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## The 2014 Racial and Gender Report Card: Major League Baseball

By Dr. Richard Lapchick

With Juan Dominguez, Leslie Martinez and Stephens Rogers

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### EXECUTIVE SUMMARY

#### Orlando, FL- May 7, 2014

With only small changes within each category, Major League Baseball once again had an **A** grade on the issue of racial hiring practices, a **C+** for gender hiring practices, and an overall grade of **B/B+** in the **2014 MLB Racial and Gender Report Card (MLB RGRC)**.

MLB reached a score of 91.2 for racial hiring practices, up from 91 in 2013. MLB's grade for gender hiring practices dropped slightly to 77.5 points from 77.6 in 2013. Finally, MLB again achieved a combined grade of a **B/B+** with 84.4 points, up slightly from the 2013 RGRC when it accumulated 84.3 points.

The Racial and Gender Report Card annually asks, "Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to play or to operate a team?"

Dr. Richard Lapchick, the primary author of the study and the director of The Institute for Diversity and Ethics in Sport (TIDES or the Institute) at the University of Central Florida (UCF) said, "Now in his final season, Commissioner Bud Selig is recognized for his contributions of increasing diversity in baseball. MLB continues to make real progress in the areas of inclusion and diversity. The only exceptions for this report were in the League Central Office. MLB's efforts are led by Wendy Lewis, Sr. Vice President for Diversity and Strategic Alliances."

Lapchick noted that, "In celebrating this 67<sup>th</sup> anniversary of Jackie Robinson breaking the color barrier, it is vital that we focus on the dream he set forth for baseball. Jackie wanted to see a diverse mixture of people participating in the sport through all levels: on the field as coaches and players, as well as those

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in the front office. As has been the case for several years, the percentage of African-American baseball players in MLB dropped to match its all-time low in 2007 at 8.2 percent. At the League Office, there were good grades for hiring people of color (**A+**) and women (**B-**) although the percentages for both declined slightly for the third consecutive year. At the team level, which has historically been far behind the League Office, only two grades for race improved slightly, managers and coaches, while senior administration in the gender category decreased. The front office of the teams should continue to make an effort to create a work force that mirrors America.”

Lapchick continued, “Although the total percentage of players of color has steadily risen over the years, there has been a concern in Major League Baseball about the relatively small and declining percentage of African-American players. The concern is shared by leaders in the African-American community and all groups supporting diversity and inclusion. MLB’s appointment of a task force to address this is a step in the right direction.”

However, the 39.1 percent of players who are people of color also make the playing fields look more like America, with its large Latino population. Latino players saw a slight increase from 28.2 percent in 2013 to 28.4 percent of all baseball players for the 2014 season.

There was an increase in the percentage of people of color as managers, coaches, team vice presidents, team senior administrators, and team professional administrators while there was a decrease in the percentage of people of color in the League Office. All changes were small except in the League Office where it was a 2.9 percentage point drop.

There was an increase in the percentage of women as team professional administration while there was a decrease for women in the League Office, team vice presidents, and team senior administrators. All changes were small except in the League Office where it was a substantial 5.6 percentage point drop.

Lapchick added that, “Overall, during the Commissioner’s tenure, he and his team in the League Office have had a strong positive impact on the diversity record for Major League Baseball. MLB continues to have an outstanding record for diversity initiatives, which include the eight annual Civil Rights Game, Jackie Robinson Day, Roberto Clemente Day and the 2014 MLB Diversity Business Summit, which was recently held in New York City.”

All data was collected by the MLB Central Office and passed on to the research team at The Institute for Diversity and Ethics in Sport in the University of Central Florida’s DeVos Sport Business Management Graduate Program. TIDES was able to do this because of the in-depth human resource record keeping now being done by MLB. Using data from the 2013 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the MLB players, managers and coaches. In addition, this MLB Report Card includes a racial and gender breakdown of the owners, management in the MLB Central Office as well as the team level, top team management, team senior administration, team professional administration, physicians, and head trainers. An overview of player positions is also included. Listings of professional owners, general managers, and managers were updated as of March 30, 2014. The MLB player demographics for the 2014 Opening Day rosters are also included. Tables for the report are included in Appendix I. The MLB’s extensive diversity initiatives are listed in Appendix II.

It is imperative that sport teams play the best athletes they have available to win games. The Institute strives to emphasize the business value of diversity to sports organizations when they choose their team on the field and in the office. Diversity initiatives, like diversity and inclusion management training, can help change attitudes and increase the applicant pool for open positions. It is obviously the choice of the organization regarding which applicant is the best fit for their ball club, 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 because it can provide a different perspective, and possibly a competitive advantage for a win in the board room as well as on the field.

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

## REPORT HIGHLIGHTS

### Players

#### 25-Man Major League rosters

- 2014 Opening Day, 25-Man Major League rosters who identified themselves as African-American or black was approximately 8.2 percent, which was a decline from 8.3 percent in 2013 and 8.9 percent in 2012. This matched the all-time low in the 2007 season. The first round of the 2013 First-Year Player Draft featured the selections of six African-American players (6-of-33, 18.2 percent). African-American players accounted for 14 of the 73 selections that were made on the first day of the 2013 MLB draft.
- The percentage of Latino players increased from 28.2 percent in 2013 to 28.4 percent on 2014 opening day rosters.
- The percentage of Asians decreased from 2.1 percent in 2013 to two percent in 2014.
- The percentage of whites was 60.9 percent, down from the 61.2 percent in 2013.
- The debate on why African-Americans seem to be abandoning baseball continues to be a concern for MLB, which has several urban youth initiatives to address this including:
  - Reviving Baseball in Inner Cities (RBI)
  - MLB's Urban Youth Academy
  - Commissioner's On-Field Diversity Task Force
    - Commissioner Selig established the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major

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League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, has been focusing on the myriad of issues influencing on-field diversity at all levels of baseball.

### International Players\*

- The percentage of international players in MLB on 2014 Opening Day 25-man rosters and inactive lists was 26.1 percent who were born outside the 50 United States. These players come from 16 countries and territories. This was a decline of 2.1 percentage points in 2013.
- The all-time high was 29.2 percent (242/829) on the 2005 Opening Day rosters of players were born outside the U.S.

**\*Note:**\*The 223 players born outside the U.S. come from the pool of 853 players (750 active 25-man roster players and 103 disabled or restricted Major League players) on March 30th rosters and represent 16 countries and territories outside the U.S., the highest total since 16 countries were also represented in 2008.

### MLB Central Office

- According to Major League Baseball, of the 527 front-office employees, 9.3 percent are African-American, 12.9 percent are Latino, three percent are Asian, and 2.7 percent are classified as American Indian and Two or More Races.
- Women make up 30 percent of the total workforce, a decrease of 5.6 percentage points, while people of color make up 27.9 percent, a decrease of 2.9 percentage points.
- At the senior executive level, 17.9 percent of the 56 employees were people of color, compared to 20 percent of 60 employees in 2013. Women occupied 21.4 percent of the positions, which was a major increase of 18.7 percent compared to 2013. At the director and managerial level, 32 percent of the 122 employees were people of color, which was an increase of 5.3 percent. Women occupied 26.2 percent of the posts, which was a decrease of 3.8 percent.

### Ownership

- Arturo Moreno, who owns the Los Angeles Angels, is the only Latino majority owner in professional sport. Several MLB franchises now have minority ownership. Two examples of African-American minority owners of MLB franchises are Earvin "Magic" Johnson who is a member of an ownership group that now owns the Los Angeles Dodgers and Paxton Baker, minority owner of the Washington Nationals.
- Owners of MLB franchises who are female include individuals with the New York Yankees, Washington Nationals and the Chicago Cubs. Jessica, Joan, and Jennifer Steinbrenner all serve as Vice Chairperson's with the New York Yankees. The Washington Nationals have four female Principal Owners who include Annette Lerner, Judy Lerner, Debra Lerner Cohen and Marla Tanenbaum. Laura Ricketts is a co-owner of the Chicago Cubs, and Linda Alvarado is a member of the Rockies ownership group.

### General Manager

- In 2014 there were three people of color serving as general managers in MLB. Two were Latinos and one was African-American. There were three at the start of the 2013 and three in the 2012 season. The largest number of GMs of color was five in 2009 and 2010.

### Managers

- The 2014 Major League Baseball season began with five managers of color, an increase from four in 2013. The number of managers of color had been decreasing since the 2009 season, which started with 10 people of color.

### Coaches

- For the 2013 season, people of color held 41.2 percent of the coaching positions for all MLB teams. This number is 2.1 percentage points higher than the 2012 numbers, bringing the total percentage of people of color to an all-time high since it was first recorded in 1993.
- African-Americans held approximately 10 percent, a decrease from 13.2 percent in 2012. Latinos held 30 percent, an increase of 5.3 percentage points from 24.7 percent. Asian, American Indian and Alaskan Native collectively held 1.2 percent of the coaching positions.

### Team Vice Presidents

- There are a total of 61 women holding vice president positions. In the 2013 MLB season, 23 MLB franchises had at least one woman serving in a vice president role. The San Francisco Giants led the league with eight women in vice president positions, the Boston Red Sox had five women in vice president roles followed by the Arizona Diamondbacks, the New York Yankees, Texas Rangers and Washington Nationals with four women in vice president roles. The Colorado Rockies, Houston Astros, Los Angeles Dodgers, Milwaukee Brewers and San Diego Padres had three and the remaining of the franchises either had one or two women in vice president positions.
- In the 2013 MLB season, the percentage of people of color holding team vice president positions increased by 0.6 percentage points to 14.4 percent from 13.8 percent in 2012. The percentage of women in the same positions decreased slightly to 17.5 percent in 2013 from 17.7 percent in 2012. The 50 people of color holding vice president positions in 2013 were comprised of 23 African-Americans, 19 Latinos, five Asians, and three Native Hawaiians.

### Team Senior Administration

- For the 2013 season, team senior administrators of color held 20.3 percent of the positions, representing an increase of 0.4 of a percentage point from 19.9 percent in 2012.
- Women held 26.5 percent of team senior administration positions in 2013, a decrease of 0.4 of a percentage point from 26.9 percent in 2012.

### Team Professional Administration

- In 2013, 22.2 percent of team professional positions were held by people of color, an increase of 0.3 of a percentage point from 21.9 percent in 2012. African-Americans held seven percent which was an increase of 0.1 of a percentage point from 2012, 10.3 percent were Latino, an increase of 0.3 of a percentage point, 3.7 percent were Asian, a decrease of 0.3 of a percentage point, and people categorized as American Indian, Native Hawaiian and Two or More Races were 1.2 percent, an increase of 0.2 of a percentage point from 2012.
- Women held 27 percent of Team Professional Administration in 2013, representing an increase of 0.7 of a percentage point from 2012.

### Highlighted Diversity Initiatives

- ***MLB Diversity Business Summit*** MLB's third annual Diversity Business Summit was held on April 14 - 15, 2014 in New York City. The New York Yankees were the co-hosts for the event with MLB. The summit gives job seekers and businesses a chance to explore potential opportunities with the league, all 30 big-league teams, the minor leagues, MLB media and MLB Network. According to MLB, the first two summits, held in Chicago and Houston, resulted in more than 47 hires throughout the baseball industry. Also, the league says, MLB or its clubs have spent over one million dollars on the products or services offered by entrepreneurs or diverse-owned businesses coming off the first two events. "Diversity and inclusion throughout Major League Baseball are central priorities for our industry and are essential to future success," baseball commissioner Bud Selig said in a statement. "Through the MLB Diversity Business Summit, we are taking innovative steps to provide unprecedented access for individuals who aspire to careers in our game or hope to find other valuable opportunities with our organizations."

In addition to Selig's keynote speech, the event featured networking and workshops and an exhibit floor. The Yankees held a welcome reception at the Stadium for attendees on the first day and hosted them at the club's Jackie Robinson Day game against the Chicago Cubs. The second day of the summit was Jackie Robinson Day, which is celebrated on April 15th throughout baseball. The Yankees dedicated a plaque in Monument Park to Nelson Mandela, celebrating his life and his Stadium visit and speech on June 21, 1990. Rachel and Sharron Robinson and the grandson of Nelson Mandela and his wife (Mr. Zondwa Mandela and Ms. Lindo Mbali Zici), along with the South African Counsel General and the head of the Nelson Mandela Foundation, were present for the on-field ceremony.

- ***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 well over \$800 million 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" for several years running.

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- ***The “Civil Rights Game”*** – (CRG) was developed by MLB to honor those who fought for the rights for all people to live equally. The 2013 Game was held at US Cellular Field in Chicago on August 24, featuring the White Sox versus the Texas Rangers. The Civil Rights Game (CRG) was developed by Major League Baseball to honor those who fought for the rights for all people to live equally. The Civil Rights Game is an annual Major League Baseball game (starting in 2007) that honors the history of civil rights in the United States and marked the unofficial end to the league's Spring Training. Starting in 2009, the game became a regular season game. In conjunction with the Civil Rights Game, Major League Baseball honors three pioneers of civil rights with the Beacon Awards (Beacon of Life Award, Beacon of Change Award and Beacon of Hope Award). For more information, visit [MLB.com/civilrightsgame](http://MLB.com/civilrightsgame)
- ***Commissioner’s On-Field Diversity Task Force*** On April 10, 2013 Baseball Commissioner Allan H. (Bud) Selig launched the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.
  - ***Diversity Growth Initiative*** On April 14, 2014, the MLB launched a three-part plan to "address the talent pipeline that impacts the diversity of on-field personnel, with a special emphasis on African-Americans," according to Paul Hagen of MLB.com. The first of three "broad initiatives now underway includes expanding baseball's existing programs, such as the Jr. RBI Program (Reviving Baseball In Inner Cities), the Urban Youth Academies and various grassroots programs across the nation." Second is implementing programs which will have the "goal of improving the quality of coaching as a way to attract the best athletes, including new initiatives and mobile coaching tools that are currently in development." Finally, MLB will "direct marketing in urban communities through a variety of methods, including raising the profile of current and former big leaguers." Former MLB manager Jerry Manuel will "take on an expanded role in the task force," serving as the "day-to-day leader of the initiative" under the direction of Tigers GM Dave Dombrowski. (MLB.com)

## OVERALL GRADES

Major League Baseball once again had an **A** grade on the issue of racial hiring practices, a **C+** for gender hiring practices, and an overall grade of **B/B+** in the **2014 MLB Racial and Gender Report Card (MLB RGRC)**.

MLB reached a score of 91.2 for racial hiring practices, up from 91 in 2013. MLB’s grade for gender hiring practices dropped slightly to 77.5 points from 77.6 in 2013. Finally, MLB again achieved a combined grade of a **B/B+** with 84.4 points, up slightly from the 2013 RGRC when it accumulated 84.3 points.

MLB received an **A** or **A+** for race in the following categories: MLB Central Offices, coaches, players and diversity initiatives. Also, it received a **B** or **B+** for race in the following categories: managers, team vice presidents, and team senior administration. MLB received a **C/C+** for general managers.

MLB's grades for gender are as follows: a **B-** for MLB Central Offices, **C-** for team senior administration, a **C** for team professional administration and an **F** for vice presidents.

