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The 2010 Racial and Gender Report Card: National Football League

by Richard Lapchick
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EXECUTIVE SUMMARY

Orlando, Fla. – Sept. 29, 2010...The National Football League achieved an **A** grade on racial hiring practices and a **C** on gender hiring practices in the 2010 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida. This gave the NFL a combined **B** grade. In the history of the NFL Racial and Gender Report Card, that is the best grade ever received on racial hiring practices by the NFL.

This was the NFL's first full **A** grade for racial hiring practices after the NFL's score for race improved slightly from 89.2 in the previous report to 90.6 points out of 100. This moved the 2009 **A-** grade to a full **A**. The score for gender decreased slightly from 71.5 to 69.5.

Using data from the 2009 season, The Institute conducted an analysis of racial breakdowns of the players, managers and coaches. In addition, the Report includes a racial and gender breakdown of top team management, senior administration, professional administration, physicians, head trainers and broadcasters. Coaches, general managers, presidents and owners were updated as of August 1, 2010.

For the fourth consecutive year, African-Americans played a significant role in the Super Bowl when Indianapolis' first-year head coach Jim Caldwell helped lead his team to the Super Bowl against the New Orleans Saints. In 2007, two African-American head coaches faced each other in the Super Bowl for the first time, and an African-American general manager helped lead his team to a win in the 2008 Super Bowl. In 2009, head coach Mike Tomlin helped Pittsburgh win the Super Bowl. The Report shows sustained progress in the key positions of head coach (seven in 2006 and six in 2007, 2008, 2009 and 2010) and general manager (four in 2006 and five in 2007, 2008, 2009 and 2010).

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~MAKING WAVES OF CHANGE~

The NFL's League Office recently hired Robert Gulliver as EVP for Human Resources and Chief Diversity Officer. Over the past few years, the League Office has had a substantial package of programs that have focused on diversity and inclusion initiatives. Detailed examples appear in Appendix II. The NFL has strong community outreach initiatives, which are also represented in the Report's Appendix.

From the 2008 to 2009 season, the percentages for people of color increased for team vice presidents, players and physicians, remained constant for League Office management positions, head coaches, general managers and trainers and decreased by one percentage point at the team level for professional administrators, senior administrators, and assistant coaches.

The percentage of women increased for team vice-presidents while decreasing slightly for League Office management positions, team professional administrators and senior administrators. The opportunities for women continue to lag significantly behind the progress on race.

Tables for the Report are included in Appendix I.

It is imperative that sports teams play the best athletes they have available to win 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 ballclub, but The Institute wants to illustrate how important it is to have a diverse organization involving individuals who happen to be of a different race or gender. 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, 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 2010 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

- The NFL received its highest grade for racial hiring practices in the history of the NFL Racial and Gender Report Card.
- During the 2009 NFL season, the percentage of white players decreased slightly from 31 to 30 percent, while the percentage of African-American players remained constant at 67 percent.
- In the League Office, almost 25 percent of management was African-American, Latino, Asian, Native American and “other” during the 2010 season. Over 27 percent of the professionals were women.
- No person of color has ever held majority ownership of an NFL team.
- The six African-American head coaches at the start of the 2009 season remained in their capacity at the start of the 2010 season.
- The NFL started the 2010 season with five African-American general managers, just as it had started the 2007, 2008 and 2009 seasons. One of the five, Jerry Reese, became the first African-American general manager to win a Super Bowl when the New York Giants won in 2008.
- Amy Trask of the Oakland Raiders remained 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 in the history of the NFL.
- When Pittsburgh won the 2009 Super Bowl, Mike Tomlin became the second African-American head coach in three years to lead his team to a Super Bowl championship.
- Six out of the last eight Super Bowl teams have had either an African-American head coach or general manager: coaches Tony Dungy (Colts), Lovie Smith (Bears), Mike Tomlin (Steelers) and Jim Caldwell (Colts) and GMs Jerry Reese (Giants) and Rod Graves (Cardinals).
- The number of female vice presidents on NFL teams increased by five from 2008 to 2009 to a total of 25. Pamela Browner-Crawley of the Philadelphia Eagles became the first minority woman to hold a vice president position in the NFL.
- People of color held more than 17 percent of senior administrator positions on NFL teams in the 2009 season. Seventeen percent of the total senior administrator positions were held by women.
- In 2009, the percentage of women in professional administrative positions on NFL teams dropped one percentage point to 28 percent.
- Latino radio and television broadcasters decreased two percentage points from 18 percent during the 2008 season to 16 percent at the beginning of 2009 season.
- The 2009 and 2010 Super Bowls each had two African-American officials.

OVERALL GRADES

The National Football League achieved an **A** grade on racial hiring practices. The NFL's score for race improved from the previous report from 89.2 to 90.6 points out of 100. The grade for gender decreased slightly from 71.5 to 69.5 and remained a **C**.

This gave the NFL a combined **B** with 80.1 points out of 100.

In the history of the NFL Racial and Gender Report Card, the **A** for race was its first while the **C** for gender and **B** for the combined grade equaled the 2009 marks, which at the time were the best grades ever received in those categories for the NFL.

