

#### **MLB Grade for League Central Offices:**

Race: **A+**  
Gender: **A**

#### **Ownership**

When Arturo Moreno purchased the Anaheim Angels, he became the first majority owner in MLB who was not white and is the only Latino owner in all professional sports covered by this Report. In February 2005, it was announced that Red McCombs sold the Minnesota Vikings to Reggie Fowler, an African-American. If the sale is approved by the NFL, it will mean that for the first time, all four major sports in the United States have a majority owner of color. When Charles Wang and Sanjay Kumar purchased the New York Islanders, the National Hockey League became first league to have majority owners of color. That was followed by Robert Johnson being awarded the NBA expansion franchise Charlotte Bobcats.

In MLB, three people of color had minority share holdings:

Henry Aaron, Atlanta Braves (African-American)  
Rubye M. Lucas, Atlanta Braves (African-American)  
Linda Alvarado, Colorado Rockies (Latina)

Including Lucas and Alvarado, 16 women were listed as partners of eight baseball teams:

Wanda T. King, Baltimore Orioles  
Pat Smyth, Baltimore Orioles  
Pam Shriver, Baltimore Orioles  
Louis Nippert, Cincinnati Reds  
Marge Schott, Cincinnati Reds  
Ruth Glass, Kansas City Royals  
Dayna Martz, Kansas City Royals  
Julia Irene Kauffman, Kansas City Royals  
Jamie McCourt, Los Angeles Dodgers  
Jessica Steinbrenner, New York Yankees  
Jennifer S. Swindal, New York Yankees  
Joan Steinbrenner, New York Yankees

Madeline Friedman-Garson, New York Yankees  
Claire Betz, Philadelphia Phillies

## **Managers**

In MLB, the percentage of managers of color decreased by nine percentage points in the 2004 season: 10 percent (three managers) were African-American, 13 percent (four managers) were Latino and 77 percent were white. There were no Asian-American managers in the MLB.

In the 2004 MLB season, there were seven managers who were people of color:

- Dusty Baker, Chicago Cubs (African-American)
- Ozzie Guillen, Chicago White Sox (Latino)
- Tony Pena, Kansas City Royals (Latino)
- Frank Robinson, Montreal Expos (African-American)
- Lloyd McClendon, Pittsburgh Pirates (African-American)
- Felipe Alou, San Francisco Giants (Latino)
- Carlos Tosca, Toronto Blue Jays (Latino)

At the end of the 2004 season, the New York Mets hired Willie Randolph as the first African-American manager of a New York franchise and Carlos Tosca was let go by the Blue Jays.

**MLB Grade for Managers:                    A**

## Historical Listing of Managers of Color Major League Baseball

(21 managers)

Mike Gonzalez	St. Louis	1938, 1940	9-13
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Larry Doby	Chicago White Sox	1978	37-50
Maury Wills	Seattle	1980	26-56
Cookie Rojas	California	1988	76-79
Cito Gaston	Toronto	1989-97	683-616
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
Felipe Alou	Montreal	1992-01	691-717
	San Francisco	2003-present	100-61
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-present	88-74
Tony Perez	Cincinnati	1993	20-24
	Florida	2001	54-60
Jerry Manuel	Chicago White Sox	1997-2003	500-471
Davey Lopes	Milwaukee	2000-02	141-189
Lloyd McClendon	Pittsburgh	2001-present	209-276
Luis Pujols	Detroit	2002	55-100
Tony Pena	Kansas City	2002-present	132-156
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Ozzie Guillen	Chicago White Sox	2004-present	First season
Frank Robinson	Cleveland	1975-77	186-189
	San Francisco	1981-84	264-277
	Baltimore	1988-91	230-285
	Montreal	2002-present	166-158
Willie Randolph	NY Mets	2005-present	First season

## Coaches

During the 2004 MLB season, African-American coaches decreased from 16 to 12.4 percent. The percentage of Latino coaches increased from 11 to 13.4 percent.

**MLB Grade for coaches: A+**

## Top Management

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

### CEOs/Presidents

During the 2004 MLB season, Wendy Selig-Prieb had been president and CEO of the Milwaukee Brewers and was the only woman chief executive officer in MLB. As of January 1, 2005, the position had been vacant since the sale of the team.

### General Manager/ Principal-in-Charge

Ken Williams, senior vice president/general manager of the Chicago White Sox, is MLB's only African-American general manager. Omar Minaya was appointed by MLB in 2001 to run the day-to-day operations of the Montreal Expos, thus becoming the first Latino general manager in MLB history. He was hired in the same position for the New York Mets at the end of the 2004 season.

**MLB Grade for General Manager/ Principal-in-Charge: D**

### Team Vice Presidents

During the 2004 MLB season, 11 percent of vice presidents were people of color: Four percent were African-American; four percent were Latino; and three percent were Asian. Women held 14 percent of these team vice president positions, up two percentage points since the last Racial and Gender Report Card.