## GRADES BY CATEGORY

### Players

#### 25-Man Major League rosters

- 2014 Opening Day, 25-Man Major League rosters who identified themselves as African-American or black was approximately 8.2 percent, which was a decline from 8.3 percent in 2013 and 8.9 percent in 2012. The first round of the 2013 First-Year Player Draft featured the selections of six African-American players (6-of-33, 18.2 percent). African-American players accounted for 14 of the 73 selections that were made on the first day of the 2013 MLB draft.
- The percentage of African-American players decreased from 8.3 percent in 2013 to 8.2 percent on 2014 opening day rosters. This equaled the all-time low in 2007.
- The percentage of Latino players increased from 28.2 percent in 2013 to 28.4 percent on 2014 opening day rosters.
- The percentage of Asians decreased from 2.1 percent in 2013 to two percent in 2014.
- The percentage of white players on opening day rosters was 60.9 percent, down from the 61.2 percent in 2013.
- The debate on why African-Americans seem to be abandoning playing baseball continues to be a concern for the general public and MLB, which has significant Urban Youth initiatives to address this such as:
  - Reviving Baseball in Inner Cities (RBI)
  - Major League Baseball's Urban Youth Academy
  - Commissioner's On-Field Diversity Task Force
    - Commissioner Selig established the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.



- Since 1997, the percentage of white players in Major League Baseball has been remarkably consistent, remaining between 58 and 62 percent, with the exception of 63 percent in 2004.

### International Players\*

- The percentage of international players in MLB on 2014 Opening Day 25-man rosters and inactive lists who were born outside the 50 United States spans approximately 16 countries and territories. This year's 223 foreign-born players represents 26.1 percent of the players.
- The all-time high was 29.2 percent (242/829) on the 2005 Opening Day rosters of players were born outside the U.S.

**\*Note:**\*The 223 players born outside the U.S. come from the pool of 853 players (750 active 25-man roster players and 103 disabled or restricted Major League players) on March 30th rosters and represent 16 countries and territories outside the U.S.

**MLB Grade for Players:           A+           (39.1 percent)**

See Table 1.

### Major League Central Office

According to Major League Baseball, of the 527 front-office employees in the Major League Central Office, 9.3 percent are African-American, 12.9 percent are Latino, three percent are Asian, 2.7 percent are classified as American Indian and Two or More Races.

Women make up 30 percent of the total workforce, a decrease of 5.6 percentage points, while people of color make up 27.9 percent, a decrease of 2.9 percentage points.

The corresponding on-field employee population is comprised of umpires and scouts (90 total, 12.2 percent people of color). This information is based on the 2013 MLB workforce data.

At the senior executive level, 17.9 percent of the 56 employees were people of color, while women occupied 21.4 percent of the positions. At the director and managerial level, 32 percent of the 122 employees were people of color, while women occupied 26.2 percent of the posts.

The following people of color are executive vice presidents in the MLB Central Office:

- Jonathan Mariner, executive vice president and chief financial officer
- Frank Robinson, executive vice president of Player Development

The following people of color are senior vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Peter Woodfork, senior vice president, Baseball Operations
- Kim Ng, senior vice president, Baseball Operations
- Wendy Lewis, senior vice president, Diversity and Strategic Alliances
- Ray Scott, senior vice president, Human Resources

The following women are senior vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Kathy Feeney, senior vice president, Scheduling and Club Relations
- Phyllis Merhige, senior vice president, Club Relations
- Marla Miller, senior vice president, Special Events
- Jacqueline Parkes, senior vice president, chief marketing officer - Marketing and Advertising
- Wendy Lewis, senior vice president, Diversity and Strategic Alliances
- Mary Beck, senior vice president of the Baseball Channel
- Kim Ng, senior vice president, Baseball Operations
- Kathleen Lyons, senior vice president, Finance
- Susan Stone, senior vice president, Operations
- Jennifer Shaw, senior vice president, Strategic Planning and International Marketing & Ad Sales

The following people of color are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Tom Brasuell, vice president, Community Affairs
- Earnell Lucas, vice president, Security & Stadium Operations
- Darrell Miller, vice president, Urban Youth Academies
- Lou Melendez, vice president, Baseball Operations, International
- John Quinones, vice president, Recruitment
- Carlton Thompson, vice president, Executive Editor, Content Operations
- Roger Williams, vice president, Multimedia Operations

The following women are vice presidents in the MLB's Corporate Groups (Central Office, MLB Advanced Media and MLB Network):

- Heather Benz, vice president, Ticketing
- Courtney Connors, vice president, Client Services, Sponsorship Account Services
- Donna Candido, vice president, Legal
- Kimberly Hausmann, vice president, Accounting and Finance Controller
- Donna Hoder, vice president, Office Operations
- Leslie Knickerbocker, vice president, Human Resources and Special Projects
- Bernadette McDonald, vice president, Broadcasting Domestic
- Ellen Miller-Wachtel, vice president, Legal
- Anne Occi, vice president, Design Services
- Lara Pitaro Wisch, vice president, Deputy General Counsel, Legal

**MLB Grade for League Central Offices:**

<b>Race:</b>	<b>A+</b>	<b>(27.9 percent)</b>
<b>Gender:</b>	<b>B-</b>	<b>(30 percent)</b>

See Table 2.

## Ownership

Arturo Moreno, who owns the Los Angeles Angels, is the only Latino majority owner in professional sport. Several MLB franchises now have minority ownership. Two examples of African-American minority owners of MLB franchises are Earvin “Magic” Johnson who is a member of an ownership group that now owns the Los Angeles Dodgers and Paxton Baker, minority owner of the Washington Nationals.

Owners of MLB franchises who are female include individuals with the New York Yankees, Washington Nationals, Colorado Rockies and the Chicago Cubs. Jessica, Joan, and Jennifer Steinbrenner all serve as Vice Chairperson’s with the New York Yankees. The Washington Nationals have four female Principal Owners who include Annette Lerner, Judy Lerner, Debra Lerner Cohen and Marla Tanenbaum. Linda Alvarado is a member of the Rockies ownership group, and Laura Ricketts is a co-owner of the Chicago Cubs.

See Table 3.

## Managers

The 2014 Major League Baseball season began with five managers of color. The number of managers of color has decreased since the 2009 season, which started with 10 people of color.

The five managers of color (16.7 percent) at the start of the 2014 were:

- Fredi Gonzalez, Atlanta Braves (Latino)
- Rick Renteria, Chicago Cubs (Latino)
- Bo Porter, Houston Astros (African-American)
- Lloyd McClendon, Seattle Mariners (African-American)
- Ron Washington, Texas Rangers (African-American)

During the 2013 season, 13.3 percent of MLB managers were people of color. The four managers were:

- Fredi Gonzalez, Atlanta Braves (Latino)
- Dusty Baker, Cincinnati Reds (African-American)
- Bo Porter, Houston Astros (African-American)
- Ron Washington, Texas Rangers (African-American)

There were nine managers of color in the 2010 season and 10 in 2009 which equaled the all-time record set in 2002.

The grade is based on the 2014 season.

**MLB Grade for Managers:        B        (16.7 percent)**

See Tables 4 and 5.

## Coaches

For the 2013 season, people of color held 41.2 percent of the coaching positions on MLB teams. This number is 2.1 percentage points higher than the 2012 percentages, bringing the total percentage of people of color to an all-time high since it was first recorded in 1993.

African-Americans held approximately 10 percent, a decrease from 13.2 percent in 2012. Latinos held 30 percent, an increase of 5.3 percentage points from 24.7 percent in 2012. Asian, American Indian and Alaskan Native collectively held 1.2 percent of the coaching positions.

MLB has no woman in the Coaching category.

**MLB Grade for Coaches:           A+       (41.2 percent)**

See Table 6.

## Top Management

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

### Chief Executive Officers/Presidents

There are no women or people of color in MLB who serve as CEO or team president.

Pam Gardner was the only woman to serve as president of Business Operations. She did it for the Houston Astros from 2001-2011.

Ulice Payne Jr. (Milwaukee Brewers, 2003 season) was the only CEO or team president of an MLB team who was a person of color.

Current examples of diverse senior leaders who are above VP level are Michael Hill (African-American) is the President of Baseball Operations for the Miami Marlins, Ken Williams (African-American) is the Executive Vice President for the Chicago White Sox and Henry "Hank" Aaron (African-American) is the Senior Vice President for the Atlanta Braves just to name a few.

A total of 15 percent of all senior executives categorized as senior executives are women and a total of 13.3 percent are people of color.

See Table 7

### General Manager

In 2014 there were three people of color serving as general managers in MLB. Two were two Latinos and one was African-American. MLB had the largest number of GMs of color in 2009 and 2010 when there were five. People of color represent 10 percent of all GMs in 2014.

At the start of the 2014 MLB season, the general managers of color were:

- Jeffrey Luhnow, General Manager, Houston Astros (Latino)
- Michael Hill, Vice President and General Manager, Miami Marlins (African-American)
- Ruben Amaro Jr., Senior Vice President and General Manager, Philadelphia Phillies (Latino)

They were also the same general managers of color in the 2013 MLB season.

### **MLB Grade for General Manager: C/C+ (10 percent)**

See Table 8.

### **Team Vice Presidents**

In the 2013 season, the percentage of people of color holding team vice president positions increased by 0.6 percentage points to 14.4 percent from 13.8 percent in 2012. The percentage of women in these same positions decreased slightly to 17.5 percent in 2013 from 17.7 percent in 2012. The 50 people of color holding vice president positions in 2013 were comprised of 23 African-Americans, 19 Latinos, five Asians, and three Native Hawaiians.

While there are a total of 61 women holding vice president positions, it is important to note that all of these categories are not independent of each other.

The 23 African-American team executive vice-presidents, senior vice presidents and vice presidents in MLB were:

- Nona Lee, senior vice president and General Counsel (Arizona Diamondbacks)
- Marion Rhodes, senior vice president, Chief Human Resources and Diversity Officer (Arizona Diamondbacks)
- Henry Aaron, senior vice president (Atlanta Braves)
- Elaine Weddington Steward, vice president, Club Counsel, Legal (Boston Red Sox)
- Julian Green, vice president, Communications/Community Affairs (Chicago Cubs)
- Kenneth Williams, executive vice president (Chicago White Sox)
- Brian Keys, vice president, Information Technology (Cincinnati Reds)
- Elaine Hendrix, vice president Community and Public Affairs (Detroit Tigers)
- Ellen Hill Zeringue, vice president, Marketing (Detroit Tigers)
- Marian Harper, vice president, Foundation Development (Houston Astros)
- Renata Simril, senior vice president, External and Community Relations (Los Angeles Dodgers)
- Dejon Watson, vice president, Player Development, Baseball Operations (Los Angeles Dodgers)
- Vance Lovelace, vice president, Player Personnel (Los Angeles Dodgers)
- Derek Jackson, vice president and General Counsel (Miami Marlins)
- Michael Hill, vice president & general manager (Miami Marlins)
- Aleta Mercer, vice president, Entertainment and Broadcasting (Milwaukee Brewers)
- Sonny Hight, senior vice president, Chief Security Officer (New York Yankees)
- Brian Smith, senior vice president, Corporate and Community Relations (New York Yankees)
- Robert Brown, vice president, Chief Financial Officer Accounting (New York Yankees)
- David Winfield, executive vice president (San Diego Padres)

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- Leilani Gayles, vice president Chief People Officer ( San Francisco Giants)
- Michael Hall, vice president, Community Relations & Executive Director, Cardinals Care (St. Louis Cardinals)
- Damon Jones, vice president and General Counsel (Washington Nationals)

The 19 Latino team senior vice-presidents and vice presidents in MLB were:

- Russell Amaral, vice president, Facilities and Event Services (Arizona Diamondbacks)
- Milciades Noboa, vice president, Latin Operations (Arizona Diamondbacks)
- Elizabeth Stecklein, vice president, Human Resources (Colorado Rockies)
- Alberto Avila, vice president, assistant general manager (Detroit Tigers)
- Roberto Alvarado, vice president, Marketing and Ticket Sales (Los Angeles Angels of Anaheim)
- Ralph Esquibel, vice president, Information Technology (Los Angeles Dodgers)
- Santiago Fernandez, senior vice president and General Counsel (Los Angeles Dodgers)
- Francine Hughes, vice president, Stadium Operations (Los Angeles Dodgers)
- Paul E. Asencio, senior vice president, Corporate Sales and Partnership (New York Mets)
- Diann Blanco, vice president, Administration (New York Yankees)
- Felix Lopez Jr., senior vice president (New York Yankees)
- Ruben Amaro Jr., senior vice president and general manager (Philadelphia Phillies)
- Jarrod Dillon, vice president, Corporate Partnership (San Diego Padres)
- Omar Minaya, senior vice president, Baseball Operations (San Diego Padres)
- Jorge Costa, senior vice president, Ballpark Operations (San Francisco Giants)
- David Martinez, vice president, Retail Operations (San Francisco Giants)
- Dave Curry, vice president (Seattle Mariners)
- Kevin Martinez, vice president, Marketing (Seattle Mariners)
- Eugene Fernandez, senior vice president, Chief Sales Officer (Tampa Bay Rays)

The five Asian team senior vice presidents and vice presidents in MLB were:

- Jonathan Gilula, executive vice president, Business Affairs (Boston Red Sox)
- Timothy S. Zue, vice president, Business Development (Boston Red Sox)
- Alan Chang, vice president, Deputy General Counsel (New York Yankees)
- Paul Wong, vice president, Finance (Oakland Athletics)
- John Yee, senior vice president and Chief Financial Officer (San Francisco Giants)

The three Native Hawaiian team senior vice presidents and vice presidents in MLB were:

- Robert McLeod, senior vice president, Scouting and Player Development (Chicago Cubs)
- Bill Geivett, senior vice president, Major League Operations and Assistant general manager (Colorado Rockies)
- Susan Jaison, senior vice president, Finance (Miami Marlins)

The percentage of women who were team vice presidents for 2013 is 17.5 percent from 17.7 percent. There were a total of 61 women holding team senior vice president and vice president positions in MLB:

- Debbie Castaldo, vice president, Corporate and Community Impact (Arizona Diamondbacks)
- Karina Bohn, vice president, Marketing (Arizona Diamondbacks)
- Marian Rhodes, senior vice president, Chief Human Resources and Diversity Officer (Arizona Diamondbacks)