For race, the NFL received an **A+** for players and assistant coaches, an **A** for the League Office and NFL Diversity Initiatives and a **B+** for head coaches, general managers and team senior and professional administrators. The only grade below a **B+** was a **B-** for team vice-presidents.

For gender, the NFL received a **C** for the heavily weighted (50 percent) category of team professional administrators and a **C** for the League Office. It received an **F** for team vice-presidents and team senior administrators although the percentages for women VPs increased.

GRADES BY CATEGORY

Players

During the NFL's 2009 season, the percentage of African-American players remained at 67 percent. The all-time high for African-American players was in 2003 at 69 percent. The percentage of white players in 2009 decreased by one percentage point from 31 to 30 percent. The percentage of Latinos and Asians remained at 1 and 2 percent, respectively. Of all the professional leagues in the United States, the NFL continues to have the smallest percentage of international players at 2 percent in 2009 (no change from 2007 or 2008).

NFL Grade for Players: **A+**

See Table 1.

NFL League Office

Overall, the percentage of people of color in management positions in the League Office remained the same in 2010 as in 2009 at 24.7 percent. African-Americans increased slightly from 8.6 percent to 8.7 percent. Whites decreased slightly from 75.2 percent to 75.1 percent, and Latinos decreased from 4.7 percent to 4.6 percent. Asians at 9.4 percent, Native Americans at 0.2 percent and those categorized as "other" at 1.8 percent all remained the same as reported in 2009.

The percentage of women in management positions decreased slightly from 27.6 to 27.5 percent. The percentage of women in support staff has increased by 5.9 percentage points from 46.2 percent to

52.1 percent in 2010. There were nine African-Americans who served at or above the vice president level in the League Office, an increase of four from last year. They were:

- Raymond E. Anderson, executive vice president, Football Operations
- Adolpho A. Birch, vice president, Law & Labor Policy, Player Development
- Robert Gulliver, executive vice president, Human Resources, Chief Diversity Officer
- Harold R. Henderson, Special Advisor to the Commissioner
- Christopher L. Henry, vice president, Transition Player Programs
- Carl J. Johnson, vice president, Officiating
- Stephen Pamon, vice president, Corporate Development
- Kenneth W. Pimpton, vice president, Internal Audit
- Troy Vincent, vice president, Active Player Programs

There were 11 women who served as vice presidents in the League Office. All were white. They were:

- 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
- Dena V. Kaplan, vice president, Consumer Marketing
- Jennifer Langton, vice president, Business Ventures Finance
- Tracy Perlman, vice president, Entertainment Marketing & Promotions
- Rosemary Roser, vice president, Controller
- Kennie C. Smith, vice president, Executive in Charge of Project Management
- Jamie K. Weston, vice president, Brand Creative
- Kimberly A. Williams, senior vice president & COO, NFL Network

NFL Grade for League Office:

Race: A
Gender: C

See Table 2.

Diversity Initiatives

The NFL received an **A** for its programs involving diversity initiatives.

See Appendix II.

Ownership

There has never been a person of color who has served as majority owner in the NFL.

Denise DeBartolo York, of the San Francisco 49ers, was the one woman who held ownership of an NFL team during the 2009 season. Georgia Frontiere owned the L.A./St. Louis Rams for 29 years until her death in 2008.

In August 2009, Serena and Venus Williams purchased a small minority ownership of the Miami Dolphins, becoming the first female African-Americans to be part owners of an NFL team. Gloria and Emilio Estefan also bought a small share in the Dolphins in June 2009 to become the first Cuban-American minority owners of an NFL team, while Marc Anthony, who is of Puerto Rican descent, purchased a small share of the Dolphins in July 2009.

See Table 3.

Head Coaches

In 2010, Jim Caldwell helped lead the Indianapolis Colts to the Super Bowl in his first season as head coach. Caldwell became the fourth African-American to coach in the Super Bowl in the last four years. The Indianapolis Colts and Chicago Bears faced off in the 2007 Super Bowl with Tony Dungy and Lovie Smith, two African-Americans, leading their respective teams. It was the first time this had happened in the NFL. It has happened only once in the NBA, and it has never happened in Major League Baseball.

There were six African-American head coaches at the start of the 2010 season, the same six who started the 2009 season:

- Jim Caldwell, Indianapolis Colts
- Marvin Lewis, Cincinnati Bengals
- Raheem Morris, Tampa Bay Buccaneers
- Mike Singletary, San Francisco 49ers
- Lovie Smith, Chicago Bears
- Mike Tomlin, Pittsburgh Steelers

Perry Fewell, an African-American, was the interim head coach for the last seven games for Buffalo in 2009 but was not rehired in 2010. 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 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 six 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 that historically there has been virtually no college pipeline for African-American coaches.

No former NFL head coach who is African-American 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 successful former NFL head coaches have been selected to lead a college team, while coaches with far less success in the NFL such as 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 declined in 2009 by one percentage point to 36 percent. There were 157 assistant coaches of color in 2009 compared to 160 in 2008; 34 percent were African-American, the same as in 2008.

