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## The 2015 Racial and Gender Report Card: Major League Soccer

by Richard Lapchick  
with Dionne Sanders  
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### EXECUTIVE SUMMARY

**Orlando, FL** – December 2, 2015... The grades for Major League Soccer (MLS) increased substantially for their gender hiring practices and remained the same for their racial hiring practices. The overall hiring practices grade was again a solid **B** in the 2015 MLS Racial and Gender Report Card (RGRC). The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida issued the MLS RGRC.

MLS's grade for gender hiring practices increased to a **B**, up from a **C+**, with 80.1 points, up a substantial 4.4 percentage points from 75.7 in 2014, making it the only other men's professional league with a B for gender besides the NBA. MLS received the same letter grade of **B+** grade for its racial hiring practices in the 2015 MLS RGRC with 86.3 points, the same as in 2014.

MLS earned a combined grade of a **B** with 83.2 points in 2015, up by 2.2 percentage points, from the 2014 MLS RGRC overall grade.

For racial hiring practices, the MLS earned an **A+** for the League Office and players, a **B+** for team professional administration and assistant coaches, and a **B** for team senior administration. For the general manager and head coach, MLS received grades of **F** and **C+**, respectively. All of these grades are consistent with those of the 2014 MLS Report.

For gender hiring practices, the MLS received an **A-** grade for league office employees while team senior administration received an **F**. There was a major improvement for gender in professional administration where the MLS jumped from a **C-** in 2014 to a **B** in 2015.

MLS earned an **A+** for its outstanding diversity initiatives for the seventh consecutive season.

Richard Lapchick, principal author of the study and director of TIDES, said, “It was encouraging that Major League Soccer’s grade for gender hiring practices joined the NBA with gender grades of **B** or better. However, the number of women in senior team positions remains a serious issue.

Commissioner Don Garber’s MLS League Office remained the pacesetter with an **A+** in racial hiring and an **A-** in gender hiring. The teams need to follow the League’s example more closely.”

Using data from the 2015 season, TIDES conducted an analysis of the racial composition of teams and coaches. In addition, The Report Card included a racial and gender breakdown of management in the MLS League Office and at various levels within each MLS franchise such as: top management, team senior administration, team professional administration, physicians, head trainers, and radio and television broadcasters. The listing of owners, head coaches, and general managers for the 2015 Report Card is updated through October 1, 2015. All numerical data and the grades reflected information published in official team literature at the beginning of the 2015 season. The League Office provided all data pertaining to the MLS League Office.

Tables containing historical data for the Report are included in Appendix I. Appendix II contains detailed descriptions of MLS diversity initiatives. The co-author of this report was Dionne Sanders.

The Report Card asks, “Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to score a goal or operate the business of professional soccer?”

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

## REPORT HIGHLIGHTS

- The MLS League Office continued to be the standard-bearer for the entire league with people of color comprising 39.1 percent of all professional positions, while women filled 37.4 percent of these positions. The percent of people of color and women in professional positions at the League Office remained the same from the 2014 MLS RGRC.
- Colorado Rapids and FC Dallas were the only MLS franchises led by head coaches who are people of color.
- People of color holding assistant coach positions increased from 16.7 percent in 2014 to 18.8 percent in 2015.
- The percent of team CEO/Presidents who are people of color decreased from 6.3 percent in 2014 to 5.2 percent in 2015. The only person of color holding this position was Alex Leitao with Orlando City Soccer.

- There was one general manager of color in 2015. Nelson Rodriguez, of the Chicago Fire, was the first GM of color in the MLS since 2013.
- There was an increase in vice presidents who were people of color in the 2015 season, from 5.7 percent in 2014 to 6.4 percent in 2015. During the 2015 season, women comprised 16.7 percent of all vice president positions, an increase from 14.3 percent in 2014. While both increased, these percentages were still low.
- People of color held 12.9 percent of all team senior administration positions. This was an increase of 0.8 of a percentage point from the 12.1 percent recorded in 2014. Women held 19.1 percent of team senior administration positions, a decrease from 19.5 percent in 2014. This marked the fifth consecutive year that the percent of women in team senior administration positions decreased.
- The percent of people of color in team professional administration positions decreased by 1.7 percentage points to 16.3 percent in 2015. The percent of women in team professional administration positions substantially increased by 7.4 percentage points to 32.4 percent in 2015.