- Nona Lee, senior vice president, General Counsel (Arizona Diamondbacks)
- Janet Marie Smith, vice president, Planning and Development (Baltimore Orioles)
- Amy Waryas, vice president, Human Resources (Boston Red Sox)
- Elaine Steward, vice president, General Counsel (Boston Red Sox)
- Jennifer Flynn, senior vice president, assistant General Counsel (Boston Red Sox)
- Marcell Bhangoo, vice president, Client Services (Boston Red Sox)
- Sarah McKenna, vice president, Fan Services and Entertainment (Boston Red Sox)
- Karen Forgas, senior vice president, Business Operations (Cincinnati Reds)
- Lauren Werner, vice president, Event Services and Merchandise (Cincinnati Reds)
- Sara Lehrke, vice president, Human Resources, and Chief Diversity Officer (Cleveland Indians)
- Elizabeth Stecklein, vice president, Human Resources (Colorado Rockies)
- Marcy Glasser, vice president, Corporate Sales (Colorado Rockies)
- Sue Ann McClaren, vice president, Ticket Sales, Operations and Services (Colorado Rockies)
- Elaine Hendrix, vice president, Community and Public Affairs (Detroit Tigers)
- Ellen Hill Zeringue, vice president, Marketing (Detroit Tigers)
- Kala Sorenson, vice president, Conference Center and Special Events (Houston Astros)
- Marian Harper, vice president, Foundation Development (Houston Astros)
- Margaret Vaillancourt, executive director, Foundation Development and Community Relations (Houston Astros)
- Molly Jolly, vice president, Finance and Administration (Los Angeles Angels)
- Francine Hughes, vice president, Stadium Operations (Los Angeles Dodgers)
- Renata Simril, senior vice president, External and Community Relations (Los Angeles Dodgers)
- Susan Jaison, senior vice president, Finance (Miami Marlins)
- Aleta Mercer, vice president, Entertainment and Broadcasting (Milwaukee Brewers)
- Marti Wronski, vice president, General Counsel (Milwaukee Brewers)
- Sally Andrist, vice president, Human Resources and Office Management (Milwaukee Brewers)
- Laura Day, executive vice president, Business Development (Minnesota Twins)
- Raenell Dorn, vice president, Human Resources (Minnesota Twins)
- Leigh Castergine, vice president, Ticket Sales and Services (New York Mets)
- Deborah Tymon, senior vice president, Marketing (New York Yankees)
- Diann Blanco, vice president, Administration (New York Yankees)
- Jean Afterman, vice president, Assistant General Manager (New York Yankees)
- Theresa Jenkins, vice president, Risk Management (New York Yankees)
- Bonnie Clark, vice president, Communications (Philadelphia Phillies)
- Kathy Killian, vice president, Human Resources and Customer Service (Philadelphia Phillies)
- Patty Paytas, vice president, Community and Public Affairs (Pittsburgh Pirates)
- Ronda Sedillo, senior vice president, Chief Financial Officer (San Diego Padres)
- Sarah Farnsworth, senior vice president, Public Affairs (San Diego Padres)
- Susanna Botos, vice president, Community Relations (San Diego Padres)
- Annemarie Hastings, vice president, Client Relations (San Francisco Giants)
- Elizabeth Murphy, vice president and deputy General Counsel (San Francisco Giants)
- Elizabeth Pantages, vice president, Finance (San Francisco Giants)
- Joyce Thomas, vice president, Human Resources (San Francisco Giants)
- Leilani Gayles, senior vice president, Chief People Officer (San Francisco Giants)
- Nancy Donati, vice president, Creative Services (San Francisco Giants)

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- Sara Hunt, vice president, Giants Enterprises (San Francisco Giants)
- Staci Slaughter, senior vice president, Communications (San Francisco Giants)
- Frances Traisman, vice president, Sales (Seattle Mariners)
- Marianne Short, vice president, Human Resources (Seattle Mariners)
- Vicki Bryant, vice president, Event Services and Merchandising (St. Louis Cardinals)
- Melanie Lenz, vice president, Development (Tampa Rays)
- Becky Kimbro, vice president, Marketing (Texas Rangers)
- Karin Morris, vice president, Community Outreach and Executive Director Foundation (Texas Rangers)
- Kellie Fischer, vice president and Chief Financial Officer (Texas Rangers)
- Paige Farragut, vice president, Ticket Sales and Service (Texas Rangers)
- Alexa Herndon, vice president, Human Resources (Washington Nationals)
- Catherine Silver, vice president, Ballpark Enterprises and Guest Services (Washington Nationals)
- Elise Holman, vice president, Administration (Washington Nationals)
- Lara Potter, vice president and managing director, Communications and Brand Development (Washington Nationals)

In the 2013 MLB season, 23 MLB franchises had at least one woman serving in a vice president role. The San Francisco Giants led the league with eight women in vice president positions, the Boston Red Sox had five women in vice president roles followed by the Arizona Diamondbacks, the New York Yankees, Texas Rangers and Washington Nationals with four women in vice president roles. The Colorado Rockies, Houston Astros, Los Angeles Dodgers, Milwaukee Brewers and San Diego Padres have three and the remaining of the franchises either had one or two women in vice president positions.

#### MLB Grade for Team Vice Presidents

<b>Race:</b>	<b>B</b>	<b>(14.4 percent)</b>
<b>Gender:</b>	<b>F</b>	<b>(17.5 percent)</b>

See Table 9.

#### Team Senior Administration\*

This category includes the following titles, but is not restricted to: directors, assistant general managers, senior managers, general counsel, legal counsel, senior advisors, assistant vice presidents, public relations directors and directors of community relations.

For the 2013 season, people of color held 20.3 percent of the senior team administrators positions. African-Americans held 6.6 percent, Latinos held 10 percent, while 2.5 percent were held by Asian. Native Hawaiian/Pacific Islander and Two or More races represented one percent of the senior team administrators positions in 2013. This compared to 19.9 percent team administrators of colors, while African-Americans held 6.9 percent, Latinos 9.2 percent, Asians 2.9 percent, and Native Hawaiian/Pacific Islander, American Indian and two or more races represented 0.8 percent in the 2012 MLB Racial and Gender Report Card.

Women held 26.5 percent of team senior administration positions in 2013 compared to 26.9 percent in the 2012 MLB Racial and Gender Report Card.



**\*Note:** Data includes Teams only. It does not include MLB Advanced Media, MLB Central Office and MLB Network.

The data for the Team Senior Professional category includes MLB's Group 2 Directors and Managers. This group includes the second level of managers including such titles as Director of Advertising, Director of Player Development, Manager of Community Relations, etc.

#### **MLB Grade for Team Senior Administration**

<b>Race:</b>	<b>B+/A-</b>	<b>(20.3 percent)</b>
<b>Gender:</b>	<b>C-</b>	<b>(26.5 percent)</b>

See Table 10.

#### **Team Professional Administration\***

Positions categorized as team professional administration include, but are not restricted to: Assistant managers, coordinators, supervisors, and administrators in business operations such as marketing, promotions, publications and various other departments. Also included were specialists, technicians, analysts, engineers and programmers. The category excludes the traditional support staff positions such as secretaries, receptionists, administrative assistants, and staff assistants.

In 2013, 22.2 percent of team professional positions were held by people of color. African-American held seven percent, 10.3 percent were Latino, 3.7 percent were Asian and people categorized as American Indian, Native Hawaiian and Two or More Races were 1.2 percent collectively. This compared to 21.9 percent of team professionals were people of color, 6.9 percent were African-American, 10 percent were Latino, four percent were Asian and people categorized as American Indian, Native Hawaiian and Two or More Races were one percent in the 2012 MLB Racial Gender Report Card.

Women held 27 percent of team professional administration positions in 2013, up from 26.3 percent in the 2012 MLB Racial and Gender Report Card. Data includes teams only. It does not include MLB Advanced Media, MLB Central Office and MLB Network. The data for the team professional administration category includes MLB's Group 3 (Professionals, Technicians & Supervisors - Includes such titles as Photographers, Accountants, Sales Representatives, Programmers, etc. These employees may or may not supervise others).

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

<b>Race:</b>	<b>A-</b>	<b>(22.2 percent)</b>
<b>Gender:</b>	<b>C</b>	<b>(27 percent)</b>

See Table 11.

\*The 2013 report discontinued TIDES previous policy of combining data with that of MLB's, then averaging the two data sets.

#### **Diversity Initiatives**

Appendix II shows the impressive diversity initiatives that the MLB takes part in. These initiatives serve a wide variety of people and include events such as supplier diversity, scholarship funds, awareness events, and many more.

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

See Appendix II.

### **Physicians**

In 2013, the physicians of color increased significantly to 23.3 percent, up from 16.7 percent in 2012. African-American physicians increased by 8.7 percentage points to 13 percent while those categorized as “other” increased by 0.5 percentage points to seven percent. There was also a decrease of Asians from 4.3 percent to three percent of the MLB total. In 2013 there were no Latino physicians. There had been two Latino physicians in 2012.

See Table 12.

### **Head Trainers**

In 2013, the percentage of people of color was 12 percent. The percentage of Latinos was four percent, Asians held four percent and Two or More Races also held four percent. Women held four percent of Head Trainer positions.

For the second time since the RGRC was first published, there is a woman Head Trainer. Susan Falsone has been the Head Trainer for the Los Angeles Dodgers since the 2012 season.

See Table 13.

### **Radio/TV Broadcasters**

The MLB RGRC examines professional staff members from the Major League Baseball teams. Since the majority of the broadcasters are not employees of the teams, TIDES no longer includes the category of Radio/TV Broadcasters in the Report Card.

### **Stacking**

The Racial and Gender Report Card examines the issue of stacking for the positions of pitcher, catcher and infielder filled by African-Americans. These are baseball’s primary “thinking positions.” Only 3.1 percent of pitchers (down 0.9 of a percentage point) and 7.9 percent of infielders (down 0.1 of a percentage point) were African-American.

Of the 62 African-American players in MLB, 25.4 percent were outfielders who are said to rely on speed and reactive ability. That was up from 22 percent. Historically, there have been almost no African-American catchers. In fact, in 2014 there were none, decreasing from one percent in 2013.

See Table 14.

## HOW GRADES WERE CALCULATED

As in previous reports, the 2014 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. Grades for race below this level were assigned a **D** for six percent or **F** for any percent equal to or below five percent.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for 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 the MLB Central Office and passed on to the research team at The Institute for Diversity and Ethics in Sport in the University of Central Florida's DeVos Sport Business Management Graduate Program. TIDES was able to do this because of the in-depth human resource record keeping now being done by MLB.

The data was placed into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes in 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 2013 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of March 30, 2014. Grades were calculated according to the reporting periods noted herein.

## ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 22<sup>nd</sup> issue of the ***Racial and Gender Report Card (RGRC)***, which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the ninth time the Report Card is being issued sport-by-sport. 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 University and now at UCF (until 1998 the report was known as the *Racial Report Card*).

In addition to Lapchick, Juan Dominguez, Leslie Martinez and Stephens Rogers contributed to the MLB report. Their research efforts were invaluable.

### **The Institute for Diversity and Ethics in Sport (TIDES)**

The Institute for Diversity and Ethics in Sport ("TIDES" or the "Institute") serves as a comprehensive resource for issues related to gender and race in amateur, collegiate and professional sport. The Institute researches and publishes a variety of studies, including annual studies of student-athlete graduation rates and racial attitudes in sport, as well as the internationally recognized Racial and Gender Report Card, an assessment of hiring practices in coaching and sport management in professional and college sport. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for exploitation of student-athletes, gambling, performance-enhancing drugs and violence in sport.

The Institute's founder and director is Dr. Richard Lapchick, a scholar, author and internationally recognized human rights activist and pioneer for racial equality who is acknowledged as an expert on sports issues. Described as "the racial conscience of sport," Lapchick is chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF, where The Institute is located. In addition, Lapchick serves as President and CEO of the National Consortium for Academics and Sports (NCAS), a group of more than 280 colleges and universities that help student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men's violence against women.

**DeVos Sport Business Management Program**

*College of Business Administration, University of Central Florida*

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues. It offers a 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.

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### APPENDIX I

Players							
			%	#			
2014					2004		
	White	60.9%	459		White	63.0%	789
African-American		8.2%	62	African-American		9.0%	111
Latino		28.4%	214	Latino		26.0%	326
Asian		2.0%	15	Asian		2.0%	26
Other		0.5%	4	Other		0.0%	1
Total			754	International		27.0%	338
2013				Total			1253
	White	61.2%	456	2002			
African-American		8.3%	62	White		60.0%	x
Latino		28.2%	210	African-American		10.0%	x
Asian		2.1%	16	Latino		28.0%	x
Other		0.1%	1	Asian		2.0%	x
Total			745	Other		0.0%	x
2012				International		25.0%	x
	White	61.5%	734	Total			
African-American		8.9%	106	2001			
Latino		27.5%	328	White		59.0%	x
Asian		1.9%	23	African-American		13.0%	x
Other		0.2%	2	Latino		26.0%	x
International		28.6%	341	Other		1.0%	x
Total			1193	2001			
2011				White		59.0%	x
	White	61.5%	738	African-American		13.0%	x
African-American		8.5%	102	Latino		26.0%	x
Latino		27.0%	324	Other		1.0%	x
Asian		2.1%	25	2000			
Other		0.7%	8	White		60.0%	x
International		27.7%	332	African-American		13%	x
Total			1197	Latino		26.0%	x
2010				Other		1.0%	x
	White	59.8%	712	1999			
African-American		9.1%	119	White		60.0%	x
Latino		28.3%	339	African-American		13%	x
Asian		2.4%	23	Latino		26.0%	x
Other		0.4%	2	Other		<1%	x
International		27.7%	360	1998			
Total			1195	White		59.0%	x
2009				African-American		15.0%	x
	White	61.6%	758	Latino		25.0%	x
African-American		9.0%	111	Other		1.0%	x
Latino		27.0%	332	1997			
Asian		2.3%	28	White		58.0%	x
Other		0.0%	0	African-American		17.0%	x
International		28.2%	347	Latino		24.0%	x
Total			1229	Other		1.0%	x
2008				1996			
	White	60.4%	719	White		62.0%	x
African-American		10.2%	121	African-American		17.0%	x
Latino		27.0%	322	Latino		20.0%	x
Asian		2.4%	29	Other		1.0%	x
Other		0.0%	0	1995			
International		28.7%	342	White		62.0%	x
Total			1191	African-American		19.0%	x
2007				Latino		19.0%	x
	White	59.8%	714	Other		0.0%	x
African-American		8.2%	98	1994			
Latino		29.1%	348	White		64.0%	x
Asian		2.8%	34	African-American		18.0%	x
Other		0.0%	0	Latino		18.0%	x
International		31.0%	370	1993			
Total			1194	White		67.0%	x
2006				African-American		16.0%	x
	White	59.5%	707	Latino		16.0%	x
African-American		8.4%	98	Other		<1%	x
Latino		29.4%	348	1992			
Asian		2.4%	34	White		68.0%	x
Other		0.3%	0	African-American		17.0%	x
International		31.0%	370	Latino		14.0%	x
Total			1187	1991			
2005				White		68.0%	x
	White	60.0%	709	African-American		18.0%	x
African-American		9.0%	101	Latino		14.0%	x
Latino		29.0%	339	1990			
Asian		3.0%	30	White		70.0%	x
Other		0.0%	4	African-American		17.0%	x
International		30.0%	358	Latino		13.0%	x
Total			1183				

x = Data not recorded, totals may not equal 100 percent

Table 1

MLB Central Office Staff					
	%	#		%	#
2013			2005		
White	72.1%	380	White	72.7%	336
African-American	9.3%	49	African-American	10.4%	48
Asian	3.0%	16	Asian	3.0%	14
Latino	12.9%	68	Latino	13.2%	61
Other	2.7%	14	Native American	0.4%	2
Women	30%	157	Women	34.0%	157
People of Color Total	27.9%	147	People of Color Total	27.1%	125
Total		527	Total		462
2012			2004		
White	69.2%	301	White	70.8%	252
African-American	9.7%	42	African-American	11.2%	40
Asian	3.4%	15	Asian	3.9%	14
Latino	14.7%	64	Latino	13.5%	48
Other	3.0%	13	Native American	0.6%	2
Women	35.6%	155	Women	40.4%	144
People of Color Total	30.8%	134	People of Color Total	29.2%	104
Total		435	Total		356
2011			2003		
White	68.3%	x		Data Not Recorded	
African-American	9.4%	x	African-American	13.0%	48
Asian	3.5%	x	Latino	4.1%	15
Latino	15.7%	x	Asian	14.7%	54
Native American	3.1%	x	Native American	0.3%	1
Women	37.6%	x	Women	45.9%	169
People of Color Total	31.7%	x	People of Color Total	32.1%	118
Total		426	Total		118
2010			2000		
White	67.0%	x	White	74%	x
African-American	10.0%	x	African-American	14%	x
Asian	4.0%	x	Asian	2%	x
Latino	17.0%	x	Latino	14%	x
Native American	3.0%	x	Native American	1%	x
Women	38.0%	x	Women	47%	x
People of Color Total	33.0%	x	People of Color Total	26%	x
Total		417	Total		314
2009			1997		
White	66.0%	x	White	78%	x
African-American	10.0%	x	African-American	13%	x
Asian	4.0%	x	Asian	1%	x
Latino	17.0%	x	Latino	8%	x
Native American	<1%	x	Women	53%	x
Women	39.0%	x	People of Color Total	22%	x
People of Color Total	32.0%	x	Total		215
Total		416			
2008			1995		
White	66.0%	x	White	72%	x
African-American	12.0%	x	African-American	18%	x
Asian	3.0%	x	Asian	1%	x
Latino	16.0%	x	Latino	9%	x
Native American	<1%	x	Women	54%	x
Women	40.0%	x	People of Color Total	28%	x
People of Color Total	34.0%	x	Total		141
Total		385			
2007			1994		
White	72.2%	342	White	78%	x
African-American	11.2%	53	African-American	16%	x
Asian	3.2%	15	Asian	0%	x
Latino	13.1%	62	Latino	6%	x
Native American	0.4%	2	Women	56%	x
Women	42.0%	199	People of Color Total	22%	x
People of Color Total	26.8%	127	Total		188
Total		474			
2006			1990		
White	72.6%	340	White	79%	x
African-American	10.7%	50	African-American	14%	x
Asian	3.0%	14	Asian	0%	x
Latino	13.2%	62	Latino	7%	x
Native American	0.4%	2	Women	55%	x
Women	42.9%	201	Total		x
People of Color Total	27.1%	127	People of Color Total	21%	116
Total		468			