In 2009, there were eight African-American coordinators in the NFL. They were:

- Frank Bush Sr., Houston Texans, Defensive Coordinator
- Perry Fewell, Buffalo Bills, Defensive Coordinator
- Leslie Frazier, Minnesota Vikings, Defensive Coordinator
- Ron Meeks, Indianapolis Colts, Defensive Coordinator
- Jimmy Raye, San Francisco 49ers, Offensive Coordinator
- Clarence Shelmon, San Diego Chargers, Offensive Coordinator
- Sherman Smith, Washington Redskins, Offensive Coordinator
- Mel Tucker, Jacksonville Jaguars, Defensive Coordinator

Starting the 2010 NFL season, there were 12 African-Americans holding coordinator positions:

- Frank Bush Sr., Houston Texans, Defensive Coordinator
- Romeo Crennel, Kansas City Chiefs, Defensive Coordinator
- George Edwards, Buffalo Bills, Defensive Coordinator
- Perry Fewell, New York Giants, Defensive Coordinator
- Leslie Frazier, Minnesota Vikings, Defensive Coordinator
- Hue Jackson, Oakland Raiders, Offensive Coordinator
- Ron Meeks, Carolina Panthers, Defensive Coordinator
- Curtis Modkins, Buffalo Bills, Offensive Coordinator
- Jimmy Raye, San Francisco 49ers, Offensive Coordinator
- Clarence Shelmon, San Diego Chargers, Offensive Coordinator
- Sherman Smith, Washington Redskins, Offensive Coordinator
- Mel Tucker, Jacksonville Jaguars, Defensive Coordinator

Ron Rivera is the only Latino defensive coordinator. Rivera is with the San Diego Chargers.

Starting the 2010 NFL season, there were nine African-Americans holding assistant head coach positions:

- Todd Bowles, Miami Dolphins
- Maurice Carthon, Kansas City Chiefs
- Leslie Frazier, Minnesota Vikings
- Tim Lewis, Atlanta Falcons
- Richard Mann, Tampa Bay Buccaneers
- John Mitchell, Pittsburgh Steelers
- Stump Mitchell, Washington Redskins
- Winston Moss, Green Bay Packers
- Jim Skipper, Carolina Panthers

NFL Grade for Assistant Coaches: A+

See Table 6.

Top Management

CEOs/Presidents

Amy Trask, of the Oakland Raiders, is the only female president/CEO in the NFL.

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

See Table 7.

General Manager/Principal-in-Charge

In 2010, whites held 84 percent of general manager positions in the NFL, while African-Americans held 16 percent. In 2009 and at the start of the 2010 season, there were five African-Americans serving in the role of general manager.

The African-American general managers starting the 2010 season were:

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

They were the same five African-American general managers at the start of the 2009 season.

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

See Table 8.

Team Vice Presidents

During the 2009 NFL season, there was an increase in the percentages of vice presidents who were women and people of color. African-American vice presidents increased from 7 percent to 9 percent and Paraag Marathe, the first executive of Indian descent in the history of the report, was named executive vice president of football and business operations for the San Francisco 49ers in February 2010. Marathe is the only Asian team VP. The number of white vice presidents decreased from 93 percent to 90 percent. There were 15 African-American vice presidents in 2009, an increase from the 2008 total of 11. There were no Latinos represented.

The following are the African-Americans who held vice president positions at the teams in 2009:

- Ronnie Barnes, vice president of medical services, New York Giants
- Pamela Browner-Crawley, senior vice president of public affairs and government relations, Philadelphia Eagles
- Greg Carney, vice president of marketing, Denver Broncos
- Joey Clinkscales, vice president of college scouting, New York Jets
- Rod Graves, vice president of football operations and general manager, Arizona Cardinals
- John Guy, vice president of pro-personnel, Buffalo Bills
- Martin Mayhew, senior vice president and general manager, Detroit Lions
- Reggie McKenzie, director of football operations, Green Bay Packers*
- Ozzie Newsome, general manager and executive vice president, Baltimore Ravens
- Cedric Saunders, vice president of football operations, Detroit Lions
- Reggie Roberts, vice president of football communications, Atlanta Falcons
- Tony Softli, vice president of player personnel, St. Louis Rams
- Keena Turner, vice president of football affairs, San Francisco 49ers
- Kevin Warren, vice president of operations and legal counsel, Minnesota Vikings
- Bob Wallace, executive vice president and general counsel, St. Louis Rams
- Tony Wyllie, vice president of communications, Houston Texans

* In the Packers organization, McKenzie's position carries the same responsibilities as a Vice President of Football Operations in other clubs.

Paraag Marathe, vice president of football operations for the San Francisco 49ers, was the only Asian team VP. In February 2010, he was promoted to executive vice president of football and business operations.

The St. Louis Rams were the only team with more than one vice president of color.