The 11 African-American team vice presidents in MLB were:

Henry Aaron, senior vice president and assistant to the president, Atlanta Braves  
Elaine Steward, vice president and club counsel, Boston Red Sox  
Janet Marie Smith, vice president, Planning and Development, Boston Red Sox  
Ken Williams, senior vice president and general manager, Chicago White Sox  
Elaine Lewis, vice president, Public Affairs/Strategic Planning, Detroit Tigers  
Jim Stapleton, senior vice president, Business Affairs, Detroit Tigers  
Susan Jaison, vice president, Finance, Florida Marlins  
Marian Harper, vice president, Community Development, Houston Astros  
Muzzy Jackson, vice president and assistant general manager, Baseball Operations, KC Royals  
Tommy Hawkins, vice president, External Affairs, Los Angeles Dodgers  
David Winfield, vice president /senior advisor, San Diego Padres



The Detroit Tigers and Boston Red Sox were the only MLB teams with more than one African-American vice president.

There were 10 Latino vice presidents during the 2003 MLB season:

Diane Aguilar, senior vice president, Ticket Operations, Arizona Diamondbacks  
Mark Fernandez, vice president, Corporate Sales, Arizona Diamondbacks  
Russ Amaral, vice president, Event Services, Arizona Diamondbacks  
Al Avila, vice president /assistant general manager, Detroit Tigers  
Rosi Hernandez, vice president, Market Development, Houston Astros  
Sam Fernandez, senior vice president and general counsel, Los Angeles Dodgers  
Sergio del Prado, vice president, Sales, Los Angeles Dodgers  
Omar Minaya, vice president and general manager, Montreal Expos  
Jorge Costa, senior vice president. Ballpark Operations, San Francisco Giants  
Jose Travez, vice president, Employee Relations, Tampa Bay Devil Rays

The Arizona Diamondbacks, with three Latino vice presidents, were tops in MLB. The Los Angeles Dodgers, with two Latino vice presidents, was the only other team with more than one Latino vice president.

MLB also had five vice presidents of Asian descent:

Andrew Huang, vice president, Marketing, Houston Astros  
Kim Ng, vice president and assistant general manager, Los Angeles Dodgers  
Paul Wong, vice president, Finance, Oakland Athletics  
John Yee, senior vice president and chief financial officer, San Francisco Giants  
Richard Wong, senior vice president, Finance, Toronto Blue Jays

Of the three major men's professional leagues, MLB led the way with the most Latino and Asian-American team vice presidents.

The percentage of women vice presidents in MLB increased from 12 to 14 percent. Including Jaison, Ng, Hernandez, Aguilar, Harper, Lewis and Steward, there were 32 women holding team vice president positions in MLB:

Molly Taylor, vice president of Finance and Administration, Anaheim Angels  
Nona Lee, vice president and associate general counsel, Arizona Diamondbacks  
Janet Marie Smith, vice president/Planning & Development, Boston Red Sox  
Meg Vaillancourt, senior vice president, Corporate Relations, Boston Red Sox  
Jayne Churchmack, vice president, Merchandising and Licensing, Cleveland Indians  
Sue Ann McClaren, vice president, Ticket Operations and Sales, Colorado Rockies  
Jackie Traywick, senior vice president, Finance & Administration, Houston Astros  
Kala Sorenson, vice president, Special Events, Houston Astros  
Christine Hurley, vice president, Finance, Los Angeles Dodgers  
Raenell Dorn, vice president, Human Resources and Diversity, Minnesota Twins  
Jean Afterman, vice president and assistant general manager, New York Yankees  
Patty Paytas, vice president, Communications, Pittsburgh Pirates  
Katie Pothier, vice president /general counsel, San Diego Padres  
Michelle Anderson, vice president, Community Relations, San Diego Padres  
Elizabeth Murphy, vice president & deputy general counsel, San Francisco Giants  
Lisa Pantages, vice president, Finance, San Francisco Giants  
Nancy Donati, vice president, Publications, San Francisco Giants

Connie Kullberg, vice president, Retail/Tours, San Francisco Giants  
Staci Slaughter, vice president, Communications, San Francisco Giants  
Joyce Thomas, vice president, Human Resources, San Francisco Giants  
Marianne Short, vice president, Human Resources, Seattle Mariners  
Casey Coffman, senior vice president & general counsel, Texas Rangers  
Kellie Fischer, vice president, Finance, Texas Rangers  
Susan Brioux, vice president, Finance & Admin., Toronto Blue Jays  
Lisa Novale, senior vice president, Administration, Toronto Blue Jays

The San Francisco Giants led the MLB with six women in vice president positions.

**MLB Grade for Team vice presidents:**

Race:           **B-**  
Gender:         **F**

**Senior Administration**

This category includes the chief financial officer, public relations director and director of community relations.

In the 2004 MLB season, 17 percent of senior team administrators were people of color, up from 14 percent in 2002. Ten percent were African-American, five percent Latino, and two percent were of Asian descent. Whites held 83 percent of the MLB team senior administration positions. Women held 14 percent of senior administration positions, down 10 percentage points. Among the men's leagues, MLB had the best record for people of color and the worst for women in the ranks of senior administrators.