## OVERALL GRADES

MLS received a **B+** grade on racial hiring practices in the 2015 MLS RGRC. Its 86.3 points was the same as the 86.3 points in the 2014 MLS RGRC.

MLS's grade for gender hiring practices increased to a **B** with 80.1 points in 2015, up a significant 4.4 percentage points from 75.7 in 2014.

MLS received an **A+** for racial diversity in the category of players and for the League Office, a **B+** for team professional administration and assistant coaches, and a **B** for team senior administration. For the head coach and general manager positions, the MLS received grades of **C+** and **F**, respectively.

Gender hiring practices in MLS during the 2015 season received an **A-** grade for league office employees, a failing grade for team senior administration and a **B** for professional administration.

MLS earned an **A+** for its outstanding diversity initiatives.

MLS earned a combined grade of a **B** with 83.2 points in 2015, up 2.3 percentage points from 81 points (**B**) in the 2014 MLS RGRC.

## GRADES BY CATEGORY

### Players

During the 2015 season, the percent of white players decreased by 3.6 percentage points from 51.1 percent in 2014 to 47.5 percent. The percent of Latino players in MLS increased by 3.9 percentage points from 17 percent in 2014 to 20.9 percent in 2015. The percent of African-American players increased by 1.2 percentage points from 11.3 percent in 2014 to 12.5 percent in 2015. The percent of Asian-American players decreased by 0.2 of a percentage point, from 0.7 percent in 2014 to 0.5 percent in 2015. The players classified as "other" increased 1.2 percentage points from 19.8 percent in 2014 to 18.6 percent in 2015. As of the 2013 MLS RGRC, an international player who is Black was counted as "other."

International players showed an increase in the 2015 MLS season going from 41.9 percent in 2014 to 45.8 percent. International player representation was at an all-time high, at 48 percent, back in 2012. The MLS has the highest percentage of international players among all the leagues covered in the Racial and Gender Report Cards.

**MLS Grade for Players Race: A+ 48.9 percent**

*See Table 1.*

### MLS League Office

The MLS League Office once again set the standard for teams for both racial and gender hiring practices. The MLS League Office data is divided between two classifications: professional employees and support staff. Professional employees include executives, directors, managers, and account executives.

Diversity within the League Office professional employees in 2015 remained relatively consistent from the 2014 season. White employees comprised 61.5 percent of all professional employees, up 0.5 of a percentage point from 2014. Latinos were the second-most represented group totaling 29.5 percent, down 0.6 percentage points from 30.1 percent in 2014. All other employees remained the same: African-Americans represented four percent, Asian-Americans represented three percent, and those classified as “other” represented two percent. The total percent of people of color who were professional employees therefore decreased slightly by 0.5 of a percentage point, from 39 percent in 2014 to 38.5 percent in 2015.

The percent of women in professional positions increased by 0.3 of a percentage point from 37.4 percent in 2014 to 37.7 percent in 2015.

The combined percentages of all league office employees including support staff are as follows: The percent of white employees ultimately remained consistent in 2015 at 53 percent of all employees, in comparison with 53.1 percent in 2014. African-American employees increased by 0.2 of a percentage point in the league office during 2015, totaling 6.9 percent of all employees. Asian-American employee representation decreased by 0.2 of a percentage point while Latino representation increased by 0.2 of a percentage point, with five percent and 34.2 percent, respectively. Those classified as “other” remained consistent at one percent.