Women held 25 (15 percent) of the vice president positions at the teams during the 2009 season, up from 20 (14 percent) in 2008. There was one woman of color (Pamela Browner-Crawley of the Eagles) out of the 25 female vice presidents. The 25 women in these posts were:

- Dawn Aponte, vice president of football administration, Cleveland Browns
- Rita Benson LeBlanc, executive vice president, New Orleans Saints
- Pamela Browner-Crawley, senior vice president of public affairs and government relations, Philadelphia Eagles
- Susan Darrington, vice president, facility operations and services, Seattle Seahawks
- Gabrielle Dow, vice president of marketing, Baltimore Ravens
- Tammy Fruits, vice president of sales and marketing, Kansas City Chiefs
- Cindy Galloway Kellogg, vice president, community relations, Denver Broncos

- Gretchen Geitter, vice president of community relations, Buffalo Bills
- Molly Higgins, vice president of corporate communications, St. Louis Rams
- Tery Howard, senior vice president/chief technology officer, Miami Dolphins
- Carlie Isray Foyt, vice president, Indianapolis Colts
- Casey Coyle Irsay, vice president, Indianapolis Colts
- Jenneen Kaufman, vice president/controller, Tennessee Titans
- Elisabeth Lang, vice president, communications, San Francisco 49ers
- Marilan Logan, vice president and controller, Houston Texans
- Allison Maki, vice president of finance and administration, Detroit Lions
- Lisa Manning, vice president, marketing, Arizona Cardinals
- Betsy Mitchell, vice president of player/staff development, New Orleans Saints
- Vicky Neumeyer, vice president and general counsel, New Orleans Saints
- Mary Owen, vice president, strategic planning, Buffalo Bills
- Laura Sankey, senior vice president of marketing and sales, Green Bay Packers
- Kim Shreckengost, executive vice president, chief of staff, Atlanta Falcons
- Jill Strafaci, senior vice president, finance and administration, Miami Dolphins
- Suzie Thomas, senior vice president/general counsel/chief administrative officer, Houston Texans
- Kelly Urquhart, vice president of events, Detroit Lions

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

NFL Grade for Team Vice Presidents:

Race: B-
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 manager, public relations director and director of community relations.

People of color held just over 17 percent of all NFL senior administration positions. African-Americans remained constant at 14 percent, Asians decreased one percentage point to 1 percent and Latinos remained the same at 2 percent. Whites increased one percentage point and held 83 percent of these positions.

Seventeen percent of the senior administrators during the 2009 NFL season were women, which is a 2 percentage point decrease from 2008.

NFL Grade for Senior Administration:

Race: B+
Gender: F

See Table 10.

Professional Administration

This category includes the following titles, but is not restricted to: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors and managers.

In the NFL, white professional administrators increased in 2009 by one percentage point to 84 percent of the total. African-Americans decreased by one percentage point to 10 percent, while Latinos and Asians remained the same at 4 percent and 1 percent, respectively.

Women decreased one percentage point to 28 percent. It was the second consecutive year women were recorded to have dropped below 30 percent.

NFL Grade for Professional Administration:

Race:	B+
Gender:	C

See Table 11.

Physicians

Eighty-nine percent of NFL team physicians in 2009 were white, a slight drop from 90 percent in 2008. Five percent were African-American, 2 percent were Latino, 2 percent were Asian and 2 percent were "other."

The percentage of female team physicians in the NFL remained the same at 3 percent in 2009.

See Table 12.

Head Trainers

In 2009, white head trainers in the NFL remained the same at 83 percent, while African-Americans also remained the same at 17 percent of the total. There were again no Latino, Asian or female head trainers in 2009.

See Table 13.

Radio/TV Broadcasters

With the spread of popularity of the NFL within the Latino community, more teams have been featuring game broadcasts on Spanish-speaking radio stations. This has significantly increased the number of Latino radio/TV broadcasters with NFL teams. For the 2009 season, 73 percent of broadcasters were white, 11 percent were African-American and 16 percent were Latino. That represented an increase of 6

percentage points for whites and a decrease of 3 percentage points for African-Americans. The percentage of Latino radio/TV broadcasters decreased 2 percentage points.

Women held 4 percent of the total broadcasting positions in the NFL in 2009, which represented a 1 percentage point increase from 2008.

See Table 14.

Stacking

Most observers agree that the issue of stacking in the NFL is no longer a major concern. In the 2009 NFL season, African-Americans held 16 percent of the quarterback positions. Quarterback is 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 greatly diminished.

The breakdown of all positions for African-Americans and whites is listed in Tables 15, 16 and 17.

Officials

In recent years, the NFL has increased diversity in the ranks of its game officials. Carl Johnson, the newly hired vice president of Officiating, is an African-American. The number of African-American, Latino and Native American officials has increased from 23 in 2006 to 33 for the 2010 season. The number of diverse referees who lead officiating crews has 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.

See Table 18.

HOW GRADES WERE CALCULATED

As in previous reports, the 2010 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 each 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 9 percent. Grades for race below this level were a **D** for 6 percent or **F** for any percent equal to or below 5 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 5 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 2009 and 2010 seasons for the National Football League. Listings of professional owners, general managers and head coaches were updated as of August 1, 2010. Grades, however, were calculated according to the reporting period of 2009.

ABOUT THE RACIAL AND GENDER REPORT CARD...