Chief Financial Officer

During the 2004 MLB season, there were three people of color and four women as CFO. Whites held 90 percent of these positions, African-Americans held three percent while the remaining seven percent were Asian-Americans. The percentage of African-American CFOs remained the same from the last RGRC, while there was a three percentage point decrease for Asian-Americans. Women held 14 percent of the CFO positions, which was a seven percentage point increase from the last RGRC.

Public Relations Director

At the start of the 2004 Major League Baseball League season, whites held 94 percent of public relations director positions. This was a six percentage point decrease from the last Report Card where whites held 100 percent of these positions. African-Americans held six percent, up from zero. Women held 13 percent (up six percentage points) of the public relations positions.

### Community Relations Director

In the 2004 MLB season, there were four people of color as director of community relations (19 percentage points). Since the last Racial and Gender Report Card, the percentage of African-Americans in these positions decreased from 33 to 14 percent (down 19 percentage points), while that of Latinos increased to five percent. The percentage of whites increased from 64 to 81 percent. Women held 57 percent of these positions, which was a decrease of 10 percentage points since the last RGRC.

#### **MLB Grade for Senior Administration:**

Race: **B/B+**  
Gender: **F**

### **Professional Administration**

Positions categorized as professional administration include, but are not restricted to, professionals who work in business operations, marketing, promotions, publications and various other positions. The category excludes secretaries, administrative assistants, staff assistants, receptionists and other support staff.

In the 2004 MLB season, the percentage of white administrators decreased from 87 to 85 percent, while people of color increased from 13 to 15 percent. African-Americans and Latinos both held seven percent of the professional administrative positions, while Asians occupied one percent. This represented a three percentage point increase for Latinos. The percentage of women also increased by six percentage points to 28 percent.

#### **MLB Grade for Professional Administration:**

Race: **B-**  
Gender: **D+**

### **Physicians and Head Trainers**

In MLB the percentage of white team physicians increased from 96 to 98 percent, while the percentage of African-American physicians increased from one to two percent. There were no other minorities and no women physicians in 2004, which was a decrease from the previous Report. There were no people of color or women as head trainers. In the last Report Card there was one Latino head trainer.

## **Radio/TV Broadcasters**

During 2004 MLB season, whites held 81 percent of the broadcasting positions, down from 83 percent in 2002. African-Americans held three percent (down one percentage point), while the percentage of Latinos increased from 12 to 15 percent. There was one Asian-American broadcaster in MLB. The percentage of broadcasters who were women increased slightly from one to two percent.

## **Support Staff**

In the 2004 MLB season, whites held 78 percent of the support staff positions. African-Americans held 14 percent, while Asians and Latinos each held four percent. Women held 49 percent of these positions.

### **MLB Grade for Support Staff**

Race:           **A-**  
Gender:         **A+**

## **Stacking**

The question of stacking still seems worth posing in Major League Baseball for the positions of pitcher, catcher, third baseman, and outfielder for African-Americans. Only three percent of pitchers, two percent of catchers and five percent of third basemen were African-American. The percentage of African-American pitchers is less than one half of what it was in 1983. These are baseball's primary "thinking positions." Twenty-six percent of outfielders, who rely on speed and reactive ability, were African-American during the 2004 MLB season. This was nearly three times the percentage of African-Americans in MLB.

## HOW GRADES WERE CALCULATED

As in previous reports, the 2004 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only nine percent. There were no grades for race below this level.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 35 percent, **C** for 30 percent, **D** for 25 percent and **F** for anything below that. The Institute once again acknowledges that even those sports where grades are low generally have better records on race and gender than society as a whole.

## METHODOLOGY

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

Baseline data was gathered from media guides for Major League Baseball teams. The data was placed in spreadsheets; each team had its own spreadsheet, with each position broken down by race and gender. The team data was then combined into one master spreadsheet.

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

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

The report covers the 2004 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of April 6, 2005. Grades, however, were calculated according to the reporting periods noted herein.

## ABOUT THE RACIAL AND GENDER REPORT CARD...

This is the 13<sup>th</sup> issue of the ***Racial and Gender Report Card (RGRC)***, which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), National Hockey League (NHL), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

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

The ***Racial and Gender Report Card*** is published by the Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern and now at UCF. (Until 1998 the report was known as the *Racial Report Card*.)