x = Data not recorded, totals may not equal 100 percent

Table 2

Majority Owners					
	%	#		%	#
2014			2009		
White	98.0%	48	White	96.7%	29
African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.3%	1
Women	16.3%	8	Women	0.0%	0
Total		49	Total		30
2013			2008		
White	98.0%	48	White	96.7%	29
African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.3%	1
Women	16.3%	8	Women	0.0%	0
Total		49	Total		30
2012			2007		
White	96.4%	53	White	96.8%	30
African-American	1.8%	1	African-American	0.0%	0
Latino	1.8%	1	Latino	3.2%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	3.6%	2	People of Color Total	3.2%	1
Women	12.7%	7	Women	0.0%	0
Total		55	Total		31
2011			2006		
White	97.5%	39	White	96.4%	27
African-American	0.0%	0	African-American	0.0%	0
Latino	2.5%	1	Latino	3.6%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.5%	1	People of Color Total	3.6%	1
Women	7.5%	3	Women	0.0%	0
Total		40	Total		28
2010			2005		
White	98.0%	49	White	96.9%	31
African-American	0.0%	0	African-American	0.0%	0
Latino	2.0%	1	Latino	3.1%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
People of Color Total	2.0%	1	People of Color Total	3.1%	1
Women	6.0%	3	Women	0.0%	0
Total		50	Total		32

*Note: Percentages may not equal 100 percent due to rounding.*

**Table 3**



Managers							
		%	#		%	#	
2014	White	83.3%	25	2001	White	78.1%	25
	African-American	10.0%	3		African-American	18.8%	6
	Asian	0.0%	0		Asian	0.0%	0
	Latino	6.7%	2		Latino	3.1%	1
	Total People of Color	16.7%	5		Total People of Color	21.9%	7
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		32
2013	White	86.7%	26	2000	White	83.3%	25
	African-American	10.0%	3		African-American	13.3%	4
	Asian	0.0%	0		Asian	0.0%	0
	Latino	3.3%	1		Latino	3.3%	1
	Total People of Color	13.3%	4		Total People of Color	16.7%	5
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		30
2012	White	83.3%	25	1999	White	90.0%	27
	African-American	6.7%	2		African-American	6.7%	2
	Asian	0.0%	0		Asian	0.0%	0
	Latino	10.0%	3		Latino	3.3%	1
	Total People of Color	16.7%	5		Total People of Color	10.0%	3
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		30
2011	White	80.0%	24	1998	White	86.7%	26
	African-American	6.7%	2		African-American	10.0%	3
	Asian	0.0%	0		Asian	0.0%	0
	Latino	13.3%	4		Latino	3.3%	1
	Total People of Color	20.0%	6		Total People of Color	13.3%	4
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		30
2010	White	69.0%	20	1997	White	85.7%	24
	African-American	13.8%	4		African-American	10.7%	3
	Asian	3.4%	1		Asian	0.0%	0
	Latino	13.8%	4		Latino	3.6%	1
	Total People of Color	31.0%	9		Total People of Color	14.3%	4
	Women	0.0%	0		Women	0.0%	0
	Total		29		Total		28
2009	White	66.7%	20	1996	White	85.7%	24
	African-American	16.7%	5		African-American	10.7%	3
	Asian	3.3%	1		Asian	0.0%	0
	Latino	13.3%	4		Latino	3.6%	1
	Total People of Color	33.3%	10		Total People of Color	14.3%	4
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		28
2008	White	73.3%	22	1995	White	85.7%	24
	African-American	13.3%	4		African-American	10.7%	3
	Asian	0.0%	0		Asian	0.0%	0
	Latino	13.3%	4		Latino	3.6%	1
	Total People of Color	26.7%	8		Total People of Color	14.3%	4
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		28
2007	White	80.0%	24	1994	White	82.1%	23
	African-American	6.7%	2		African-American	14.3%	4
	Asian	0.0%	0		Asian	0.0%	0
	Latino	13.3%	4		Latino	3.6%	1
	Total People of Color	20.0%	6		Total People of Color	17.9%	5
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		28
2006	White	83.3%	25	1993	White	78.6%	22
	African-American	10.0%	3		African-American	14.3%	4
	Asian	0.0%	0		Asian	0.0%	0
	Latino	6.7%	2		Latino	7.1%	2
	Total People of Color	16.7%	5		Total People of Color	21.4%	6
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		28
2005	White	76.7%	23	1992	White	88.5%	23
	African-American	13.3%	4		African-American	7.7%	2
	Asian	0.0%	0		Asian	0.0%	0
	Latino	10.0%	3		Latino	3.8%	1
	Total People of Color	23.3%	7		Total People of Color	11.5%	3
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		26
2004	White	76.7%	23	1991	White	88.5%	23
	African-American	10.0%	3		African-American	7.7%	2
	Asian	0.0%	0		Asian	0.0%	0
	Latino	13.3%	4		Latino	3.8%	1
	Total People of Color	23.3%	7		Total People of Color	11.5%	3
	Women	0.0%	0		Women	0.0%	0
	Total		30		Total		26
2002	White	67.7%	21				
	African-American	25.8%	8				
	Asian	0.0%	0				
	Latino	6.5%	2				
	Total People of Color	32.3%	10				
	Women	0.0%	0				
	Total		31				

Note: Percentages may not equal 100 percent due to rounding. Table 4

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~MAKING WAVES OF CHANGE~

<b>Historical Listing of Managers of Color Major League Baseball (Amended)</b>			
<b>(30 managers)</b>			
	<b>Team</b>	<b>Year(s)</b>	<b>Record</b>
Manny Acta	Washington Nationals	2007-2009	158-252
	Cleveland Indians	2010-2012	214-266
Felipe Alou	Montreal Expos	1992-01	691-717
	San Francisco Giants	2003-2006	342-304
Dusty Baker	San Francisco Giants	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati Reds	2008-2013	509-463
Don Baylor	Colorado Rockies	1993-98	440-469
	Chicago Cubs	2000-02	187-220
Cecil Cooper	Houston Astros	2007-2009	171-170
Larry Doby	Chicago White Sox	1978	37-50
Cito Gaston	Toronto Blue Jays	1989-97	683-636
	Toronto Blue Jays	2008-2010	211-201
Preston Gomez	San Diego Padres	1969-72	180-316
	Houston Astros	1974-75	128-161
	Chicago Cubs	1980	38-52
Fred Gonzalez	Florida Marlins	2007-2010	276-279
	Atlanta Braves	2011-present	279-207
Mike Gonzalez	St. Louis Cardinals	1938, 1940	9-13
Ozzie Guillen	Chicago White Sox	2004-2011	678-617
	Miami Marlins	2012	69-93
Davey Lopes	Milwaukee Brewers	2000-2002	144-195
Jerry Manuel	Chicago White Sox	1997-2003	500-471
	New York Mets	2008-2010	204-213
	Pittsburgh Pirates	2001-2005	336-446
Lloyd McClendon	Seattle Mariners	2014	1st Season
	Kansas City Royals	1991-94	286-277
Hal McRae	Tampa Bay Devil Rays	2001-02	113-196
	Kansas City Royals	2002-2005	198-285
Tony Pena	Cincinnati Reds	1993	20-24
Tony Perez	Florida Marlins	2001	54-60
	New York Yankees	1986-1988	224-193
Lou Piniella	Cincinnati Reds	1990-1992	255-231
	Seattle Mariners	1993-2002	840-711
	Tampa Bay Devil Rays	2003-2005	200-285
	Chicago Cubs	2007-2010	316-293
	Detroit Tigers	2002	55-100
Luis Pujols	New York Mets	2005-2008	302-253
Willie Randolph	Cleveland Indians	1975-1977	186-189
Frank Robinson	San Francisco Giants	1981-1984	264-277
	Baltimore Orioles	1988-1991	230-285
	Montreal Expos	2002-2004	233-253
	Washington Nationals	2005-2006	152-172
	Houston Astros	2012-present	51-111
Bo Porter	Chicago Cubs	2014	1st Season
Rick Renteria	Florida Marlins	2010-2011	78-85
Edwin Rodriguez	California Angels	1988	75-79
Cookie Rojas	Milwaukee Brewers	2002	53-94
Jerry Royster	Toronto Blue Jays	2002-04	191-191
Carlos Tosca	Seattle Mariners	2009-2010	127-147
Don Wakamatsu	Texas Rangers	2007-present	611-524
Ron Washington	Seattle Mariners	1980	26-56
Maury Wills			

Table 5

Coaches					
	%	#		%	#
2013			2002		
White	58.8%	147	White	71.8%	150
African-American	10.0%	25	African-American	16.3%	34
Latino	30.0%	75	Latino	11.0%	23
Asian	0.4%	1	Asian	1.0%	2
Other	0.8%	2	Other	0.0%	0
Total People of Color	41.2%	103	Total People of Color	28.2%	59
Women	0.0%	0	Women	0.0%	0
Total		250	Total		209
2012			2000		
White	60.9%	143	White	70.2%	139
African-American	13.2%	31	African-American	19.2%	38
Latino	24.7%	58	Latino	10.6%	21
Asian	0.4%	1	Asian	0.0%	0
Other	0.9%	2	Other	0.0%	0
Total People of Color	39.1%	92	Total People of Color	29.8%	59
Women	0.4%	1	Women	0.0%	0
Total		235	Total		198
2011			1999		
White	68.8%	161	White	70.9%	129
African-American	13.7%	32	African-American	18.1%	33
Latino	16.7%	39	Latino	10.4%	19
Asian	0.9%	2	Asian	0.5%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	31.2%	73	Total People of Color	29.1%	53
Women	0.0%	0	Women	0.0%	0
Total		234	Total		182
2010			1998		
White	71.1%	172	White	74.8%	151
African-American	12.0%	29	African-American	16.8%	34
Latino	16.5%	40	Latino	7.9%	16
Asian	0.4%	1	Asian	0.5%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	28.9%	70	Total People of Color	25.2%	51
Women	0.0%	0	Women	0.0%	0
Total		242	Total		202
2009			1997		
White	68.4%	158	White	74.5%	120
African-American	13.9%	32	African-American	14.3%	23
Latino	17.3%	40	Latino	11.2%	18
Asian	0.4%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	31.6%	73	Total People of Color	25.5%	41
Women	0.0%	0	Women	0.0%	0
Total		231	Total		161
2008			1996		
White	67.0%	152	White	73.9%	119
African-American	11.9%	27	African-American	18.0%	29
Latino	20.7%	47	Latino	7.5%	12
Asian	0.4%	1	Asian	0.6%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	33.0%	75	Total People of Color	26.1%	42
Women	0.0%	0	Women	0.0%	0
Total		227	Total		161
2007			1995		
White	68.2%	150	White	72.2%	114
African-American	13.3%	30	African-American	18.4%	29
Latino	17.3%	39	Latino	8.9%	14
Asian	0.4%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.6%	1
Total People of Color	31.1%	70	Total People of Color	27.8%	44
Women	0.0%	0	Women	0.0%	0
Total		220	Total		158
2006			1994		
White	69.8%	150	White	77.8%	126
African-American	15.8%	34	African-American	13.6%	22
Latino	13.5%	29	Latino	8.0%	13
Asian	0.9%	2	Asian	0.0%	0
Other	0.0%	0	Other	0.6%	1
Total People of Color	30.2%	65	Total People of Color	22.2%	36
Women	0.0%	0	Women	0.0%	0
Total		215	Total		162
2005			1993		
White	70.6%	154	White	79.6%	133
African-American	15.1%	33	African-American	13.2%	22
Latino	13.8%	30	Latino	6.0%	10
Asian	0.5%	1	Asian	0.0%	0
Other	0.0%	0	Other	1.2%	2
Total People of Color	29.4%	64	Total People of Color	20.4%	34
Women	0.0%	0	Women	0.0%	0
Total		218	Total		167
2004					
White	73.0%	165			
African-American	12.4%	28			
Latino	13.7%	31			
Asian	0.9%	2			
Other	0.0%	0			
Total People of Color	27.0%	61			
Women	0.0%	0			
Total		226			

Note: Percentages may not equal 100 percent due to rounding.