The combined percentage of female professional employees and support staff increased 1.4 percentage points from 39.7 percent in 2014, to 41.1 percent female representation in the MLS League Office.

The four League Office vice presidents of color were:

- Samir Gole, Vice President, Digital Products
- Camilo Durana, Vice President, Integrated Marketing & Property
- Marisabel Munoz, Vice President, Communications
- Ramin Tabib, Vice President, Strategic Planning and Research

The nine League Office women who held a vice president title or higher were:

- Kathryn Carter, President of Soccer United Marketing
- JoAnn Neale, Chief Administrative Officer
- Maribeth Towers, Senior Vice President, Consumer Products & Licensing
- Rachel Leber, Vice President, Consumer Products
- Jennifer Maurillo, Vice President, Events
- Emily Unruh, Vice President, Retail Development
- Marisabel Munoz, Vice President, Communications
- Allison Kelly, Vice President, Partnership Marketing
- Jan Greenberg, Vice President, Community Relations

**MLS Grade for League Central Office:**

**Race:           A+     39.1 percent**

**Gender: A- 37.4 percent**

*See Table 2.*

### **Ownership**

As of the beginning of the 2015 MLS season, 89.7 percent of all owners were white. The 11.3 percent of people of color owners consisted of 5.1 percent Latino and 5.1 percent Asian-American. In MLS, three teams are listed as being subsidiaries of larger private companies. The New York Red Bulls are listed as being owned by Red Bull GmbH, the Austrian beverage producer, while the LA Galaxy is owned by Anschutz Entertainment Group (AEG), and the Houston Dynamo is co-owned by AEG and Golden Boy Entertainment. In order to include their ownership in this study, the principle investor for each company was listed as the primary owner. For Red Bull GmbH, Deitrich Mateschitz was listed as the primary owner; for AEG, Phil Anschutz was listed as the primary owner, and Oscar De La Hoya was listed as the primary owner and founder for Golden Boy Entertainment.

Erick Thohir is an Indonesian entrepreneur and was the managing partner listed for D.C. United.

It is worth noting that MLS ownership structure differs greatly from other professional leagues. The “owners” are all investors in the single entity of MLS. Owners are given a great deal of autonomy in the management of their clubs. However, ultimately the owners are investors in the league as a whole, not simply one club.

Announced in October, a new team, the Los Angeles Football Club was formed and will take field in 2017. Vietnamese businessman Henry Nguyen will be the majority owner. The Los Angeles Football Club was not included in this year’s report.

*See Table 3.*

### **Head Coaches**

As of the beginning of the 2015 MLS season, 90 percent of all MLS head coaches were white and 10 percent were coaches of color. In comparison to the 2014 season, this reflects 0.5 of a percentage point increase in white coaches and a decrease of the same percentage for the coaches of color. There were no African-American or Asian-American head coaches in MLS. For the sixth consecutive year, only two MLS clubs had head coaches who were coaches of color and they were both Latino.

The two head coaches of color during the 2015 season were:

- Pablo Mastroeni, Colorado Rapids
- Oscar Pareja, FC Dallas

**MLS Grade for Head Coaches Race: C+ 10 percent**

*See Table 4.*

## Assistant Coaches

As of the beginning of the 2015 MLS season, 81.2 percent of all assistant coaches were white, decreasing by 2.1 percentage points from 2014 when it was 83.3 percent. Latinos represented the largest group of assistant coaches of color with 9.4 percent, followed by African-Americans with 8.2 percent and those classified as “other” with 1.2 percent. Overall, assistant coaches who were coaches of color increased by 2.1 percentage points from 16.7 percent in 2014 to 18.8 percent in 2015. This season marked a move in a positive direction for Latino coaches after a significant 7.6 percentage point decrease in last year’s Report Card. The percentage of Latino assistant coaches increased by 2.7 percentage points from 6.7 percent in 2014 to 9.4 percent in 2015. African-American assistant coaches slightly decreased by 0.1 of a percentage point from 8.3 percent in 2014 to 8.2 percent in 2015.