### **Institute for Diversity and Ethics in Sport**

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

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

### **DeVos Sport Business Management Program**

*College of Business Administration, University of Central Florida*

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

# APPENDIX I

## TABLES

Players (by Position)								
	P	C	1B	2B	3B	SS	OF	
<b>2004</b>								
White	72%	65%	64%	53%	75%	28%	46%	
African-American	3%	2%	15%	15%	5%	7%	26%	
Latino	22%	33%	20%	32%	19%	64%	25%	
Asian-American	3%	0%	2%	0%	0%	1%	3%	
<b>2002</b>								
White	72%	61%	61%	36%	71%	29%	41%	
African-American	3%	1%	14%	21%	0%	11%	31%	
Latino	22%	37%	23%	14%	29%	60%	25%	
Asian-American	3%	1%	1%	0%	0%	0%	2%	
<b>2000</b>								
White	72%	63%	68%	48%	79%	28%	35%	
African-American	4%	4%	13%	25%	2%	12%	40%	
Latino	21%	33%	19%	27%	20%	60%	24%	
<b>1999</b>								
White	73%	69%	71%	52%	68%	25%	33%	
African-American	3%	5%	16%	13%	2%	18%	40%	
Latino	21%	26%	14%	35%	30%	57%	27%	
<b>1998</b>								
White	74%	66%	67%	41%	70%	53%	30%	
African-American	5%	4%	16%	15%	7%	13%	48%	
Latino	20%	30%	17%	44%	23%	34%	22%	
<b>1997</b>								
White	73%	74%	67%	55%	68%	40%	29%	
African-American	6%	2%	21%	16%	10%	16%	50%	
Latino	20%	24%	12%	29%	22%	44%	21%	
<b>1996</b>								
White	76%	73%	70%	51%	70%	39%	28%	
African-American	7%	1%	21%	11%	13%	17%	54%	
Latino	17%	25%	9%	37%	17%	43%	18%	
<b>1995</b>								
White	75%	79%	65%	51%	66%	40%	30%	
African-American	8%	2%	24%	21%	13%	13%	55%	
Latino	17%	19%	11%	28%	21%	47%	15%	
<b>1993</b>								
White	82%	87%	69%	58%	75%	42%	33%	
African-American	5%	1%	19%	13%	12%	8%	50%	
Latino	12%	12%	11%	26%	12%	50%	17%	
<b>1983</b>								
White	86%	93%	55%	65%	82%	73%	45%	
African-American	7%	0%	38%	21%	5%	11%	46%	
Latino	7%	7%	7%	14%	13%	9%	9%	

Note: Some totals do not equal 100 percent due to the 1.4% Asian players.

<b>All Players</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2004</b>	White	63%	789	<b>1997</b>	White	58%	x
	African-American	9%	111		African-American	17%	x
	Latino	26%	326		Latino	24%	x
	Asian-American	2%	26		Other	1%	x
	Other	0%	1	<b>1996</b>	White	62%	x
	International	27%	338		African-American	17%	x
<b>2002</b>	White	60%	x		Latino	20%	x
	African-American	10%	x		Other	1%	x
	Latino	28%	x	<b>1995</b>	White	62%	x
	Asian-American	2%	x		African-American	19%	x
	Other	0%	x		Latino	19%	x
	International	25%	x		Other	0%	x
<b>2001</b>	White	59%	x	<b>1994</b>	White	64%	x
	African-American	13%	x		African-American	18%	x
	Latino	26%	x		Latino	18%	x
	Other	1%	x	<b>1993</b>	White	67%	x
<b>2000</b>	White	60%	x		African-American	16%	x
	African-American	13%	x		Latino	16%	x
	Latino	26%	x		Other	<1%	x
	Other	1%	x	<b>1992</b>	White	68%	x
<b>1999</b>	White	60%	x		African-American	17%	x
	African-American	13%	x		Latino	14%	x
	Latino	26%	x	<b>1991</b>	White	68%	x
	Other	<1%	x		African-American	18%	x
<b>1998</b>	White	59%	x		Latino	14%	x
	African-American	15%	x	<i>x= Data not recorded</i>			
	Latino	25%	x				
	Other	1%	x				



MLB Central Office							
		%	#				
<b>2004</b>	White	70.8%	252	<b>1995</b>	White	72.0%	x
	African-American	11.2%	40		African-American	18.0%	x
	Asian-American	3.9%	14		Asian-American	1.0%	x
	Latino	13.5%	48		Latino	9.0%	x
	Native American	<1%	2		Women	54.0%	x
	Women	40.4%	144		Total	141	x
	Total		356		Minority Total	28.0%	x
	Minority Total	28.7%	104				
<b>2002</b>	White	68.0%	250	<b>1994</b>	White	78.0%	x
	African-American	13.0%	48		African-American	16.0%	x
	Asian-American	4.0%	15		Asian-American	0.0%	x
	Latino	15.0%	54		Latino	6.0%	x
	Native American	1.0%	1		Women	56.0%	x
	Women	46.0%	169		Total	188	x
	Total		368		Minority Total	22.0%	x
	Minority Total	32.0%	118				
<b>2000</b>	White	74.0%	x	<b>1990</b>	White	79.0%	x
	African-American	14.0%	x		African-American	14.0%	x
	Asian-American	2.0%	x		Asian-American	0.0%	x
	Latino	14.0%	x		Latino	7.0%	x
	Native American	0.6%	x		Women	55.0%	x
	Women	47.0%	x		Total	116	x
	Total	314	x		Minority Total	21.0%	x
	Minority Total	26.0%	x				
<b>1997</b>	White	78.0%	x	<i>x= Data not recorded</i>			
	African-American	13.0%	x	<i>Note: Data provided by MLB league office</i>			
	Asian-American	1.0%	x				
	Latino	8.0%	x				
	Women	53.0%	x				
	Total	215	x				
	Minority Total	22.0%	x				