This is the 18th 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 sixth year 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, Fla. Dr. Richard Lapchick has authored all reports, first at Northeastern and now at UCF. (Until 1998, the report was known as the *Racial Report Card*.) In addition to Lapchick, Jamile Kitnurse and Austin Moss contributed greatly to and co-authored this report. Their research efforts were invaluable.

The Institute for Diversity and Ethics in Sport (TIDES) www.tidesport.org

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 240 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, UCF*

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and social issues within sports. It is the only program in a business college to offer a two-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							
		%	#			%	#
2009	White	30%	782	1999	White	32%	x
	African-American	67%	1761		African-American	67%	x
	Latino	1%	24		Latino	<1%	x
	Asian	2%	55		Other	<1%	x
	Other	<1%	2	1998	White	32%	x
	International	2%	48		African-American	66%	x
2008	White	31%	805		Latino	<1%	x
	African-American	67%	1762		Other	1%	x
	Latino	1%	25	1997	White	33%	x
	Asian	2%	45		African-American	65%	x
	Other	<1%	1		Latino	<1%	x
	International	2%	63		Other	1%	x
2007	White	31%	730	1996	White	31%	x
	African-American	66%	1566		African-American	66%	x
	Latino	1%	30		Latino	<1%	x
	Asian	2%	44		Other	2%	x
	Other	<1%	1	1995	White	31%	x
	International	2%	43		African-American	67%	x
2006	White	31%	532		Latino	0%	x
	African-American	67%	1131		Other	<2%	x
	Latino	0.5%	8	1994	White	31%	x
	Asian	1.5%	25		African-American	68%	x
	Other	0%	0		Latino	0%	x
	International	1%	24		Other	1%	x
2005	White	31.50%	537	1993	White	35%	x
	African-American	65.50%	1116		African-American	65%	x
	Latino	<1%	10		Latino	0%	x
	Asian	2%	34	1992	White	30%	x
	Other	<1%	1		African-American	68%	x
	International	1%	18		Latino	<1%	x
2003	White	29%	516		Other	1%	x
	African-American	69%	1228	1991	White	36%	x
	Latino	1%	9		African-American	62%	x
	Asian	1%	22		Latino	2%	x
	Other	0%	0	1990	White	39%	x
2000	White	x	x		African-American	61%	x
	African-American	x	x		Latino	0%	x
	Latino	x	x				
	Other	x	x				

x=Data not recorded

Table 1

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

Note: Data provided by the NFL league office.

x= Data not recorded

Table 2

Majority Owners			
		%	
2010	White	100%	2005
	African-American	0%	
	Latino	0%	
	Asian	0%	
	Other	0%	
	Women	3%	
2009	White	100%	2003
	African-American	0%	
	Latino	0%	
	Asian	0%	
	Other	0%	
	Women	3%	
2008	White	100%	2001
	African-American	0%	
	Latino	0%	
	Asian	0%	
	Other	0%	
	Women	6%	
2007	White	100%	1999
	African-American	0%	
	Latino	0%	
	Asian	0%	
	Other	0%	
	Women	8%	
2006	White	100%	1998
	African-American	0%	
	Latino	0%	
	Asian	0%	
	Other	0%	
	Women	9%	
			1997

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 Chiefs	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-present	56-55-1
Lovie Smith	Chicago	2004-present	52-44
Romeo Crennel	Cleveland	2005-2008	24-40
Mike Tomlin	Pittsburgh	2007-present	31-17
Mike Singletary	San Francisco	2008-present	13-12
Jim Caldwell	Indianapolis	2009-present	14-2
Perry Fewell	Buffalo	2009	3-4
Raheem Morris	Tampa Bay	2009-present	3-13

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

Table 4

Head Coaches					
		%	#		
2010				2001	
	White	81%	26		White
	African-American	19%	6		African-American
	Asian	0%	0		Asian
	Latino	0%	0		Latino
	Other	0%	0		Women
2009				2000	
	White	81%	26		White
	African-American	19%	6		African-American
	Asian	0%	0		Asian
	Latino	0%	0		Latino
	Other	0%	0		Women
	Women	0%	0		
2008				1999	
	White	81%	26		White
	African-American	19%	6		African-American
	Asian	0%	0		Asian
	Latino	0%	0		Latino
	Other	0%	0		Women
	Women	0%	0		
2007				1997	
	White	81%	26		White
	African-American	19%	6		African-American
	Asian	0%	0		Asian
	Latino	0%	0		Latino
	Other	0%	0		Women
	Women	0%	0		
2006				1995	
	White	78%	25		White
	African-American	22%	7		African-American
	Asian	0%	0		Latino
	Latino	0%	0		
	Other	0%	0		
	Women	0%	0		
2005				1994	
	White	81%	26		White
	African-American	19%	6		African-American
	Asian	0%	0		Latino
	Latino	0%	0		
	Other	0%	0		
	Women	0%	0		
2003				1993	
	White	91%	29		White
	African-American	9%	3		African-American
	Asian	0%	0		Latino
	Latino	0%	0		
	Women	0%	0		
				1992	
	White	89%	25		White
	African-American	7%	2		African-American
	Asian	0%	0		Latino
	Latino	0%	0		
	Women	0%	0		