Table 6

CEO/President					
	%	#		%	#
2014			2006		
White	100.0%	37	White	100.0%	32
African-American	0	0	African-American	0.0%	0
Latino	0	0	Latino	0.0%	0
Asian	0	0	Asian	0.0%	0
Other	0	0	Other	0.0%	0
Total People of Color	0	0	Total People of Color	0.0%	0
Women	0	0	Women	6.3%	2
Total		37	Total		32
2013			2005		
White	100.0%	39	White	100.0%	33
African-American	0	0	African-American	0.0%	0
Latino	0	0	Latino	0.0%	0
Asian	0	0	Asian	0.0%	0
Other	0	0	Other	0.0%	0
Total People of Color	0	0	Total People of Color	0.0%	0
Women	0	0	Women	6.1%	2
Total		37	Total		33
2012			2004		
White	100.0%	26	White	96.9%	31
African-American	0.0%	0	African-American	3.1%	1
Latino	0.0%	0	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	0.0%	0	Total People of Color	3.1%	1
Women	0.0%	0	Women	3.1%	1
Total		26	Total		32
2011			2002		
White	100.0%	27	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.7%	1	Women	3.0%	x
Total		27	Total		x
2010			2001		
White	100.0%	31	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.2%	1	Women	3.0%	x
Total		31	Total		x
2009			2000		
White	100.0%	29	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	3.4%	1	Women	3.0%	x
Total		29	Total		x
2008			1999		
White	100.0%	29	White	100.0%	x
African-American	0.0%	0	African-American	0.0%	x
Latino	0.0%	0	Latino	0.0%	x
Asian	0.0%	0	Asian	0.0%	x
Other	0.0%	0	Other	0.0%	x
Total People of Color	0.0%	0	Total People of Color	0.0%	x
Women	6.9%	2	Women	3.0%	x
Total		29	Total		x
2007					
White	100.0%	26			
African-American	0.0%	0			
Latino	0.0%	0			
Asian	0.0%	0			
Other	0.0%	0			
Total People of Color	0.0%	0			
Women	7.7%	2			
Total		26			

x = Data not recorded, totals may not equal 100 percent

Table 7

General Manager/Director of Player Personnel					
	%	#		%	#
2014			2004		
White	90.0%	27	White	93.3%	28
African-American	3.3%	1	African-American	3.3%	1
Latino	6.7%	2	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	10.0%	3	Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2013			2002		
White	90.0%	27	White	93.3%	28
African-American	3.3%	1	African-American	3.3%	1
Latino	6.7%	2	Latino	3.3%	1
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	10.0%	3	Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2012			2001		
White	90.3%	28	White	96.7%	29
African-American	6.5%	2	African-American	3.3%	1
Latino	3.2%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	9.7%	3	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0
Total		31	Total		30
2011			2000		
White	85.7%	24	White	100.0%	30
African-American	10.7%	3	African-American	0.0%	0
Latino	3.6%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	14.3%	4	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		28	Total		30
2010			1999		
White	80.8%	21	White	100.0%	30
African-American	11.5%	3	African-American	0.0%	0
Latino	7.7%	2	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	19.2%	5	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		26	Total		30
2009			1998		
White	83.3%	25	White	100.0%	30
African-American	10.0%	3	African-American	0.0%	0
Latino	6.7%	2	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	16.7%	5	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2008			1997		
White	86.7%	26	White	96.7%	29
African-American	10.0%	3	African-American	3.3%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	13.3%	4	Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		30
2007			1996		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		29
2006			1995		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28
2005			1994		
White	93.3%	28	White	96.4%	27
African-American	3.3%	1	African-American	3.6%	1
Latino	3.3%	1	Latino	0.0%	0
Asian	0.0%	0	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	6.7%	2	Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0
Total		30	Total		28

Note: Percentages may not equal 100 percent due to rounding. Table 8

Vice President						
2013			2006			
	%	#		%	#	
White	85.6%	298	White	87.5%	223	
African-American	6.6%	23	African-American	4.3%	11	
Latino	5.5%	19	Latino	5.1%	13	
Asian	1.4%	5	Asian	3.1%	8	
Native Hawaiian	0.9%	3	Total People of Color	12.5%	32	
Native American	0.0%	0	Other	0.0%	0	
Total People of Color	14.4%	50	Women	14.5%	37	
Women	17.5%	61	Total		255	
Total		348	2004			
2012			White	87.9%	218	
White	86.2%	287	African-American	4.0%	10	
African-American	6.0%	20	Latino	4.8%	12	
Latino	5.7%	19	Asian	3.2%	8	
Asian	1.2%	4	Total People of Color	12.1%	30	
Native Hawaiian	0.9%	3	Other	0.0%	0	
Total People of Color	13.8%	46	Women	12.5%	31	
Women	17.7%	59	Total		248	
Total		333	2002			
2011			White	88.4%	199	
White	87.6%	290	African-American	4.9%	11	
African-American	5.7%	19	Latino	4.4%	10	
Latino	4.8%	16	Asian	2.2%	5	
Asian	1.8%	6	Total People of Color	11.6%	26	
Total People of Color	12.4%	41	Other	0.0%	0	
Other	0.0%	0	Women	14.2%	32	
Women	17.2%	57	Total		225	
Total		331	2000			
2010			White	90.4%	170	
White	90.1%	247	African-American	5.3%	10	
African-American	4.0%	11	Latino	3.2%	6	
Latino	4.0%	11	Asian	1.1%	2	
Asian	1.8%	5	Total People of Color	9.6%	18	
Total People of Color	9.9%	27	Other	0.0%	0	
Other	0.0%	0	Women	6.4%	12	
Women	18.2%	50	Total		188	
Total		274	1999			
2009			White	91.7%	176	
White	83.3%	250	African-American	4.7%	9	
African-American	7.7%	23	Latino	2.1%	4	
Latino	6.7%	20	Asian	1.6%	3	
Asian	2.3%	7	Total People of Color	8.3%	16	
Total People of Color	16.7%	50	Other	0.0%	0	
Other	0.0%	0	Women	8.3%	16	
Women	18.7%	56	Total		192	
Total		300	1998			
2008			White	91.8%	123	
White	90.4%	246	African-American	5.2%	7	
African-American	3.7%	10	Latino	1.5%	2	
Latino	4.0%	11	Asian	1.5%	2	
Asian	1.8%	5	Total People of Color	8.2%	11	
Total People of Color	9.6%	26	Other	0.0%	0	
Other	0.0%	0	Women	4.5%	6	
Women	16.5%	45	Total		134	
Total		272	2007			
2007			White	90.0%	225	
White	90.0%	225	African-American	3.6%	9	
African-American	3.6%	9	Latino	4.4%	11	
Latino	4.4%	11	Asian	2.0%	5	
Asian	2.0%	5	Total People of Color	10.0%	25	
Total People of Color	10.0%	25	Other	0.0%	0	
Other	0.0%	0	Women	15.6%	39	
Women	15.6%	39	Total		250	
Total		250				

Note: Percentages may not equal 100 percent due to rounding.

Table 9

Senior Administrators					
	%	#		%	#
2013			2007		
White	79.7%	1301	White	81.7%	290
African-American	6.6%	107	African-American	7.9%	28
Latino	10.0%	163	Latino	9.0%	32
Asian	2.5%	41	Asian	1.1%	4
Other	1%	20	Other	0.3%	1
Total People of Color	20.3%	331	Total People of Color	18.3%	65
Women	26.5%	432	Women	18.9%	67
Total		1632	Total		355
2012			2006		
White	80.1%	1231	White	84.4%	248
African-American	6.9%	106	African-American	6.8%	20
Latino	9.2%	142	Latino	7.5%	22
Asian	2.9%	45	Asian	1.0%	3
Other	0.8%	13	Other	0.3%	1
Total People of Color	19.9%	306	Total People of Color	15.6%	46
Women	26.9%	414	Women	20.1%	59
Total		1537	Total		294
2011			2005		
White	82.8%	328	White	84.2%	246
African-American	5.8%	23	African-American	7.5%	22
Latino	9.3%	37	Latino	6.2%	18
Asian	1.5%	6	Asian	2.1%	6
Other	0.5%	2	Other	0.0%	0
Total People of Color	17.2%	68	Total People of Color	15.8%	46
Women	17.9%	71	Women	17.8%	52
Total		396	Total		292
2010			2004		
White	85.1%	395	White	83.5%	217
African-American	4.7%	22	African-American	9.6%	25
Latino	7.8%	36	Latino	4.6%	12
Asian	1.9%	9	Asian	2.3%	6
Other	0.4%	2	Total People of Color	16.5%	43
Total People of Color	14.9%	69	Other	0.0%	0
Women	18.1%	84	Women	13.8%	36
Total		464	Total		260
2009			2001		
White	84.3%	370	White	86.0%	x
African-American	5.0%	22	African-American	10.0%	x
Latino	8.2%	36	Latino	4.0%	x
Asian	2.1%	9	Asian	<1%	x
Other	0.5%	2	Women	<15%	x
Total People of Color	15.7%	69			
Women	18.9%	83	2000		
Total		439	White	84.0%	x
2008			African-American	8.0%	x
White	83.0%	323	Latino	6.0%	x
African-American	6.7%	26	Asian	3.0%	x
Latino	8.0%	31	Women	24.0%	x
Asian	2.1%	8			
Other	0.3%	1			
Total People of Color	17.0%	66			
Women	18.0%	70			
Total		389			

x = Data not recorded, totals may not equal 100 percent due to rounding

Table 10

Team Professional Administration						
			%	#		
2013					2007	
	White	77.8%	1081		White	88.6% 357
	African-American	7.0%	97		African-American	5.5% 22
	Latino	10.3%	143		Latino	4.2% 17
	Asian	3.7%	52		Asian	1.5% 6
	Other	1.2%	17		Other	0.2% 1
	Total People of Color	22.2%	309		Total People of Color	11.4% 46
	Women	27%	376		Women	38.5% 155
	Total		1390		Total	403
2012					2006	
	White	78.1%	1061		White	85.0% 273
	African-American	6.9%	94		African-American	5.0% 16
	Latino	10.0%	136		Latino	7.8% 25
	Asian	4.0%	54		Asian	1.9% 6
	Other	1.0%	14		Other	0.3% 1
	Total People of Color	21.9%	298		Total People of Color	15.0% 48
	Women	26.3%	357		Women	24.3% 78
	Total		1359		Total	321
2011					2005	
	White	84.3%	510		White	90.0% 243
	African-American	7.3%	44		African-American	3.7% 10
	Latino	6.0%	36		Latino	5.2% 14
	Asian	0.7%	4		Asian	1.1% 3
	Other	1.8%	11		Other	0.0% 0
	Total People of Color	15.7%	95		Total People of Color	10.0% 27
	Women	30.1%	182		Women	29.6% 80
	Total		605		Total	270
2010					2004	
	White	87.0%	529		White	85.4% 537
	African-American	5.8%	35		African-American	6.7% 42
	Latino	5.9%	36		Latino	6.5% 41
	Asian	1.0%	6		Asian	1.4% 9
	Other	0.3%	2		Total People of Color	14.6% 92
	Total People of Color	13.0%	79		Other	0.0% 0
	Women	32.4%	197		Women	27.7% 174
	Total		608		Total	629
2009					2002	
	White	85.7%	522		White	87.0% x
	African-American	7.6%	46		African-American	7.0% x
	Latino	5.4%	33		Latino	4.0% x
	Asian	1.0%	6		Asian	1.0% x
	Other	0.3%	2		Total People of Color	12.0% x
	Total People of Color	14.3%	87		Other	1.0% x
	Women	30.7%	187		Women	22.0% x
	Total		609		Total	x
2008					2000	
	White	85.7%	407		Minorities	23.0% x
	African-American	7.8%	37		Women	32.0% x
	Latino	4.6%	22			
	Asian	1.3%	6			
	Other	0.6%	3			
	Total People of Color	14.3%	68			
	Women	28.6%	136			
	Total		475			

*x = Data not recorded, totals may not equal 100 percent*

**Table 11**



Physicians							
			%	#			
			%	#			
2013					2007		
	White	77%	23		White	89.4%	76
	African-American	13%	4		African-American	3.5%	3
	Latino	0.0%	0		Latino	1.2%	1
	Asian	3%	1		Asian	4.7%	4
	Other	7%	2		Other	1.2%	1
	Total People of Color	23.3%	7		Total People of Color	10.6%	9
	Women	0.0%	0		Women	3.5%	3
	Total		30		Total		85
2012					2006		
	White	83.3%	115		White	94.7%	71
	African-American	4.3%	6		African-American	2.7%	2
	Latino	1.4%	2		Latino	0.0%	0
	Asian	4.3%	6		Asian	2.7%	2
	Other	6.5%	9		Other	0.0%	0
	Total People of Color	16.7%	23		Total People of Color	5.3%	4
	Women	1.4%	2		Women	1.3%	1
	Total		138		Total		75
2011					2005		
	White	83.3%	85		White	92.8%	77
	African-American	5.9%	6		African-American	3.6%	3
	Latino	1.0%	1		Latino	0.0%	0
	Asian	8.8%	9		Asian	2.4%	2
	Other	1.0%	1		Other	1.2%	1
	Total People of Color	16.7%	17		Total People of Color	7.2%	6
	Women	1.0%	1		Women	2.4%	2
	Total		102		Total		83
2010					2004		
	White	87.0%	80		White	98.2%	55
	African-American	4.3%	4		African-American	1.8%	1
	Latino	0.0%	0		Latino	0.0%	0
	Asian	6.5%	6		Asian	0.0%	0
	Other	2.2%	2		Other	0.0%	0
	Total People of Color	13.0%	12		Total People of Color	1.8%	1
	Women	5.4%	5		Women	0.0%	0
	Total		92		Total		56
2009					2002		
	White	85.9%	85		White	95.7%	66
	African-American	6.1%	6		African-American	1.4%	1
	Latino	0.0%	0		Latino	0.0%	0
	Asian	6.1%	6		Asian	2.9%	2
	Other	2.0%	2		Other	0.0%	0
	Total People of Color	14.1%	14		Total People of Color	4.3%	3
	Women	4.0%	4		Women	7.2%	5
	Total		99		Total		69
2008							
	White	86.8%	79				
	African-American	5.5%	5				
	Latino	0.0%	0				
	Asian	6.6%	6				
	Other	1.1%	1				
	Total People of Color	13.2%	12				
	Women	4.4%	4				
	Total		91				

*x = Data not recorded, totals may not equal 100 percent*

**Table 12**

Head Trainers					
	%	#		%	#
2013			2007		
White	88.0%	22	White	85.2%	52
African-American	0.0%	0	African-American	4.9%	3
Latino	4.0%	1	Latino	8.2%	5
Asian	4.0%	1	Asian	1.6%	1
Other	4.0%	1	Other	0.0%	0
Total People of Color	12.0%	3	Total People of Color	14.8%	9
Women	4.0%	1	Women	0.0%	0
Total		25	Total		61
2012			2006		
White	90.3%	28	White	86.9%	53
African-American	0.0%	0	African-American	3.3%	2
Latino	3.2%	1	Latino	8.2%	5
Asian	3.2%	1	Asian	1.6%	1
Other	3.2%	1	Other	0.0%	0
Total People of Color	9.7%	3	Total People of Color	13.1%	8
Women	3.2%	1	Women	0.0%	0
Total		31	Total		61
2011			2005		
White	80.3%	49	White	86.0%	49
African-American	3.3%	2	African-American	3.5%	2
Latino	11.5%	7	Latino	8.8%	5
Asian	4.9%	3	Asian	1.8%	1
Other	0.0%	0	Other	0.0%	0
Total People of Color	19.7%	12	Total People of Color	14.0%	8
Women	0.0%	0	Women	0.0%	0
Total		61	Total		57
2010			2004		
White	84.2%	48	White	100.0%	30
African-American	7.0%	4	African-American	0.0%	0
Latino	7.0%	4	Latino	0.0%	0
Asian	1.8%	1	Asian	0.0%	0
Other	0.0%	0	Other	0.0%	0
Total People of Color	15.8%	9	Total People of Color	0.0%	0
Women	0.0%	0	Women	0.0%	0
Total		57	Total		30
2009					
White	84.5%	49			
African-American	6.9%	4			
Latino	6.9%	4			
Asian	1.7%	1			
Other	0.0%	0			
Total People of Color	15.5%	9			
Women	0.0%	0			
Total		58			
2008					
White	84.5%	49			
African-American	5.2%	3			
Latino	6.9%	4			
Asian	3.4%	2			
Other	0.0%	0			
Total People of Color	15.5%	9			
Women	0.0%	0			
Total		58			

2013 Data only counted Head Trainers and not all trainers  
 x = Data not recorded, totals may not equal 100 percent

Table 13

		MLB By Position						
		P	C	IF	OF			
2013	White	68.5%	51.6%	57.4%	50.0%			
	African-American	3.1%	0.0%	7.9%	25.4%			
	Latino	25.3%	45.3%	33.7%	21.1%			
	Asian	0.3%	0.0%	0.5%	0.7%			
2012	White	68%	65%	59%	52%			
	African-American	4%	1%	8%	22%			
	Latino	26%	33%	32%	23%			
	Asian	2%	1%	0%	4%			
2011	White	66%	58%	55%	51%			
	African-American	3%	0%	8%	27%			
	Latino	30%	40%	35%	19%			
	Asian	2%	2%	2%	3%			
2010	White	68%	64%	54%	51%			
	African-American	5%	0%	11%	29%			
	Latino	29%	36%	33%	18%			
	Asian	2%	1%	2%	2%			
2009	White	68%	64%	53%	53%			
	African-American	4%	1%	9%	28%			
	Latino	26%	33%	35%	16%			
	Asian	2%	2%	3%	3%			
2008	White	66%	62%	53%	50%			
	African-American	5%	0%	9%	32%			
	Latino	26%	35%	35%	16%			
	Asian	2%	2%	2%	3%			
2007	White	66%	58%	51%	52%			
	African-American	3%	0%	9%	28%			
	Latino	28%	37%	39%	18%			
	Asian	3%	2%	2%	3%			
2006	White	67%	61%	50%	51%			
	African-American	3%	0%	9%	28%			
	Latino	28%	37%	39%	18%			
	Asian	3%	2%	2%	3%			
2005	White	69%	62%	48%	48%			
	African-American	3%	1%	11%	26%			
	Latino	26%	36%	39%	22%			
	Asian	3%	1%	2%	3%			
2004		P	C	1B	2B	3B	SS	OF
	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	3%	0%	2%	0%	0%	1%	3%
2002	White	72%	61%	61%	65%	71%	29%	41%
	African-American	3%	1%	14%	21%	0%	11%	31%
	Latino	22%	37%	23%	14%	29%	60%	25%
	Asian	3%	1%	1%	0%	0%	0%	2%

*Note: Some totals do not equal 100 percent due to rounding.  
\*2005 combines categories due to a change in terminology by MLB.*

Table 14

## 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. MLB has been widely recognized nationally for its efforts, most notably with the 2005 CEO Diversity Leadership award presented to Commissioner Bud Selig by D.C.-based Diversity Best Practices. This entity recognizes national and global diversity leadership. In 2007, Commissioner Selig received the Global Diversity and Innovation award from the World Diversity Leadership Council. MLB is the first sport to be awarded by these organizations. Additional diversity award recognitions are listed at the end of the appendix section. These are a few program summaries highlighting MLB's commitment to diversity:

#### Employment/Workforce Diversity

Since 1995, MLB has aggressively addressed workplace diversity primarily through its Human Resources practices in 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.