<b>Majority Owners</b>		
	<b>%</b>	<b>#</b>
<b>2004</b>		
White	96%	29
African-American	0%	0
Latino	3%	1
Asian-American	0%	0
Other	0%	0
Women	3%	1
<b>2002</b>		
White	100%	x
African-American	0%	x
Latino	0%	x
Asian-American	0%	x
Women	0%	x
<b>2001</b>		
White	100%	x
African-American	0%	x
Latino	0%	x
Asian-American	0%	x
Women	0%	x
<b>2000</b>		
White	100%	x
African-American	0%	x
Latino	0%	x
Asian-American	0%	x
Women	0%	x
<b>1999</b>		
White	97%	x
African-American	0%	x
Latino	0%	x
Asian-American	3%	x
Women	3%	x
<b>1998</b>		
White	97%	x
African-American	0%	x
Latino	0%	x
Asian-American	3%	x
Women	3%	x

*x= Data not recorded*

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

<b>Coaches</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2004</b>	<b>White</b>	73%	165	<b>1997</b>	<b>White</b>	75%	120
	<b>African-American</b>	12%	28		<b>African-American</b>	14%	23
	<b>Latino</b>	13%	31		<b>Latino</b>	11%	18
	<b>Asian-American</b>	1%	2		<b>Asian-American</b>	0%	0
	<b>Other</b>	0%	0		<b>Other</b>	0%	0
	<b>Women</b>	0%	0				
<b>2002</b>	<b>White</b>	72%	150	<b>1996</b>	<b>White</b>	74%	119
	<b>African-American</b>	16%	34		<b>African-American</b>	18%	29
	<b>Latino</b>	11%	23		<b>Latino</b>	7%	12
	<b>Asian-American</b>	1%	2		<b>Asian-American</b>	<1%	1
	<b>Other</b>	0%	0		<b>Other</b>	0%	0
	<b>Women</b>	0%	0				
<b>2000</b>	<b>White</b>	70%	139	<b>1995</b>	<b>White</b>	72%	114
	<b>African-American</b>	19%	38		<b>African-American</b>	18%	29
	<b>Latino</b>	11%	21		<b>Latino</b>	9%	14
	<b>Asian-American</b>	0%	0		<b>Asian-American</b>	0%	0
	<b>Other</b>	0%	0		<b>Other</b>	<1%	1
	<b>Women</b>	0%	0				
<b>1999</b>	<b>White</b>	71%	129	<b>1994</b>	<b>White</b>	78%	126
	<b>African-American</b>	18%	33		<b>African-American</b>	14%	22
	<b>Latino</b>	10%	19		<b>Latino</b>	8%	13
	<b>Asian-American</b>	1%	1		<b>Other</b>	<1%	1
	<b>Other</b>	0%	0				
	<b>Women</b>	0%	0	<b>1993</b>	<b>White</b>	80%	133
<b>1998</b>	<b>White</b>	75%	151		<b>African-American</b>	13%	22
	<b>African-American</b>	17%	34		<b>Latino</b>	6%	10
	<b>Latino</b>	8%	16		<b>Other</b>	1%	2
	<b>Asian-American</b>	<1%	1	<b>1992</b>	<b>White</b>	x	x
	<b>Other</b>	0%	0		<b>African-American</b>	x	x
	<b>Women</b>	0%	0				

*x= Data not recorded*

<b>CEO/President</b>			
		<b>%</b>	<b>#</b>
<b>2004</b>			
	<b>White</b>	100%	30
	<b>African-American</b>	0%	0
	<b>Latino</b>	0%	0
	<b>Asian-American</b>	0%	0
	<b>Women</b>	3%	1
<b>2002</b>			
	<b>White</b>	100%	x
	<b>African-American</b>	0%	x
	<b>Latino</b>	0%	x
	<b>Asian-American</b>	0%	x
	<b>Women</b>	3%	x
<b>2001</b>			
	<b>White</b>	100%	x
	<b>African-American</b>	0%	x
	<b>Latino</b>	0%	x
	<b>Asian-American</b>	0%	x
	<b>Women</b>	3%	x
<b>2000</b>			
	<b>White</b>	100%	x
	<b>African-American</b>	0%	x
	<b>Latino</b>	0%	x
	<b>Asian-American</b>	0%	x
	<b>Women</b>	3%	x
<b>1999</b>			
	<b>White</b>	100%	x
	<b>African-American</b>	0%	x
	<b>Latino</b>	0%	x
	<b>Asian-American</b>	0%	x
	<b>Women</b>	3%	x
<b>1998</b>			
	<b>White</b>	100%	x
	<b>African-American</b>	0%	x
	<b>Latino</b>	0%	x
	<b>Other</b>	0%	x
	<b>Women</b>	3%	x
<i>x= Data not recorded</i>			