Table 5

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

x= Data not recorded

Table 6

CEO/President					
		%	#		
2010				2003	
	White	100%	27		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Other
	Other	0%	0	2005	
	Women	4%	1		White
2009					African-American
	White	100%	27		Latino
	African-American	0%	0		Asian
	Latino	0%	0		Women
	Asian	0%	0	2003	
	Other	0%	0		White
	Women	4%	1		African-American
2008					Latino
	White	100%	29		Asian
	African-American	0%	0		Women
	Latino	0%	0	2000	
	Asian	0%	0		White
	Other	0%	0		African-American
	Women	3%	1		Latino
2007					Asian
	White	100%	30		Women
	African-American	0%	0	1999	
	Latino	0%	0		White
	Asian	0%	0		African-American
	Other	0%	0		Latino
	Women	3%	1		Asian
2006					Women
	White	100%	35	1998	
	African-American	0%	0		White
	Latino	0%	0		African-American
	Asian	0%	0		Latino
	Other	0%	0		Asian
	Women	3%	1		Women

x= Data not recorded

Table 7

General Manager/Director of Player Personnel							
			%	#			
2010					2005		
	White	84%	26		White	87%	27
	African-American	16%	5		African-American	13%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0	2003			
2009							
	White	84%	27		White	94%	30
	African-American	16%	5		African-American	6%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0	2001			
2008							
	White	83%	25		White	94	30
	African-American	17%	5		African-American	6	2
	Latino	0%	0		Latino	0	0
	Asian	0%	0		Asian	0	0
	Other	0%	0		Women	0	0
	Women	0%	0	1999			
2007							
	White	84%	26		White	87%	27
	African-American	16%	5		African-American	13%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0	1998			
2006							
	White	87%	28		White	87%	27
	African-American	13%	4		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	1997			
2006							
	White	87%	26		White	87%	26
	African-American	13%	4		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	1996			
2006							
	White	83%	25		White	83%	25
	African-American	17%	5		African-American	17%	5
	Latino	0%	0		Latino	0%	0

x= Data not recorded

Table 8

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

Table 9

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

x= Data not recorded

Table 10

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

Table 12

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

Table 13

Radio and TV Announcers			
		%	
2009			2001
	White	73%	White
	African-American	11%	African-American
	Latino	16%	Latino
	Asian	0%	Asian
	Other	0%	Other
	Women	4%	Women
2008			1998
	White	67%	White
	African-American	14%	African-American
	Latino	18%	Latino
	Asian	0%	Asian
	Other	0%	Other
	Women	3%	Women
2007			1997
	White	77%	White
	African-American	11%	African-American
	Latino	12%	Latino
	Asian	0%	Asian
	Other	0%	Other
	Women	1%	Women
2006			1996
	White	74%	White
	African-American	13%	African-American
	Latino	13%	Latino
	Asian	0%	Asian
	Other	0%	Other
	Women	2%	Women
2005			1995
	White	74%	White
	African-American	12%	African-American
	Latino	14%	Latino
	Asian	0%	Asian
	Other	0%	Other
	Women	0%	Women
2003			1993
	White	94%	White
	African-American	3%	African-American
	Latino	0%	Latino
	Asian	0%	
	Other	0%	1992
	Women	3%	White
			African-American
			Latino
			White
			African-American
			Latino

Table 14

NFL Offense							
	QB	RB	WR	TE	OT	OG	C
2009							
White	81%	11%	11%	57%	45%	51%	75%
African-American	16%	87%	87%	41%	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%

Table 15

NFL Defense					
	CB	S	LB	DE	DT
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%

Table 16

NFL Special teams	
	K/P
2009	
White	97%
African-American	1%
Latino	2%
International	8%

Table 17

Officials		
	%	#
2010		
White	72%	86
African-American	26%	31
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2009		
White	73%	88
African-American	25%	30
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2008		
White	77%	92
African-American	22%	26
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2007		
White	78%	94
African-American	20%	24
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2006		
White	81%	97
African-American	18%	21
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2005		
White	83%	99
African-American	16%	19
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2004		
White	81%	97
African-American	18%	21
Latino	1%	1
Asian	0%	0
Other	1%	1
Women	0%	0
2003		
White	81%	97
African-American	18%	22
Latino	0%	0
Asian	0%	0
Other	1%	1
Women	0%	0

Table 18

APPENDIX II

NATIONAL FOOTBALL LEAGUE (NFL) DIVERSITY and COMMUNITY SERVICE INITIATIVES

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to growing the game, strengthening NFL clubs and continuing to lead through innovation. Accordingly, diversity is one of the league's core values and an integral element of the NFL's strategic initiatives.