**MLS Grade for Assistant Coaches Race: B+ 18.8 percent**

*See Table 5.*

## Top Management

This category included team CEOs/Presidents, General Managers and Vice Presidents.

### CEO/President

In 2015, there was one CEO/President of color representing an MLS team. Alex Leitao, who is Latino, served as the CEO of Orlando City Soccer.

*See Table 6.*

### General Manager

As of the beginning of the 2015 MLS season, the percent of white general manager positions decreased to 95 percent. Nelson Rodriguez, hired by the Chicago Fire in October of 2015, was the only person of color general manager in MLS and the first since 2013\*. Guillermon Petrei, a Latino male, was the last person of color general manager back in 2013.

Since the inception of the MLS RGRC, there have been no African-American or Asian-American general managers. There have been two female general managers in the history of MLS, most recently in 1999, when Lynne Meterparel was named general manager of the then-San Jose Clash. Betty D’Anjolell was interim general manager of the Miami Fusion in 1998.

\*Ali Curtis, an African-American, was the Sporting Director for the New York Red Bulls. The responsibilities were similar to a General Manager, but he was not included due to his official title.

**MLS Grade for General Managers Race: F 5 percent**

*See Table 7.*

### Team Vice Presidents

As of the beginning of the 2015 MLS season, people of color holding team vice president positions experienced a 0.7 of a percentage point increase from 5.7 percent in 2014 to 6.4 percent in 2015. There was a 1.6 percentage point decrease for African-Americans from 2.9 percent in 2014 to 1.3 percent in 2015. There was a 1.2 percentage point increase for Latino and Asian-American team vice presidents as both went from 1.4 percent in 2014 to 2.6 percent in 2015.

There was a 2.4 percentage point increase for women holding vice president positions from 14.3 percent in 2014 to 16.7 percent in 2015.

Women holding vice president positions were:

- Jessica Worley, Vice President of Corporate Partnerships, Chicago Fire
- Jessica Yavitz, Vice President of Community Relations, Chicago Fire
- Lori McKirnan, Vice President of Finance and Business Planning, Columbus Crew
- Evie Baker, Vice President of Human Resources and Administration, FC Dallas
- Amber Cox, Vice President and Chief Marketing Officer, Houston Dynamo
- Marcia Steinberg, Vice President, Marketing, Media and FRM, New York City FC
- Teresa Tatlonghari, Vice President of Marketing, Orlando City SC
- Ashley Dabb, Vice President, Marketing and Communications, Philadelphia Union
- Kathy Jennings, Vice President of Finance and Administration, Portland Timbers
- Ashley Highsmith, Vice President, Guest Services and Event Sales, Portland Timbers
- Betsy Maxfield, Vice President, Soccer Projects, Sporting Kansas City
- Shannon Hosford, Vice President, Marketing and Communication, Toronto FC
- Alyson Walker, Vice President, Content, Toronto FC

The Portland Timbers, Chicago Fire and Toronto FC were the only MLS teams with two female vice presidents.

The only Latino holding a vice president position was:

- Lenny Santiago, Vice President of Communications, Orlando City SC

The only African-American holding a vice president position was:

- Rob Smith, Vice President of Soccer Development, Philadelphia Union

Asian-Americans holding vice president positions were:

- Kevin Nonomura, Senior Vice President of Finance, Toronto FC
- Evie Baker, Vice President of Human Resources and Administration, FC Dallas

*See Table 8.*



### Team Senior Administration

Positions categorized as team senior administration included, but were not limited to: senior directors, directors, assistant general managers, chief legal counsels, public relations directors and directors of community relations.