***Diversity Economic Impact Engagement Initiative (DEIE)*** is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs and eventually the Minor Leagues.

***MLB Diversity Business Summit*** MLB's third annual Diversity Business Summit was held on April 14 - 15, 2014 in New York City. The New York Yankees were the co-hosts for the event with MLB. The summit gives job seekers and businesses a chance to explore potential opportunities with the league, all 30 big-league teams, the minor leagues, MLB media and MLB Network. According to MLB, the first two summits, held in Chicago and Houston, resulted in more than 47 hires throughout the baseball industry. Also, the league says, MLB or its clubs have spent over one million dollars on the products or services offered by entrepreneurs or diverse-owned businesses coming off the first two events. "Diversity and inclusion throughout Major League Baseball are central priorities for our industry and are essential to future success," baseball commissioner Bud Selig said in a statement. "Through the MLB Diversity Business Summit, we are taking innovative steps to provide unprecedented access for individuals who aspire to careers in our game or hope to find other valuable opportunities with our organizations."

In addition to Selig's keynote speech, the event featured networking and workshops and an exhibit floor. The Yankees held a welcome reception at the Stadium for attendees on the first day and hosted them at the club's Jackie Robinson Day game against the Chicago Cubs. The second day of the summit was Jackie Robinson Day, which is celebrated on April 15th throughout baseball. The Yankees dedicated a plaque in Monument Park to Nelson Mandela, celebrating his life and his Stadium visit and speech on June 21, 1990. Rachel and Sharron Robinson and the grandson of Nelson Mandela and his wife (Mr.

Zondwa Mandela and Ms. Lindo Mbali Zici), along with the South African Counsel General and the head of the Nelson Mandela Foundation, were present for the on-field ceremony.

***Commissioner's On-Field Diversity Task Force*** On April 10, 2013 Baseball Commissioner Allan H. (Bud) Selig launched the creation of an On-Field Diversity Task Force to address the talent pipeline that impacts the representation and development of diverse players and on-field personnel in Major League Baseball, particularly African-Americans. The wide-ranging group, which includes representatives from Club ownership, Club front offices, MLB's Central Office, Minor League Baseball, former players, the Major League Baseball Players Association, the MLB Scouting Bureau, and collegiate baseball, will focus on the myriad of issues influencing on-field diversity at all levels of baseball.

- ***Diversity Growth Initiative*** On April 14, 2014, the MLB launched a three-part plan to "address the talent pipeline that impacts the diversity of on-field personnel, with a special emphasis on African-Americans," according to Paul Hagen of MLB.com. The first of three "broad initiatives now underway includes expanding baseball's existing programs, such as the Jr. RBI Program (Reviving Baseball In Inner Cities), the Urban Youth Academies and various grassroots programs across the nation." Second is implementing programs which will have the "goal of improving the quality of coaching as a way to attract the best athletes, including new initiatives and mobile coaching tools that are currently in development." Finally, MLB will "direct marketing in urban communities through a variety of methods, including raising the profile of current and former big leaguers." Former MLB manager Jerry Manuel will "take on an expanded role in the task force," serving as the "day-to-day leader of the initiative" under the direction of Tigers GM Dave Dombrowski. (MLB.com)

## 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 well over \$800 million 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" for several years running.

- ***Background*** – MLB has been at the forefront of professional sports in recognizing the importance of diversity, both on and off the field. In 1998, Commissioner Allan H. (Bud) Selig, authorized the creation of the DBP program, an economically driven business initiative established to cultivate new existing partnerships with minority – and women – owned businesses by increasing opportunities for minorities and women to participate in the procurement activities of MLB.

In October 2001, MLB announced an aggressive new public phase of the program, expanding its outreach efforts in order to raise additional awareness for the program and show interested vendors how they can participate.

Since the formation and initial implementation stages of the DBP program in 1998, MLB has encouraged expenditures in the hundreds of million with minority – and women – owned businesses, making an industry leading program. In addition, DBP has complemented supplier diversity initiatives, implemented by sports authorities for the construction of professional ballparks.

- **Five critical factors have contributed to this success:**
  - Proactive Leadership
  - Commitment to Sound Business Practices
  - Priorities on Partnerships
  - Structure and Process that Yield Long-Term Success
  - Accountability
- **DBP Highlights** – The DBP program is the premier supplier diversity program in sports. MLB has spent hundreds of millions of dollars with minority – and women – owned businesses through the DBP program. DBP has created opportunities for thousands of minority – and women – owned businesses across a variety of industries.

### **Education and Philanthropy**

**Breaking Barriers: In Sports, In Life** is a national character education program developed by Major League Baseball, Scholastic Inc., and Sharon Robinson, Jackie Robinson's daughter. The program, in its 16<sup>th</sup> year, features an essay contest that invites students to submit an essay about barriers or obstacles they have faced or are facing in their lives, and how they used the nine values - commitment, citizenship, courage, determination, excellence, justice, persistence, teamwork and integrity - demonstrated by Jackie Robinson to deal with those obstacles. In 2012, Major League Baseball and Scholastic also expanded the Breaking Barriers Program to include 9th graders. Major League Baseball and Scholastic announced Raeya Ponugoti from Indianapolis, Indiana as the Grand Prize winner from the 4th through 8th grade group, and Peter Hanhan from Valrico, Florida as the inaugural ninth-grade Grand Prize winner. Both essays were selected from approximately 6,000 entries. Grand and first prize winners received a variety of prizes, including a laptop computer.

Breaking Barriers has reached more than 22 million youth and 2.9 million educators in the United States, Canada, and Puerto Rico. For more information, visit [MLB.com/breakingbarriers](http://MLB.com/breakingbarriers).

### **RBI for RBI Scholarship Program**

The RBI for RBI Scholarship program provides four-year annual scholarships of up to \$5,000 (totaling \$20,000 each) to 12 selected RBI players who demonstrate academic achievement, leadership skills and financial need and plan on attending an accredited two-year or four-year college, university, vocational school or technical school. Since 2008, 54 scholarships have been awarded.

### **The Baseball Tomorrow Fund (BTF)**

In its 26th year in 2012, B.A.T. is a unique organization within the sports industry dedicated to assisting members of the Baseball Family who are in need. Through charitable contributions from corporations, foundations and individuals, B.A.T. strives to provide a means of support to people with financial, medical or psychological burdens. The majority of the funds raised by B.A.T. comes from the players, who contribute through a payroll deduction program.

Baseball Hall of Famers Sandy Koufax, Willie Mays and Tom Seaver joined more than 100 current and former Major Leaguers at the 23rd annual "Going to Bat for B.A.T. Fundraising Dinner presented by Natural Balance Pet Foods" in New York City in 2012. St. Louis Cardinals outfielder Carlos Beltran received the Bart Giamatti Award, which is presented annually to an individual in baseball who best exemplifies the compassion demonstrated by the late Commissioner. Baltimore Orioles center fielder Adam Jones received the Big B.A.T./Frank Slocum Award, for his financial support and generosity to the B.A.T.

Major League Baseball covers B.A.T.'s operating expenses, ensuring that every dollar raised is a dollar used to help someone in need. More than \$26 million in grants have been awarded to date, benefiting more than 3,000 members of the Baseball Family. For more information, visit [baseballassistanceteam.com](http://baseballassistanceteam.com), on Twitter @BATcharity or find them on Facebook.

### **Boys & Girls Clubs of America**

Entering its 16th year of partnership in 2012, Major League Baseball and Boys & Girls Clubs of America (BGCA) continued to create unique opportunities for the nearly four million boys and girls served by Boys & Girls Clubs around the world. Major League Baseball provides millions of dollars in exposure to Boys and Girls Clubs through player supported PSAs, TV announcements, behind-home-plate signage and on MLB web pages. These efforts are highlighted during MLB All-Star Week and include field builds and renovations, building and room refurbishments, and the planting of community gardens. The partnership includes a contribution by Major League Baseball to BGCA to underwrite the cost of implementing WANNA PLAY?, a health and fitness program to help young people become active and fit. Major League Baseball also supports nearly 100 Boys & Girls Clubs Reviving Baseball in Inner Cities (RBI) (ages 13-18) and Jr. RBI (ages 5-12) programs reaching nearly 65,000 youth. Current and former Major League Baseball players who were members of Boys & Girls Clubs include Alex Rodriguez, Jimmy Rollins, CC Sabathia and Baseball Hall of Famers Joe Morgan and Frank Robinson. For more than 100 years, Boys & Girls Clubs of America has enabled young people most in need to achieve great futures as productive, caring, responsible citizens. BGCA's national network of more than 4,000 neighborhood-based facilities annually serves nearly four million young people primarily from disadvantaged circumstances in all 50 states, Puerto Rico and the Virgin Islands as well as domestic and international military bases. Known as the "Positive Place for Kids," the Clubs' full and part-time trained professional staff and volunteers conduct programs that promote academic success, good character and citizenship, and healthy lifestyles. Visit [greatfutures.org](http://greatfutures.org) for more information.

## Game & Market Development

***The "Civil Rights Game"*** – (CRG) was developed by MLB to honor those who fought for the rights for all people to live equally. The 2013 Game was held at US Cellular Field in Chicago on August 24, featuring the White Sox versus the Texas Rangers. The Civil Rights Game (CRG) was developed by Major League Baseball to honor those who fought for the rights for all people to live equally. The Civil Rights Game is an annual Major League Baseball game (starting in 2007) that honors the history of civil rights in the United States and marked the unofficial end to the league's Spring Training. Starting in 2009, the game became a regular season game. In conjunction with the Civil Rights Game, Major League Baseball honors three pioneers of civil rights with the Beacon Awards (Beacon of Life Award, Beacon of Change Award and Beacon of Hope Award). For more information, visit [MLB.com/civilrightsgame](http://MLB.com/civilrightsgame)

## The Commissioner's Community Initiative

Commissioner Selig created The Commissioner's Community Initiative to provide tickets throughout the baseball season to those who might not otherwise have the opportunity to experience the thrill of attending a Major League Baseball game. MLB Clubs have distributed more than 11 million tickets since the program's inception in 2004, including nearly 1.6 million throughout the 2012 regular season. For more information, visit [MLBCommunity.org](http://MLBCommunity.org).

## Jackie Robinson Day

On Tuesday, April 15, 2014 Major League Baseball celebrated Jackie Robinson Day to honor the legacy of the legendary Hall of Famer. For the sixth consecutive year, all players and on-field personnel wore Number 42. The annual celebration to commemorate the 67th anniversary of Robinson breaking Baseball's color barrier in 1947 featured on-field, pre-game ceremonies in ballparks throughout the League, including a special celebration featuring the families of Jackie Robinson and Nelson Mandela at Yankee Stadium.

"Jackie Robinson is an American icon whose accomplishments and leadership continue to inspire us in Baseball and our society at large," Baseball Commissioner Allan H. (Bud) Selig said. "Major League Baseball proudly celebrates his enduring legacy, which is reflected by extraordinary on-field diversity of players from all backgrounds, enthusiastic participation in youth baseball and softball, and proven results in diverse business efforts."

"I am quite proud that when Jack stepped onto the field on April 15, 1947, and broke the color barrier in baseball, he helped to further social change in America," said Rachel Robinson. "On behalf of our family and the Jackie Robinson Foundation, we are thrilled that Major League Baseball continues to honor him and works to ensure that what he stood for will not be forgotten by future generations."

Commissioner Selig and MLB celebrated Robinson's longstanding legacy by retiring Robinson's number throughout the League in 1997, and since 2004, MLB has dedicated April 15 as Jackie Robinson Day in his memory. Robinson played his first Major League game at Ebbets Field on April 15, 1947 as a first baseman for the Brooklyn Dodgers.



## Breaking Barriers: In Sports, In Life

Breaking Barriers: In Sports, In Life is a national character education program developed by Major League Baseball, Scholastic Inc., and Sharon Robinson, Jackie Robinson's daughter. The program, in its 16<sup>th</sup> year, features an essay contest that invites students to submit an essay about barriers or obstacles they have faced or are facing in their lives, and how they used the nine values - commitment, citizenship, courage, determination, excellence, justice, persistence, teamwork and integrity - demonstrated by Jackie Robinson to deal with those obstacles. In 2012, Major League Baseball and Scholastic also expanded the Breaking Barriers Program to include 9th graders. Major League Baseball and Scholastic announced Raeya Ponugoti from Indianapolis, Indiana as the Grand Prize winner from the 4th through 8th grade group, and Peter Hanhan from Valrico, Florida as the inaugural ninth-grade Grand Prize winner. Both essays were selected from approximately 6,000 entries. Grand and first prize winners received a variety of prizes, including a laptop computer.

Breaking Barriers has reached more than 22 million youth and 2.9 million educators in the United States, Canada, and Puerto Rico. For more information, visit [MLB.com/breakingbarriers](http://MLB.com/breakingbarriers).

## Jackie Robinson Foundation

Jackie Robinson Foundation (JRF) Scholars visited the Major League Baseball Network as part of the Foundation's annual networking weekend, which culminated with the Foundation's Annual Awards Dinner. The scholars received a tour, had lunch and participated in a Q&A with MLB Network talent. The Jackie Robinson Foundation, named in honor of the legendary sporting and civil rights icon, provided scholarships in 2012 for more than 200 students enrolled in 90 colleges and universities around the nation. MLB and the 30 Clubs sponsored more than 75 Jackie Robinson Scholars. The Foundation strives to cultivate future leaders who will be ambassadors of Jackie Robinson's guiding life tenet, "A life is not important except in its impact on other lives." Major League Baseball and its Clubs are longstanding supporters of the Jackie Robinson Foundation. For more information, visit [jackierobinson.org](http://jackierobinson.org).