**General Manager/  
Director of Player Personnel**

		%	#			%	#
<b>2004</b>	White	94%	28	<b>1999</b>	White	100%	30
	African-American	3%	1		African-American	0%	0
	Latino	3%	1		Latino	0%	0
	Asian-American	0%	0		Asian-American	0%	0
	Women	0%	0		Women	0%	0
<b>2002</b>	White	94%	28	<b>1998</b>	White	100%	30
	African-American	3%	1		African-American	0%	0
	Latino	3%	1		Latino	0%	0
	Asian-American	0%	0		Asian-American	0%	0
	Women	0%	0		Women	0%	0
<b>2001</b>	White	97%	29	<b>1997</b>	White	97%	29
	African-American	3%	1		African-American	3%	1
	Latino	0%	0		Latino	0%	0
	Asian-American	0%	0	<b>1996</b>	White	96%	27
	Women	0%	0		African-American	3%	1
<b>2000</b>	White	100%	30		Latino	0%	0
	African-American	0%	0	<b>1995</b>	White	96%	27
	Latino	0%	0		African-American	4%	1
	Asian-American	0%	0		Latino	0%	0
	Women	0%	0	<b>1994</b>	White	96%	27
					African-American	4%	1
					Latino	0%	0

<b>Vice Presidents</b>							
		<b>%</b>	<b>#</b>		<b>%</b>	<b>#</b>	
<b>2004</b>	<b>White</b>	89%	199	<b>1997</b>	<b>White</b>	93%	101
	<b>African-American</b>	4%	11		<b>African-American</b>	4%	4
	<b>Latino</b>	4%	10		<b>Latino</b>	<2%	2
	<b>Asian-American</b>	3%	5		<b>Other</b>	<2%	2
	<b>Women</b>	14%	32		<b>Women</b>	5%	5
<b>2002</b>	<b>White</b>	89%	178	<b>1996</b>	<b>White</b>	92%	117
	<b>African-American</b>	5%	9		<b>African-American</b>	4%	5
	<b>Latino</b>	4%	7		<b>Latino</b>	2%	3
	<b>Asian-American</b>	2%	4		<b>Other</b>	<2%	2
	<b>Women</b>	12%	23		<b>Women</b>	<2%	2
<b>2000</b>	<b>White</b>	90%	170	<b>1995</b>	<b>White</b>	93%	115
	<b>African-American</b>	6%	10		<b>African-American</b>	5%	6
	<b>Latino</b>	3%	6		<b>Latino</b>	<1%	1
	<b>Asian-American</b>	1%	2		<b>Asian-American</b>	<2%	2
	<b>Women</b>	6%	12		<b>Women</b>	<2%	2
<b>1999</b>	<b>White</b>	92%	176	<b>1994</b>	<b>White</b>	94%	111
	<b>African-American</b>	5%	9		<b>African-American</b>	<3%	3
	<b>Latino</b>	2%	4		<b>Latino</b>	<2%	2
	<b>Asian-American</b>	1.6%	3		<b>Asian-American</b>	<2%	2
	<b>Women</b>	8%	16		<b>Women</b>	<1%	1
<b>1998</b>	<b>White</b>	92%	123				
	<b>African-American</b>	5%	7				
	<b>Latino</b>	<2%	2				
	<b>Asian-American</b>	<2%	2				
	<b>Women</b>	5%	6				

<b>Senior Administrators</b>			
		<b>%</b>	<b>#</b>
<b>2003</b>			
	<b>White</b>	83%	217
	<b>African-American</b>	10%	25
	<b>Latino</b>	5%	12
	<b>Asian-American</b>	2%	6
	<b>Other</b>	0%	0
	<b>Women</b>	14%	36
<b>2001</b>			
	<b>White</b>	86%	x
	<b>African-American</b>	10%	x
	<b>Latino</b>	4%	x
	<b>Asian-American</b>	<1%	x
	<b>Women</b>	24%	x
<b>2000</b>			
	<b>White</b>	84%	x
	<b>African-American</b>	8%	x
	<b>Latino</b>	6%	x
	<b>Asian-American</b>	3%	x
	<b>Women</b>	24%	x
<b>1999</b>			
	<b>White</b>	x	x
	<b>African-American</b>	x	x
	<b>Latino</b>	x	x
	<b>Asian-American</b>	x	x
	<b>Women</b>	x	x
<b>1998</b>			
	<b>White</b>	x	x
	<b>African-American</b>	x	x
	<b>Latino</b>	x	x
	<b>Asian-American</b>	x	x
	<b>Women</b>	x	x
<b>1997</b>			
	<b>White</b>	85%	x
	<b>African-American</b>	8%	x
	<b>Other</b>	5%	x
	<b>Women</b>	2%	x
<b>1996</b>			
	<b>White</b>	x	x
	<b>African-American</b>	x	x
	<b>Other</b>	x	x
	<b>Women</b>	x	x

*x= Data not recorded*



## Key Professional Positions

	PRD	DCR	CFO
<b>2004</b>			
White	94%	81%	90%
African-American	6%	14%	3%
Latino	0%	5%	0%
Asian-American	0%	0%	7%
Other	0%	0%	0%
Women	13%	57%	14%
<b>2002</b>			
White	100%	64%	87%
African-American	0%	33%	3%
Latino	0%	3%	0%
Asian-American	0%	0%	10%
Other	0%	0%	0%
Women	7%	67%	7%
<b>2000</b>			
White	97%	74%	86%
African-American	3%	23%	7%
Latino	0%	3%	0%
Asian-American	0%	0%	7%
Other	0%	0%	0%
Women	10%	47%	10%
<b>1999</b>			
White	97%	70%	86%
African-American	3%	30%	7%
Latino	0%	0%	0%
Asian-American	0%	0%	7%
Other	0%	0%	0%
Women	7%	50%	10%
<b>1998</b>			
White	97%	70%	8%
African-American	3%	30%	7%
Latino	0%	0%	0%
Asian-American	0%	0%	7%
Other	0%	0%	0%
Women	3%	50%	7%