As of the beginning of the 2015 season, people of color who held team senior administration positions in MLS slightly increased from 12.1 percent in 2014 to from 12.9 percent in 2015. In 2015, Latinos held 7.8 percent (down 0.1 of a percentage point) of all team senior administration positions. African-Americans and Asian-Americans held 2.3 percent and 1.2 percent, respectively, in 2015. In comparison to 2014, African-Americans increased by 0.9 of a percentage point and Asian-Americans decreased by 0.1 of a percentage point. The remaining 1.6 percent of team senior administration positions were held by those classified as “other,” up 0.7 of a percentage point from 2014.

The percentage of women holding team senior administration positions decreased by 0.4 of a percentage point from 19.5 percent in the 2014 season to 19.1 percent in 2015.

#### MLS Grade for Team Senior Administration

<b>Race:</b>	<b>B</b>	<b>12.9 percent</b>
<b>Gender:</b>	<b>F</b>	<b>19.1 percent</b>

*See Table 9.*

### Team Professional Administration

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

For the fifth consecutive year, the percent of people of color in team professional administration positions decreased. As of the beginning of the 2015 season, 16.3 percent of all team professional administration positions were held by people of color, down from 18 percent in 2014. Latinos holding these positions decreased by 1.6 percentage points, down from ten percent in 2014 to 8.4 percent in 2015. The percent of African-Americans increased by 0.6 of a percentage point from 4.1 percent in 2014 to 4.7 percent in 2015, while Asian-Americans decreased by 0.8 of a percentage point from 2.3 percent in 2014 to 1.5 percent in 2015. In 2015 those classified as “other” increased by 0.2 of a percentage point from 1.5 in 2014 to 1.7 percent in 2015.

As of the beginning of the 2015 season, women holding team professional administration positions experienced a significant 7.4 percentage point increase from 25 percent in 2014, to 32.4 percent. This dramatic increase for women in team professional administration positions came after a 10 percentage point decrease in the 2014 MLS RGRC.

#### MLS Grade for Team Professional Administration:

<b>Race:</b>	<b>B+</b>	<b>16.3 percent</b>
<b>Gender:</b>	<b>B</b>	<b>32.4 percent</b>

*See Table 10.*

### Physicians

As of the beginning of the 2015 season, MLS team physician positions held by people of color experienced a three percentage point increase from 10 percent in 2014 to 13 percent in 2015. The percent of white team physicians was 87 percent, Asian-American was 2.6 percent, African-American was 2.6 percent, and Latino was 6.1 percent. African-Americans and Asian-Americans both experienced a decrease of 0.7 of a percentage point in 2015. Latinos increased by 2.8 percentage points from 3.3 percent in 2014 to 6.1 percent in 2015. For the first time since 2006, those categorized as “other” had a representation 1.7 percent.

In the 2014 RGRC there was just one woman holding a team physician position; in 2013 there were none. However, as many teams expanded their staff in this area, at the beginning of the 2015 season, there were 13 women in a team physician position that resulted in an eight percentage point increase to 11.3 percent.

*See Table 11.*

### Head Trainers

Positions categorized as head trainers included all employees listed as, but not exclusively limited to, head athletic trainers and strength and conditioning coaches.

As of the beginning of the 2015 season, MLS head trainer positions held by people of color experienced a significant increase of 8.9 percentage points from 12.5 percent in 2014 to 21.4 percent in 2015. The percent of white head trainers decreased by 8.9 percentage points from 87.5 percent in 2014 to 78.6 in 2015. There was one Latino and one Asian-American head trainer in 2014, and this remained the same in 2015. This is the first time there has been an African-American head trainer since 2008. The one African-American head trainer is with the San Jose Earthquakes. There have been no women head trainers since the 2006 MLS season.

*See Table 12.*

### Radio/TV Announcers

The Institute recognizes the power of media to influence public perception of athletes and sport leading to the inclusion of Radio and TV broadcasters in the MLS RGRC. Given the diversity of the players and its fans in MLS, it is important that those announcing the sport are as diverse as its key constituents.