## Roberto Clemente Day

Roberto Clemente Day was established by MLB to honor Clemente's legacy and to officially recognize 30 nominees, one for each club. The annual award, won last year by Dodgers ace Clayton Kershaw, goes to a player who best represents the game of baseball through positive contributions on and off the field, including sportsmanship and community involvement.

The Roberto Clemente Award pays tribute to the namesake's achievements and character by recognizing current players who truly understand the value of helping others. Clemente, a 15-time All-Star and Hall of Famer, died in a plane crash on New Year's Eve 1972 while attempting to deliver supplies to earthquake victims in Nicaragua.

On Saturday, October 26, 2013 the Cardinals right fielder from Puerto Rico became the seventh player in Major League Baseball history to receive the prestigious Roberto Clemente Award presented by Chevrolet -- the game's top humanitarian honor -- while playing in a World Series. Beltran was presented with the award in a news conference before Game 3 against the Red Sox, and he was given a standing ovation by the crowd during the pregame ceremony.

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The 36-year-old Beltran -- who along with his wife, Jessica, founded the Carlos Beltran Foundation with the mission of empowering young people to achieve their dreams through sports and education -- joins a select group, including Derek Jeter (2009, Yankees), Curt Schilling (2001, D-backs), Al Leiter (2000, Mets), Dave Stewart (1990, A's), Steve Garvey (1981, Dodgers) and Pete Rose (1976, Reds).

The Carlos Beltran Foundation strives to provide a dynamic learning experience where young people can develop and enhance their athletic gifts and excel academically. As part of the Foundation's efforts, the Beltrons opened the Academy in Puerto Rico, and Beltran envisioned it as a place to develop talented young athletes while offering a first-rate education in a specialized training program that teaches students to approach their academic career with discipline.

Beltran has personally given more than \$4 million toward the Academy. He created the CBBA as a means of giving others the opportunities that he did not have when he was a teenager in Puerto Rico. It opened on Aug. 24, 2011, and the 2013 graduating class had 43 seniors either move on to collegiate baseball programs or go into the First-Year Player Draft. The graduation ceremony took place on an off-day on the Cardinals' schedule, and Beltran flew to Puerto Rico to present their diplomas. For more information, visit [MLBCommunity.org](http://MLBCommunity.org).

### **Welcome Back Veterans**

As part of Major League Baseball's fifth consecutive year of national fundraising and awareness initiatives for Welcome Back Veterans, all players and coaches wore camouflage logo caps on Memorial Day (May 28) and Independence Day (July 4) weekends in 2012. Net proceeds received from the sale of the caps benefited Welcome Back Veterans, an MLB Charities initiative in partnership with the McCormick Foundation that addresses the needs of returning American veterans and their families. Supported by MLB Advanced Media and MLB Network, Welcome Back Veterans has distributed more than \$13 million in grants to non-profit agencies targeting veterans' and their families' greatest needs, with a focus on research and treatment of Post Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI). For more information, visit [welcomebackveterans.org](http://welcomebackveterans.org).

After the tragic events of September 11, 2001, the Baseball family came together to help our communities heal, unite and rebuild. We stood united and vowed "We Shall Not Forget." Thanks to the leadership and support from Commissioner Selig and all 30 Clubs, this pledge has been honored each year since that date. On Wednesday, September 11, 2012, Major League Baseball again renewed this promise. In addition to honoring its pledge, MLB paid tribute to the men and women who continue to serve their country.

### **P.L.A.Y. (Promoting a Lifetime of Activity for Youth)**

Since 2004, through the Professional Baseball Athletic Trainers Society (PBATS), P.L.A.Y. has used the celebrity appeal of Major League Baseball, its teams and players to promote a healthy and active lifestyle for youth. P.L.A.Y. educates kids about the dangers of appearance and performance-enhancing drugs (APEDs) and addresses the growing epidemic of childhood obesity. PBATS teams with the Taylor Hooton Foundation to reinforce its messages. In 2012, P.L.A.Y. events for children ages 8-17 took place in 29 MLB ballparks, as well as four MiLB ballparks. For more information, visit [pbats.com](http://pbats.com).

## **Play Sun Smart**

For the 14th year, Major League Baseball and the American Academy of Dermatology (AAD) helped Clubs, players and fans “Play Sun Smart.” Play Sun Smart™ is a leaguewide initiative designed to raise awareness about the importance of sun safety and skin cancer prevention. In addition to promoting the sun safety message, the program provides skin cancer screenings for all 30 MLB Clubs – players, on-field personnel and off-field personnel. Hall of Fame catcher Johnny Bench, a skin cancer survivor, served as MLB’s 2012 Play Sun Smart national spokesperson. For more information, visit [MLBCommunity.org](http://MLBCommunity.org).

## **4•ALS**

In 2012, Major League Baseball continued its League-wide support of the 4•ALS initiative, in partnership with leading nonprofit ALS (Amyotrophic Lateral Sclerosis) organizations dedicated to raising funds and awareness to fight the disease. Commonly referred to as “Lou Gehrig’s disease” – for the Hall of Famer who died from ALS in 1941 at the age of 37 – this deadly disease destroys the nerve cells controlling muscles, and ultimately causes complete paralysis. Launched by Major League Baseball in 2009, 4•ALS continues to grow with ongoing support from all 30 Clubs. For more information, visit [MLBCommunity.org](http://MLBCommunity.org).

## **Club Activities:**

### **Arizona Diamondbacks – Back-to-School Challenge**

The D-backs Back-To-School Challenge is part of the organization’s overall charitable efforts. In early 2012, the team and its charitable arm, the Arizona Diamondbacks Foundation, surpassed \$30 million in combined donations since its inception in 1998. With nearly 600 submissions from Arizona schools, the winning grants came from all around the state of Arizona and funded projects ranging from school improvements to innovative educational programs. The program donated \$250,000 to 51 Valley schools over a period of nine months. Winning schools used the grant money to satisfy an array of needs such as automatic doors for kids with disabilities and computer lab upgrades. Nutrition and fitness projects included new and revitalized campus gardens to promote healthy eating and feature a rainwater harvesting system. Thirty one schools were awarded grants. Each winning school will be honored and receive a check on the field at a 2013 D-backs game at Chase Field. The D-backs will donate 1,000 tickets for students, parents, teachers and staff to attend the game.

### **Atlanta Braves - Strike Out Bullying Among Youth**

The Atlanta Braves teamed up with the Anti-Defamation League (A.D.L.) to “Strike Out Bullying Among Youth” during the 2012 season. Braves players participated in several “No Place For Hate” anti-bullying rallies. They were also featured in an anti-bullying PSA in English and Spanish that aired in schools across Georgia and the southeast reaching thousands of students. To culminate the initiative, a “No Place For Hate” anti-bullying rally was held at Turner Field and featured messages from Brian Jordan, former Braves outfielder and author of “Time Out For Bullies”, 10-year-old performer and anti-bullying advocate Young Meo and A.D.L. representatives. Youth of all ages took a pledge to strike out bullying at the pre-game rally as the Braves and A.D.L. asked all kids to help make their schools no place for hate.

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### **Baltimore Orioles – Summer Reading Club**

The Orioles once again partnered with Maryland Public Libraries to present their annual Summer Reading Club to over 150,000 young readers at more than 180 Maryland public library branches. The 2012 program, titled “Dream Big,” was designed to encourage and reward area youth who committed to reading throughout the summer. Beginning in June, children from elementary school through high school were able to register at any Maryland Public Library and receive a reading log that guided them through the Summer Reading Program. Kids who completed the reading log received prizes including Orioles game tickets. The Orioles donated more than 7,000 tickets to program participants for their August 10 game. In addition to the Summer Reading Program, the Orioles participated in a variety of youth initiatives including the Tuttle Elementary School Turtle’s Walk to help students raise money for the Juvenile Diabetes Research Foundation, and a baseball clinic at Ed Smith Stadium with various Orioles staff, players and coaches for 40 youth from the Roy McBean Boys & Girls Club.

### **Boston Red Sox - Red Sox Scholars**

The Red Sox Scholars program, launched in 2003, provides scholarships and mentoring for academically talented and financially challenged middle school students from Boston Public Schools. Red Sox Scholars is the educational cornerstone of the Red Sox Foundation, the team charity of the Boston Red Sox. There are currently 220 Red Sox Scholars ranging from 7th graders to juniors in college. The Red Sox Foundation commits to funding up to \$10,000 in college scholarships for each new Scholar. It also provides access to mentoring from Red Sox Foundation staff members, tutoring, and other after-school and summer enrichment activities in addition to assistance with the college application process. In 2010, the Red Sox Scholars program was recognized by Major League Baseball as the inaugural recipient of the Commissioner’s Award for Philanthropic Excellence.

### **Chicago Cubs Care – Cubs Classroom**

Through a gift from Chicago Cubs Charities, the Chicago Cubs dedicated the “Cubs Classroom” at the brand new Lurie Children’s Hospital of Chicago in 2012. The new “Cubs Classroom” will serve as the focal point for all of the hospital’s education-based programming, providing a wide variety of learning and enrichment activities to keep children engaged while in the hospital. The classroom will also provide space for volunteer tutors and teachers to help children with their schoolwork and offer grade-appropriate enrichment activities such as science experiments, computer games, art and multimedia projects, reading, and resources to teach kids about their own health and medical care. Interactive technology-based learning will be a primary focus. Patients will have access to a bank of computers, video resources, educational software and a vast library of multilingual books for all age levels. In addition, through a grant from Cubs Care, the hospital will continue to promote literacy throughout the hospital, including the “Catch the Reading Bug” and “Bedtime Stories” programs. The classroom is expected to welcome an estimated 36,000 visitors each year.

### **Chicago White Sox – Stop Bullying**

The White Sox anti-bullying effort is linked with the “Stop Bullying” campaign created by the U.S. Department of Health and Human Services under the Obama administration. That campaign, at [stopbullying.gov](http://stopbullying.gov), includes information on cyberbullying and bullying aimed at LGBT youths and others. It also links to resources on how to prevent and respond to bullying. The White Sox continued the anti-

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bullying campaign throughout the 2012 baseball season, distributing information on the issue via the White Sox Kids Club. As part of the “Stop Bullying” campaign White Sox players filmed a video ad against bullying that’s featured at [whitesox.com/stopbullying](http://whitesox.com/stopbullying), and made appearances at local youth schools and organizations to promote the movement. The players explained to the children the negative impact of bullying and what kinds of affects bullying can have on individuals. Before the players left, they had the children recite a pledge to make a stand against bullying.

### **Cincinnati Reds - Reds Hall of Fame and Museum**

The Cincinnati Reds Hall of Fame and Museum offers six education programs. Students who participate in these “Extra Innings” programs discover how baseball plays a role in mathematics, science, and social studies curricula. Each area gives the students experiment-based, hands-on activities focused around typical classroom learning material. The programs are designed to incorporate the Common Core set of academic content standards and target grades ranging from pre-kindergarten through high school. These programs are also correlated to national, Ohio, Kentucky and Indiana testing standards. Beginning in 2011, the Reds Hall of Fame extended the program as part of an outreach program, in which a museum educator travels to schools to present the program. The Reds Hall of Fame saw a steady increase in school group attendance from 2007-2012, with 2012 on-site attendance numbers 55% higher than those in 2007. During the 2012 fiscal year, over 10,000 students from 140 different schools participated in the Cincinnati Reds Hall of Fame and Museum on-site and outreach programs.

### **Cleveland Indians – High Achievers Program**

The Cleveland Indians High Achievers program is a free program for students K-12 to reward them for performing well in school. Parents registered their children by logging on to [www.indians.com/highachiever](http://www.indians.com/highachiever). Participants received a membership letter and card with a unique membership number used when submitting report card and reading information. Parents submitted report cards and reading forms (book title, author, number of pages, and brief summary of book) throughout the season. Students were rewarded with two tickets per criteria achieved—i.e. submit two report cards and receive four tickets. Members who submitted were considered “active” members and also received a voucher good for one free soda at a concession stand at Progressive Field and one free High Achiever t-shirt. Those active members entered into drawings to win experience packages, player meet and greets, spots on the Kids Starting Lineup and more.

### **Colorado Rockies – Make an Impact Program**

The Colorado Rockies Make an Impact program is a free program that brings the excitement of the Colorado Rockies to local elementary schools by holding a “Rockies School Rally.” This school-wide assembly is a character education program, designed to entertain students while showing them how to make an impact on their lives and communities by teaching them the importance of staying in school, refusing drugs, getting involved and respecting others. The interactive program includes a video presentation that features positive messages from Rockies players, a visit from the Rockies mascot, Dinger, and prizes for all students.

The program is designed for grades K-6. A take-home lesson is sent home with each student. This assignment is designed to create dialogue between parents and their children about the messages of the program. After this lesson is completed by the student and signed by an adult, the student is able to

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turn it in and receive a poster along with a bookmark courtesy of the Colorado Rockies. In addition to the assembly, there is also a classroom decoration contest. The winning class receives a visit from the team mascot immediately following the program.

### **Detroit Tigers - Strike Out Bullying & G.R.E.A.T.**

In 2012 the Detroit Tigers and Detroit Tigers Foundation partnered with Michigan KIDS, Inc., to develop a state-wide anti-bullying program. The program was established to provide students and educators with the proper tools to address bullying in schools. With All-Star first baseman Prince Fielder serving as the program's spokesman, a baseball-themed educational supplement was developed and distributed to over 140,000 students throughout Michigan. As a result, thousands of students signed the "Tigers Pledge to Stop Bullying", and one school earned the right to host a Tigers player and members of the U.S. Attorney's Office for a school assembly.

### **Houston Astros – Born to Wynn Program**

Excellence, diligence and teamwork are all skills learned through sports and are also fundamental building blocks for success. For the second summer in a row, the Astros conducted the "Born to Wynn" program at the Astros Urban Youth Academy. The program's simple tag line - Believe it. Own it. Walk into it. - encourages and empowers youth players to believe in themselves and use key life skills on and off the field to succeed. By tapping into the Major League Baseball experiences of Jimmy Wynn and other current and former Astros players, "Born to Wynn" focuses on developing leadership and life skills. The lessons emphasize key leadership qualities - character, attitude, skills, knowledge, drive and excellence. Sessions took place each Monday in June in conjunction with the Academy's four-week summer camp. Former Astros player Jimmy Wynn and current players Justin Maxwell and Wesley Wright provided baseball instruction and shared life lessons.

### **Kansas City Royals - MLB-Royals All-Star Scholars**

Beginning in 2012, five high school seniors were identified as MLB-Royals All-Star Scholars. The students were selected from the 20/20 Leadership program, which serves students from moderate- to low-income families to educate and expose them to community issues, develop personal and leadership skills and build community-wide relationships. The students have the opportunity for a \$2,500 per-year scholarship, renewable up to four years. The inaugural scholarship winners were announced in May and were recognized during All-Star Week in Kansas City.