Below is a representative sample of various ways the NFL promotes diversity and inclusion:

Employee Learning & Development

- **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 programs to build diversity awareness and foster an inclusive work environment. The council membership includes employees from across the League Office, representing three locations (New York, New Jersey and California) and providing leadership and learning opportunities for members as they drive important league diversity initiatives. In addition, the NFL Diversity Council provides a vehicle for employees to have their voices heard and concerns addressed.
- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support employee retention, career development and advancement initiatives. It is a structured program in which experienced executives (mentors) share their business insights and experiences with less experienced professionals (protégés). Special training is offered to participating mentors and protégés who are paired in the mentoring relationship for six months.
- **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 toward a common goal and putting the NFL's principles of inclusion, teamwork and innovation into practice. Teams work on projects assigned by an internal "client" for a period of 45 days. At the end of the engagement, the team presents its recommendations to the commissioner and executive team. Seven special teams have been commissioned since the launch of this initiative in 2004. Team projects have included NFL Network programming for Black History Month, increasing numbers and engagement of female fans, Hispanic marketing, improving the game-day experience, creating an annual employee recognition program (Commissioner's Awards), improving the league's entry-level recruiting process and developing league efforts to become more environmentally responsible.
- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was implemented in 2007. JRP was designed to build a strong entry-level pipeline for the league, so as to attract top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Having the opportunity to rotate through several business areas in a condensed period of time provides a strong understanding of the fundamentals of how the league operates. Participants are assigned mentors, gain

exposure to senior executives and network with professionals in the sports, media and entertainment industries.

- **Internship Program:** The League Office (NY) reintroduced its summer internship program in 2010. The internship program allows for upcoming seniors to get targeted work experience in their areas of study in a nine-week structured program. In addition, the NFL Films location continues to offer an internship program hosting three sessions of interns throughout the year. The Films internship program has a total of 80+ students who go through this on-the-job educational program throughout the 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 allows senior leadership to obtain an accurate and broad assessment of the league's leadership potential focusing on a diverse pool of high performing and skilled talent. Formal development plans are put in place to provide additional metrics and tools to assess readiness for promotion in the future.
- **NFLU Executive Training Program:** The NFLU Executive Training Program was designed to help directors identified in the 2007 Talent Review to further develop their executive skill set. The mission of this one- time year-long program was to empower and prepare participants to play a meaningful role in shaping the future of the NFL.
- **GE Leadership for Customers:** As part of its partnership with GE, the NFL regularly sponsors high-performing and high-potential employees to attend GE's Leadership for Customers program at the legendary John F. Welch Leadership Center at Crotonville, New York.
- **Business Information Sessions:** League executives regularly deliver presentations to employees aimed at increasing employees' knowledge about their 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.

Recruitment

- **Emerging Workforce Recruiting through MonsterTRAK and Monster.com:** Monster.com is an official sponsor of the NFL and a key component in the NFL's talent sourcing activities. MonsterTRAK enables the NFL to reach millions of college and entry-level job seekers by targeting thousands of colleges and universities nationwide.
- **NACELink, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACELink, UCAN and Experience.com. Each can target specific schools and experience, allowing the NFL to find the best qualified diverse applicants.
- **Management Leadership of Tomorrow:** The NFL is a partner of Management Leadership of Tomorrow (MLT). MLT has made groundbreaking progress addressing the under-representation of African-Americans, Hispanics and Native Americans in senior leadership positions. This

partnership connects the NFL with top diverse students who are candidates for entry-level positions across the league.

- **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.
- **Power Hiring Training Program:** Training is available to NFL employees who interview candidates for employment with the NFL. "Power Hiring" training is mandatory for all employees participating as interviewers for the JRP and internship programs. This training teaches interviewers the NFL's hiring policies and procedures plus competencies needed for success at the NFL. Interviewers develop effective interviewing and assessment techniques in order to be consistent in their hiring practices. The training also provides an understanding of legal considerations in the interview process.

Diversity Supplier Program

- **NFL Emerging Business Program:** The goal of the NFL Emerging Business Program is to increase procurement opportunities for small, minority and women-owned enterprises to do Super Bowl business and/or grow their businesses for future success. Every year, the NFL makes a positive economic impact in the Super Bowl host cities. The NFL Emerging Business Program has become an important component of the overall impact by connecting the NFL and minority with women-owned businesses.

Special Employee Programs

- **Employee Volunteer Opportunities:** Throughout the year, the NFL provides opportunities for employees to volunteer to work on projects and programs outside of their day-to-day work area. Examples include mentoring in the corporate Big Brothers Big Sisters program, leading the annual Take Our Daughters and Sons to Work Day programs, escorting NFL players on "Take A Player to School" school visits and participating in a variety of youth football clinics and events.
- **Flexible Work Arrangements:** Employees who need alternatives to traditional work schedules may apply for a flexible work arrangement. A number of NFL employees work remotely and/or on reduced work schedules. Flexible work arrangements have allowed the NFL to retain valuable employees through a variety of work/life circumstances, including relocations.

Community Outreach

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 wellbeing 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 \$120 million to more than 642 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.

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 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. NFL Charities also 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.

NFL Charities also supports the **NFL Youth Education Town (NFL YET)** initiative. NFL YETs are education enrichment centers that are built in at-risk neighborhoods in Super Bowl host cities to serve as lasting legacies of each game. Launched with a \$1 million Super Bowl Legacy Grant from NFL Charities that is matched by the Super Bowl Host Committee, a non-profit entity with a 10-year operating and fundraising plan is established in order to ensure that each NFL YET site remains viable in the community and is able to serve its youth long after the Super Bowl has been played. Presently, 13 NFL YETs exist in 11 cities nationwide and include interactive fitness equipment, classrooms, technology and multi-media labs, physical fitness zones, recreation fields and other resources.