As of the beginning of the 2015 MLS season, people of color had a 2.3 percentage point increase from 17.6 percent in 2014 to 19.9 percent. Latinos increased by 0.3 of a percentage point from 17.6 percent

in 2014 to 17.9 percent in 2015. African-Americans increased from zero percent in 2014 to 2 percent in 2015. There have not been any Asian-American announcers since 2004.

The percentage of women holding radio and TV announcing positions increased by 0.7 of a percentage point from 17.6 percent in 2014 to 18.3 percent in 2015. This is an all-time high for women in radio and TV announcing positions.

*See Table 13.*

### **MLS Diversity Initiatives**

MLS has an extensive program of diversity initiatives, as outlined in Appendix II.

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

## HOW GRADES WERE CALCULATED

As in previous reports, the 2015 Racial and Gender Report Card data showed that professional sport's front offices' hiring practices did not reflect the number of players of color competing in the game. However, to give it perspective for sports fans, The Institute issued 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 9 percent. Grades for race below this level were assigned a **D** for 6 percent or **F** for any percent equal to or below 5 percent. The category of players was weighted at 20 percent, League Office at 20 percent, head and assistant coaches at 15 and 5 percent, respectively, general managers at 10 percent, team senior administration at 10 percent and team professional administrators at 15 percent for race.

For issues of gender, an **A** was earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for anything below that. The 40 percent was also taken from the federal affirmative action standards. The Institute once again acknowledged that even those sports where grades were low generally had better records on race and gender than society as a whole. The category of League Office was weighted at 40 percent, team senior administration at 15 percent, and team professional administration at 40 percent for gender.

## METHODOLOGY

All data was collected by a research team at The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida's DeVos Sport Business Management Graduate Program.

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

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

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

The report covered the 2015 season for Major League Soccer. Listings of owners, general managers and head coaches were updated as of October 1, 2015.

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

This is the 23<sup>rd</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 full report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country’s leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), and Women’s National Basketball Association (WNBA), as well as collegiate athletic departments.

This marks the 11th time the Report Card is being issued sport-by-sport; the reports for the MLB, the NBA, the WNBA and the NFL have already been released. The complete 2015 Racial and Gender Report Card, including all the leagues, will be issued after the completion of the 2015 College Sport Racial and Gender Report Card.

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, Dionne Sanders served as co-author of this report.

### **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 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 220 colleges and universities that helps student-athletes complete their college degrees while serving their communities on issues such as diversity, conflict resolution and men’s violence against women.