PRD=Public Relations Director  
 DCR=Director of Community Relations  
 CFO=Chief Financial Officer

Team Professional Administration											
			%	#				%	#		
<b>2004</b>	White	85%	537	<b>1997</b>	White	x	x	<b>1996</b>	White	x	x
	African-American	7%	42		African-American	x	x		African-American	x	x
	Latino	7%	41		Other	x	x		Other	x	x
	Asian-American	1%	9		Women	x	x		Women	x	x
	Other	0%	0								
	Women	28%	174								
<b>2002</b>	White	87%	x	<b>1995</b>	White	x	x	<b>1994</b>	White	x	x
	African-American	7%	x		African-American	x	x		African-American	x	x
	Latino	4%	x		Other	x	x		Latino	x	x
	Asian-American	1%	x		Women	x	x		Asian-American	x	x
	Other	1%	x						Other	x	x
	Women	22%	x						Women	x	x
<b>2000</b>	White	23%	x	<b>1993</b>	White	x	x	<i>x= Data not recorded</i>	White	x	x
	African-American	32%	x		African-American	x	x		African-American	x	x
	Latino	0%	x		Latino	x	x		Latino	x	x
	Asian-American	0%	x		Asian-American	x	x		Asian-American	x	x
	Other	0%	x		Other	x	x		Other	x	x
	Women	0%	x								
<b>1999</b>	White	21%	x								
	African-American	32%	x								
	Latino	0%	x								
	Asian-American	0%	x								
	Other	0%	x								
	Women	0%	x								
<b>1998</b>	White	x	x								
	African-American	x	x								
	Latino	x	x								
	Asian-American	x	x								
	Other	x	x								
	Women	x	x								

Physicians								
		%	#					
<b>2004</b>	White	98%	55	<b>1997</b>	White	91%	32	
	African-American	2%	1		African-American	3%	1	
	Latino	0%	0		Latino	3%	1	
	Asian-American	0%	0		Other	3%	1	
	Other	0%	0		Women	0%	0	
	Women	0%	0		<b>1996</b>	White	94%	32
<b>2002</b>	White	96%	66	African-American		3%	1	
	African-American	1%	1	Latino		0%	0	
	Latino	0%	0	Other		3%	1	
	Asian-American	3%	2	Women		0%	0	
	Other	0%	0	<b>1995</b>		White	x	x
	Women	6%	4		African-American	x	x	
<b>2000</b>	White	93%	42		Latino	x	x	
	African-American	4%	2		Other	x	x	
	Latino	0%	0		Women	x	x	
	Asian-American	<3%	1		<b>1994</b>	White	95%	36
	Women	0%	0	African-American		<3%	1	
	<b>1999</b>	White	93%	41		Latino	<3%	1
African-American		5%	2	Other		0%	0	
Latino		0%	0	<b>1993</b>		White	98%	32
Asian-American		2%	1			African-American	<2%	1
Women		0%	0		Latino	3%	1	
<b>1998</b>		White	87%		34	<i>x= Data not recorded</i>		
	African-American	5%	2					
	Latino	3%	1					
	Asian-American	5%	2					
	Women	0%	0					

<b>Head Trainers</b>							
		<b>%</b>	<b>#</b>			<b>%</b>	<b>#</b>
<b>2004</b>				<b>1998</b>			
	White	100%	30		White	97%	29
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	3%	1
	Asian-American	0%	0		Other	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0	<b>1997</b>			
<b>2002</b>					White	88%	22
	White	97%	27		African-American	0%	0
	African-American	0%	0		Other	12%	3
	Latino	3%	1	<b>1996</b>			
	Asian-American	0%	0		White	100%	23
	Other	0%	0		African-American	0%	0
	Women	0%	0		Other	0%	0
<b>2000</b>				<b>1995</b>			
	White	97%	29		White	100%	21
	African-American	0%	0		African-American	0%	0
	Latino	3%	1		Other	0%	0
	Other	0%	0	<b>1994</b>			
	Women	0%	0		White	100%	23
<b>1999</b>					African-American	0%	0
	White	97%	29		Other	0%	0
	African-American	0%	0	<b>1993</b>			
	Latino	3%	1		White	100%	23
	Other	0%	0		African-American	0%	0
	Women	0%	0		Other	0%	0