- **NFL PLAY 60:** Through NFL PLAY 60, which is the league's commitment to youth health and wellness, 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.

Some of our key 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. This program shows student teams how they can effectively engage key school and community leaders to create healthy school environments.
 - **Keep Gym in School:** NFL Network's Keep Gym in School program delivers high quality, daily physical education opportunities to targeted schools. In addition, schools nationwide can compete for 10 \$1,000 grants to support their physical education programs.
 - **NFL PLAY 60 Super Schools:** Thirty-four 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.
 - **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.
- **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** 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 150,000 youngsters participated in NFL FLAG which emphasizes safety, fun, teamwork, self-esteem, discipline and goal-setting. The NFL's successful **Girls Flag Football Leadership Program** 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. The program has led to the introduction of the sport to more than 12,000 high school girls in seven states nationwide.
 - **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 nationwide and ensure the health of football in future generations.

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 \$28 million through the program to refurbish 225 playing fields in more than 50 cities nationwide. In 2009, the NFL Grassroots Program awarded \$2.5 million in field grants to underserved neighborhoods in 16 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** of 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 1,500 coaches and 40,000 student-athletes during the 2009-2010 school year.

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, 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 \$1.2 million in 2009 to provide opportunities for youngsters to participate in youth and high school football programs nationwide.

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 faced by high school football programs across the United States through five-day character development and specific football skill camps. An outgrowth of the HSPD program, the National 7-on-7 Tournament allows skill players to showcase the skills learned in HSPD during a three-day national competition. Over 18,000 participants throughout 22 NFL markets vied for the opportunity to be among the 264 elite players to participate in the National Tournament. HSPD is partially funded by the NFL Youth Football Fund and, beginning in 2009, HSPD partnered with the National Guard to host 108 camps and impacted nearly 18,000 high school football players. In 2010, with the continued partnership of the National Guard, HSPD held 140 camps with more than 22,000 participants.

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 resources focused on coaching education, league enhancement, officiating development and health and safety awareness. The organization hosts more than 80 football training events annually for coaches, players and youth football league commissioners and manages U.S. national teams for

international competition via the International Federation of American Football. USA Football also distributes \$1 million annually in equipment grants and offers youth league volunteer background check subsidies.

- **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.
- **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. Hispanic Heritage Month (September 15–October 15) is the NFL's biggest and most visible Hispanic-focused platform, through which the NFL and its member 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 NFL has also aggressively extended its NFL FLAG football program to Hispanic communities nationwide, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise. The NFL continues to enhance its customized media offerings for Hispanic fans as well. New offerings for the 2010 season include the relaunched NFL.com/espanol powered by the Univision.com Web site, and television partnerships with Univision and Telemundo.
- **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 after Sept. 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.
- **United Way Partnership:** 2010 marks the 37th 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 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.
- **Breast Cancer:** 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 the American Cancer Society and distributed to fans at stadiums and online.

- **Prostate Cancer:** The American Urological Association (AUA) Foundation and the NFL have teamed for a second year to educate men about prostate cancer and encourage 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.
- **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 15 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.
- **Military Support:**
For over four decades, NFL stars have visited troops overseas as part of NFL-USO Tours. In 2010, Vernon Davis, Joe Thomas, Mario Williams, Jason Witten, Drew Brees, Donnie Edwards and Billy Miller all visited servicemen and women overseas on goodwill tours with the USO. Four top coaches – Brad Childress, John Fox, Marvin Lewis, and Andy Reid – also made a trip to Afghanistan this offseason to meet and greet the troops.

NFL teams have military support initiatives ranging from holding training camp practices on military installations to ticket donation programs for service members. Nearly every team honors the military around Veterans Day.

- **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. The NFL announced a new partnership with Mothers Against Drunk Driving (MADD) in May 2010. MADD serves in an advisory role to the NFL in its work to promote responsible behavior and prevent drunk driving. MADD also provides alcohol responsibility workshops at the NFL Rookie Symposium. Additionally, the NFL and its clubs work with TEAM Coalition so that each club has a game-day designated driver program at its stadium to ensure fans arrive home safely following games.
- **NFL Player Care Foundation:** The NFL Player Care Foundation (PCF) is an independent organization that was established in 2007 to improve some of the quality of life issues that confront retired NFL players by funding medical research and national health screenings.

Equally important is its role in providing monetary grants to qualified NFL alumni who are experiencing financial hardships. As part of its granting function, PCF supports eligible former players who need financial assistance in paying for costs associated with assisted living, dementia care, joint replacements, spine treatment or neurological care. Also offered are discounted prescription drug benefits, supplemental Medicare services and disability benefits.

- **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, the 2004 tsunami in Southeast Asia, Hurricane Katrina, Hurricane Ike and the 2007 San Diego Wildfires. This past year, the Disaster Relief Fund contributed more than \$1.25 million to support those affected by the earthquake in Haiti, tsunami in American Samoa as well as the floods in Nashville.