### **Los Angeles Angels - Angels Scholars**

In 2012, the Angels and the Angels Baseball Foundation proudly recognized a new class of Angels Scholars. Each school in Orange County offering the Advancement Via Individual Determination program (A.V.I.D.) in eighth grade nominated one student for the Angels Scholars scholarship. In addition to high academic and civic achievements, students completed an application with one short essay. Financial stability of the applicant was also considered. After all applications were reviewed, students whose applications were selected were interviewed by the committee at Angel Stadium of Anaheim. A task force comprised of members of the Orange County Office of Education, A.V.I.D. and the Angels Baseball Foundation selected the Angels Scholars. The task force took into account grades, application quality, financial need and the students' social and academic achievements. Angels leadership and

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representatives from the Orange County Department of Education and the A.V.I.D. program honored the Scholars during a pregame ceremony. Angels Scholars has supported 47 students in their goals to obtain a bachelor's degree.

### **Los Angeles Dodgers - Team Think Blue Program**

The Los Angeles Dodgers, Dodgers Dream Foundation, and the Los Angeles Times in Education joined forces for the 2011-2012 Team Think Blue program, which helps students throughout Los Angeles, Riverside, San Bernardino, Ventura and Orange counties improve their literacy and language arts while encouraging the development of a healthy and active lifestyle. Over 200,000 students, grades 4-12, have participated in the Team Think Blue program.

As part of the program, teachers received a newspaper-based teaching guide and student copies of the Los Angeles Times were delivered to their classroom. Participating students and classrooms entered an art and essay contest for a chance to win Dodgers tickets. Student winners from each grade level were recognized at an awards luncheon held at Dodger Stadium with Dodgers alumnus Wes Parker on hand to present awards to the youth. All winners received four tickets to a Dodgers game and all first-place winners from each grade level were recognized on-field in a pre-game ceremony at a Dodgers home game.

### **Miami Marlins - Marlins Ayudan School Partnership Program**

In the last three years, the Miami Marlins front-office volunteer program, "Marlins Ayudan", has had tremendous impact throughout Miami Dade County Public Schools to solidify the team's commitment to education. The "Marlins Ayudan School Partnership" program allows for a targeted approach to achieving its goal to directly impact the education of youth in Miami Dade County Public Schools. The Marlins seek to address each of its partner school's specific areas of need by using individual and collective strengths to make a difference. They are guided by focused involvement with students, faculty and staff at eight pre-selected partner schools, which were selected by an application process in Spring 2012 and led by the following principles:

- Work with partner schools in identifying specific areas of greatest need
- Develop a measurable game plan to address those needs
- Implement the game plan by utilizing Marlins Ayudan teams' individual and collective strengths
- Leave a lasting legacy at each partner school

### **Milwaukee Brewers – S.C.O.R.E.**

S.C.O.R.E. (School, Community, Opportunities, Role models and Excellence) is the Milwaukee Brewers Baseball Club's youth education and recreation initiative. S.C.O.R.E. is designed for players, alumni and front office personnel to increase the impact of the team's youth outreach efforts through school visits and assemblies. Additionally, the Brewers participated in "S.C.O.R.E. for Excellence Day", a joint venture with local schools designed to motivate middle school students to excel in academics, attitude and attendance. Brewers players, coaches and front office staff visited approximately 15,000 youth in 30 middle schools in the Wisconsin area, speaking with them about the importance of school and community. They encouraged the children to take advantage of opportunities, seek positive role models and strive for excellence in education. Five baseballs, each designed with one of the S.C.O.R.E. character

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messages printed on the side, are used to engage children in a dialogue about the importance of each of the elements.

### **Minnesota Twins – Father of the Year**

In partnership with the National Center for Fathering and Target, the Twins provide teachers with materials for students to submit essays explaining why their father, or father figure, should be the Father of the Year. In 2012, the Twins received over 4,000 entries state-wide for the contest. The finalists and their fathers are recognized at the Minnesota State Capitol and on the field prior to a Twins game. The contest not only recognizes outstanding fathers, but also encourages students to write and share ideas.

### **New York Mets – Citi Field Kids**

Citi Field Kids is an educational and motivational community-based initiative for New York City middle and high school students. Citi Field Kids was developed by the Mets, Citi and the Jackie Robinson Foundation to help young people reach their fullest potential by providing them with a unique educational and motivational experience. It was launched on April 15, 2009, in conjunction with Major League Baseball's annual Jackie Robinson Day and the opening of Citi Field. A series of in-season events educate and inspire students using the nine values and ideals of Jackie Robinson, the legendary pioneer and great American trailblazer who broke baseball's color barrier with the Brooklyn Dodgers in 1947. The nine values he embodied – courage, integrity, determination, persistence, citizenship, justice, commitment, teamwork and excellence – serve as a focal point of the Jackie Robinson Rotunda at Citi Field to advance and perpetuate Robinson's legacy and humanitarian ideals. The program provides children who might not ordinarily get to see a Major League Baseball game with a VIP experience, exposing them to accomplished athletes, scholars and business people.

### **New York Yankees – Sports Management Mentoring Program**

The New York Yankees partner with various community-based organizations to support, develop and implement outreach initiatives focused on exposing local youth to productive, educational programming and outlets. The Sport Management Mentoring program was established to expose high-school students to careers associated with professional athletics. On a monthly basis, the Yankees work with various schools and organizations that identify approximately 25 students to attend an interactive discussion with front office personnel who share information about their career paths, positions and day-to-day responsibilities, how their work supports game-day activities, and an overview of what takes place off the field. In addition, students are treated to lunch and a behind-the-scenes tour of Yankee Stadium. The objective of the program is two-fold: To educate students about career opportunities in the sports industry and to emphasize the importance of receiving an education.

### **Oakland Athletics - Science of the Game, Mathletics**

The "Science of the Game" program, launched by the A's and Chevron, is a unique program that deepens interest and understanding among Bay Area youth by applying science to baseball. The A's designed and distributed more than 15,000 "Science of the Game" workbooks to local schools that utilize science formulas to answer questions about various aspects of baseball. Students who complete their workbooks and submit their answer sheet to the A's receive two game tickets. The Mathletics

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program is sponsored by Ross Dress For Less and Comcast SportsNet California. The A's design and distribute thousands of Mathletics workbooks which utilize simple formulas for calculating statistics of A's players. Students in grades one through eight who complete the workbooks correctly and submit the answer sheet to the A's earn two tickets to a home game. Since the Mathletics program's inception in 2003, over 200,000 Bay Area and Northern California students have participated.

### **Philadelphia Phillies - Be a Phanatic About Reading**

The Phillie Phanatic is the Phillies number one fan and during home games his enthusiasm shows as he dances on the dugout and leads fans in Citizens Bank Park in "Let's Go Phillies" chants. But when he is not cheering the Phillies on to victory, he is reading a book. The Phanatic loves to read so much that he is now the star of an eleven-book children's series. His love of reading extends to schools all over the Delaware Valley through his Be a Phanatic About Reading program presented by Comcast. Each year Be a Phanatic About Reading encourages nearly 100,000 kindergarten through eighth graders to read for a minimum of 15 minutes a day to improve literacy skills. Classrooms receive Phanatic posters, pencils and bookmarks as incentives, as well as the opportunity for top performing classrooms to win a Phanatic literacy visit for their school. In 2011/12 the Phanatic visited nearly 30 schools where he acted out scenes from his book "The Phillie Phanatic's Galapagos Island Adventure" or the poem "Casey at the Bat." Additionally, the Phanatic hosts a Be a Phanatic About Reading night at the ballpark where the Most Improved and Most Outstanding Readers in the program are honored on-field, literacy activities take place throughout the concourse and a book collection is held.

### **Pittsburgh Pirates - Fantasy Baseball Math Program**

Fantasy Baseball is an integrated math program for students in grades 4-8 and is aligned with the Pennsylvania State Exams in the areas of mathematics, reading and physical education. Students learn math skills with baseball statistics in a fun and engaging way from current Pirates players, as well as player cards they create to compete against one another in simulated baseball games and tournaments. The program promotes higher order science, technology, engineering and math skills (STEM), in preparation for mathbased careers.

Pirates Charities expanded the program in 2012, in partnership with the Diocese of Pittsburgh and the Boys & Girls Clubs of Western Pennsylvania. In April, students across all sites celebrated "Opening Day" for competitive tournaments to determine one champion "team" of two students from each site. The site champions traveled to PNC Park to represent their respective sites at the Pittsburgh Regional Fantasy Baseball Tournament and World Series. All students who participated were invited to a Pirates game, and the program's World Series Champions threw out the first pitch.

### **St. Louis Cardinals - Redbird Rookies**

As part of Cardinals Care's youth baseball program, Redbird Rookies, the Cardinals partner with the St. Louis regional library system to encourage reading during the summer. Redbird Rookies participants are given special scorecards to track their reading. As they fill out the scorecard, they receive prizes from the library and from Redbird Rookies. Individuals who complete a scorecard receive school supplies and other fun incentives. Teams who have every player complete a scorecard, in addition to the individual incentives, are entered into drawings to practice on the field with current Cardinals players and receive an opportunity to play a game on the field at Busch Stadium.

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The Redbird Rookies also hosted the Redbird Rookies Fairs, focused on exposing kids to various activities in the areas of health and education. All children that attended the Fairs had the opportunity to receive hearing, vision, asthma, and dental screenings. They received health and nutrition information from various partners, and also had the opportunity to receive a free bike helmet and fitting. The Fairs are a great opportunity for children and parents to expose themselves to new and valuable health education information.

### **San Diego Padres – Padres Scholars**

In 1995 the San Diego Padres established a college scholarship program, Padres Scholars, the first of its kind in Major League Baseball. The goal of the program is to empower students who are academically talented yet financially challenged to believe that they can attend college. Nearly 200 Padres players have contributed to the cause, making this a player-focused charitable priority with the Club. Since 2010, the Padres evolved the program from 8th graders receiving \$5,000 or \$7,500 each to providing \$30,000 scholarships to high school seniors headed to a four-year college. This scholarship is awarded over a four-year period and incentivizes the students to keep in contact with the Padres and ensures that the students provide annual academic and citizenship updates.

After 18 years, 394 Scholars and \$2.35 million (including nearly \$1 million directly from uniformed players) has been designated toward scholarships, and the program remains focused on developing an enhanced relationship with the Scholars allowing for increased contact and more oversight of their academic progress. The Padres Scholars scholarship is a competitive and coveted award that teachers, principals and administrators consider a sign of achievement not only for the student but for the teachers and schools as well.

### **San Francisco Giants - Harmon & Sue Burns Scholars**

Named in honor of the late Giants owners, The Harmon & Sue Burns Scholarship Program provides an incentive to Junior Giants Program participants to achieve goals of higher education while serving as leaders on their teams, at school and in their communities. Ten 8th grade Scholars are selected each summer. The Giants Community Fund mentors them throughout their 8th grade and high school years. Scholars must maintain a minimum 2.0 GPA and provide 30 hours of community service annually. Upon successful completion of high school and acceptance to a college or training program, they receive a \$2,500 scholarship. Scholars are invited to college preparedness events. The Road to College Workshop exposes Scholars to a different university each summer. While on campus, Scholars and their families take a tour and hear from admission professionals about college preparation and funding. Scholars are invited to Education Day at AT&T Park, which welcomes the incoming class and honors graduating Scholars in a home plate ceremony. Scholars and their families are invited to attend a college prep presentation, and have a chance to hear from a Giants player about their college experience and the importance of education.

### **Seattle Mariners - DREAM Team School Assembly Program**

The Mariners DREAM Team School Assembly program includes visits to elementary schools throughout the Pacific Northwest each school year. The Mariners DREAM Team is a comprehensive educational program that uses Mariners players, coaches, broadcasters, and the team's popular mascot, the Mariner Moose, as a vehicle to stress the importance of the DREAM principles: Drug-free, Respect for yourself

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and others, Education, Attitude, and Motivation to help achieve one's dreams. In addition to assemblies held throughout the year, the Mariners host an annual team event in May. On May 8, 2012, the Mariners held their fifteenth annual Mariners Education Day. Mariners players, coaches, and broadcasters separated into five groups and visited five Seattle area schools. The Mariners spoke to kids at each school about the importance of education and adhering to the Mariners' DREAM Team principles. The event enabled the team to deliver a positive message to over 2,500 students in one day.

### **Tampa Bay Rays – Doubling up for Education**

The Rays Baseball Foundation and Helios Education Foundation partner to provide \$1 million in college scholarships to students in Hillsborough, Pinellas, Sarasota, Manatee and Pasco counties participating in the "Take Stock in Children" program. The partnership aims to give students financial resources and the mentorship support they need to successfully achieve a post-secondary education at any Florida state college. Each time a Rays' player hits a double in a regular season game, Helios donates \$600 toward the initiative and the Rays Baseball Foundation matches the gift. "Take Stock in Children" provides a unique opportunity for low-income and at-risk students to escape the cycle of poverty through education. The program's comprehensive services start in middle school, continue through high school, and help students transition to college. Programs are based on the principle that given extensive support, motivation and accountability, children will work hard to ensure that they graduate from high school and attain a college degree.

### **Texas Rangers - Richard Greene Scholars Program**

The Texas Rangers Baseball Foundation awards six Richard Greene Scholarships each year to students in the Arlington Independent School District. The Texas Rangers Baseball Foundation has pledged \$1 million over 20 years to fund these scholarships in honor of former Arlington Mayor Richard Greene, who served when the Rangers Ballpark in Arlington was being planned and opened. Scholars are selected as juniors and participate in six six-week internships during their senior year of high school, including an internship with the Texas Rangers. Students are matched with a community leader in their field of interest to serve as a mentor during their senior year. Upon graduation, the students are rewarded with a \$10,000 scholarship. In 2010, the University of Texas-Arlington committed to providing full tuition scholarships to any Richard Greene Scholar who chooses to attend the university.

### **Toronto Blue Jays - In the Classroom and Rookie League**

Each season, Toronto Blue Jays players visit elementary schools across the Greater Toronto Area to educate children on the value and benefits of proper nutrition and exercise. As these two elements are such an important part of everyday life for our players, they are able to share meaningful discussions with students on the importance of eating right and obtaining proper amounts of exercise. Not just limited to the classroom, Blue Jays players engage children in games of dodgeball, relay races and water balloon fights to demonstrate that there are countless games that they can play to get the exercise they need. The players also join local nutritionist Jennifer Sygo in the classroom for breakfast and lunch with students to discuss options for healthy, balanced meals.

The Blue Jays also strive to educate children outside the classroom. The Jays Care Foundation, in partnership with Toronto Community Housing (TCH) and Boys and Girls Clubs of Canada (BGCC), offers a safe, fun, active and engaging baseball program for children, ages 6-12, living in under-resourced

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communities. Rookie League is a cost-free program that uses the game of baseball as a foundation to teach children the importance of teamwork, cooperation and self-esteem. Toronto Blue Jays serve as Honorary Captains for each of the Rookie League division and all program sites are provided with shirts, hats, equipment and baseball coaching to facilitate programming.

### **Washington Nationals - DC High School Initiative and Youth Baseball Academy**

For the fourth consecutive year, the Washington Nationals invited every DC Public High School that fields a baseball team to practice at Nationals Park for two hours once during the season at no cost to the school. The Nationals believe that providing this opportunity can inspire local students to continue playing baseball and reaching for their dreams. Additionally, every high school was invited to bring its students out to Nationals Park as part of a game for "DC High School Night." More than 8,000 DCPS students and faculty requested tickets. All-stars from each school were recognized on the field prior to the game. In regard to providing more incentive for youth to stay involved with baseball, the Washington Nationals Youth Baseball Academy, in partnership with the District Government, offers inner-city youth a safe environment that encourages and enhances academic development. This academic development is promoted while providing the opportunity to learn and play the game of baseball. Located in Ward 7's Fort Dupont Park, the facility's three baseball fields and clubhouse will open in 2013.