Radio and TV Announcers						
<b>2004</b>	White	81%	<b>1998</b>	White	78%	
	African-American	3%		African-American	3%	
	Latino	15%		Latino	19%	
	Asian-American	1%		Asian-American	0%	
	Other	0%		Other	0%	
	Women	2%		Women	1%	
<b>2002</b>	White	83%	<b>1997</b>	White	87%	
	African-American	4%		African-American	0%	
	Latino	12%		Latino	16%	
	Asian-American	1%		Asian-American	0%	
	Other	0%		Other	0%	
	Women	1%		Women	0%	
<b>2000</b>	White	81%	<b>1996</b>	White	85%	
	African-American	4%		African-American	3%	
	Latino	15%		Latino	12%	
	Asian-American	0%		Asian-American	0%	
	Other	0%		Other	0%	
	Women	2%		Women	0%	
<b>1999</b>	White	79%	<b>1994</b>	White	83%	
	African-American	4%		African-American	5%	
	Latino	17%		Latino	12%	
	Asian-American	0%		<b>1993</b>	White	83%
	Other	0%			African-American	5%
	Women	1%			Latino	12%

Support Staff Personnel								
		%	#			%	#	
<b>2004</b>	White	78%	x	<b>1997</b>	White	x	x	
	African-American	14%	x		African-American	x	x	
	Latino	4%	x		Latino	x	x	
	Asian-American	4%	x		Asian-American	x	x	
	Other	0%	x		Other	x	x	
	Women	49%	x		Women	x	x	
<b>2002</b>	White	x	x	<b>1996</b>	White	x	x	
	African-American	x	x		African-American	x	x	
	Latino	x	x		Other	x	x	
	Asian-American	x	x		Women	x	x	
	Other	x	x		<b>1995</b>	White	x	x
	Women	x	x			African-American	x	x
<b>2000</b>	White	x	x	Latino		x	x	
	African-American	x	x	Asian-American		x	x	
	Latino	x	x	Other		x	x	
	Asian-American	x	x	Women		x	x	
	Other	x	x	<b>1994</b>	White	x	x	
	Women	x	x		African-American	x	x	
<b>1999</b>	White	x	x		Latino	x	x	
	African-American	x	x		Asian-American	x	x	
	Latino	x	x		Other	x	x	
	Asian-American	x	x		<b>1993</b>	White	x	x
	Other	x	x	African-American		x	x	
	Women	x	x	Latino		x	x	
<b>1998</b>	White	x	x	Other		x	x	
	African-American	x	x	<i>x= Data not recorded</i>				
	Latino	x	x					
	Asian-American	x	x					
	Other	x	x					
	Women	x	x					

## APPENDIX II

### MAJOR LEAGUE BASEBALL DIVERSITY INITIATIVES

Major League Baseball's strategic focus of formal commitments to the diversity of its game has not only included employment but also addresses supplier diversity, player development, community relations, education and philanthropic awards. These are few highlights of those commitments:

#### **Employment/Workforce Diversity**

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

#### **Supplier Diversity**

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

#### **Urban Youth Initiatives**

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

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

One example of this commitment is Major League Baseball's Youth Baseball Academy located on the campus of Compton Community College in Los Angeles, California. The Academy is an actual brick and mortar presence in the community and is scheduled for its "opening day" by the fall of 2005. The Academy will be home to four fields: two regulation baseball fields, one softball field and one youth field. MLB will operate the facility and work with local youth organizations to identify the Academy's attendees. In addition to offering year-round baseball and softball instruction, MLB will provide academic support and career development through after-school study programs. Baseball's return on investment for this multi-million dollar facility is the marketplace strategy that eventually thousands will participate as members of the Academy and ultimately become players, baseball operation and business operations employees, franchise leaders and fans.

Another example is one of MLB's longest on-going urban youth initiatives, the RBI program. Reviving Baseball in the Inner Cities is a youth outreach program to promote interest in baseball, boost self-esteem and to encourage young people to stay in school. Managed with the Boy and Girls Clubs of America, RBI programs have been started in more than 200 cities worldwide and in 2004 gave nearly 95,000 young women and men the opportunity to play the game. In 2004, over 75 percent of RBI's targeted age group (13 to 18 year olds) were minorities.

## **Education and Philanthropy**

"Breaking Barriers: In Sports, In Life" is a multi-curricular character education program developed by Major League Baseball, The Major League Baseball Player's Trust for Children, and Scholastic Inc. The program utilizes baseball-themed features, activities and lessons to teach children grades K-12 the values and traits they need to deal with the barriers and challenges in their lives. Using baseball as a metaphor for life, the curriculum is based on the nine values demonstrated by Jackie Robinson. The nine values are: Determination, Commitment, Persistence, Integrity, Justice, Courage, Teamwork, Citizenship and Excellence.

"The Baseball Tomorrow Fund" is a joint initiative between Major League Baseball and the Major League Baseball Player's Association. It is designed to promote and enhance the growth of the game throughout the world by funding programs, field improvements and equipment purchases to encourage and maintain youth participation in baseball and softball. Since its inception in 1999, BTF has awarded grants totaling more than \$7 million and has benefited almost 88,000 youth participating in more than 150 baseball and softball programs across the US, Canada, Puerto Rico, Dominican Republic, U.S. Virgin Islands and Europe. In 2004, 70 percent of the award recipients provided programs with at least 50 percent minority participation and 38 percent provided programs with over 90 percent minority participation.