**DeVos Sport Business Management Program**

*College of Business Administration, University of Central Florida*

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

### APPENDIX I

Players					
	%	#		%	#
2015			2007		
White	47.5	271	White	59.3	201
African-American	12.5	71	African-American	21.8	74
Latino	20.9	119	Latino	14.5	49
Asian	0.5	3	Asian	1.2	4
Other	18.6	106	Other	3.2	11
Total People of Color	52.5	299	Total People of Color	40.7	138
International	45.8	261	International	31.3	106
2014			2006		
White	51.1	276	White	61.3	200
African-American	11.3	61	African-American	17.5	57
Latino	17.0	92	Latino	15.0	49
Asian	0.7	4	Asian	2.8	9
Other	19.8	107	Other	3.4	11
Total People of Color	48.9	264	Total People of Color	38.7	126
International	41.9	226	International	20.9	68
2013			2005		
White	47.7	261	White	58.1	182
African-American	10.6	58	African-American	17.9	56
Latino	24.1	132	Latino	20.1	63
Asian	1.3	7	Asian	1.3	4
Other	16.3	89	Other	2.6	8
Total People of Color	52.3	286	Total People of Color	41.9	131
International	42.8	234	International	27.8	87
2012			2004		
White	49.1	264	White	63.6	147
African-American	24.7	133	African-American	17.3	40
Latino	23.8	128	Latino	13.9	32
Asian	1.3	7	Asian	1.3	3
Other	1.1	6	Other	3.9	9
Total People of Color	50.9	274	Total People of Color	36.4	84
International	48.0	258			
2011			2003		
White	52.3	223	<b>Data Not Recorded</b>		
African-American	26.3	112	2002		
Latino	20.0	85	White	60.0	x
Asian	0.7	3	African-American	16.0	x
Other	0.7	3	Latino	22.0	x
Total People of Color	47.7	203	Asian	1.0	x
International	38.5	164	Other	1.0	x
2010			Total People of Color	40.0	x
White	53.8	205	2001		
African-American	25.7	98	White	59.0	x
Latino	17.6	67	African-American	19.0	x
Asian	1.0	4	Latino	20.0	x
Other	1.8	7	Other	2.0	x
Total People of Color	46.2	176	Total People of Color	41.0	x
International	37.3	142	2000		
2009			White	63.0	x
White	58.3	204	African-American	15.0	x
African-American	21.7	76	Latino	21.0	x
Latino	16.9	59	Other	1.0	x
Asian	0.6	2	Total People of Color	37.0	x
Other	2.6	9	1999		
Total People of Color	41.7	146	White	65.0	x
International	35.4	124	African-American	16.0	x
2008			Latino	18.0	x
White	62.0	204	Other	1.0	x
African-American	19.5	64	Total People of Color	35.0	x
Latino	16.4	54	1998		
Asian	1.2	4	White	62.0	x
Other	0.9	3	African-American	16.0	x
Total People of Color	38.0	125	Latino	21.0	x
International	30.4	100	Other	1.0	x

Table 1

League Office: Professional Employees					
	%	#		%	#
2015			2007		
White	61.0	75	White	68.6	35
African-American	4.1	5	African-American	5.9	3
Latino	30.1	36	Latino	19.6	10
Asian	3.3	4	Asian	3.9	2
Other	1.6	2	Other	2.0	1
Total People of Color	39.1	47	Total People of Color	31.4	16
Women	37.4	46	Women	25.5	13
2014			2006		
White	61.0	75	White	65.3	32
African-American	4.1	5	African-American	6.1	3
Latino	30.1	37	Latino	22.4	11
Asian	3.3	4	Asian	2.0	1
Other	1.6	2	Other	4.1	2
Total People of Color	39.1	48	Total People of Color	34.7	17
Women	37.4	46	Women	24.5	12
2013			2005		
White	61.7	71	White	75.8	25
African-American	4.3	5	African-American	6.1	2
Latino	28.7	33	Latino	15.2	5
Asian	2.6	3	Asian	3.0	1
Other	2.6	3	Other	0.0	0
Total People of Color	38.3	44	Total People of Color	24.2	8
Women	38.3	44	Women	21.2	7
2012			2003	<b>Data Not Recorded</b>	
White	59.6	59	2002		
African-American	6.1	6	White	79.2	19
Latino	28.3	28	African-American	8.3	2
Asian	3.0	3	Latino	12.5	3
Other	3.0	3	Asian	0.0	0
Total People of Color	40.4	40	Other	0.0	0
Women	42.4	42	Total People of Color	20.8	5
2011			Women	16.7	4
White	60.0	48	2001		
African-American	6.3	5	White	x	x
Latino	28.8	23	African-American	x	x
Asian	2.5	2	Latino	x	x
Other	2.5	2	Asian	x	x
Total People of Color	40.0	32	Other	x	x
Women	36.3	29	Total People of Color	x	x
2010			Women	x	x
White	62.2	46	2000		
African-American	6.8	5	White	73.7	42
Latino	25.7	19	African-American	5.3	3
Asian	2.7	2	Latino	19.3	11
Other	2.7	2	Asian	1.8	1
Total People of Color	37.8	28	Other	0.0	0
Women	36.5	27	Total People of Color	26.3	15
2009			Women	29.8	17
White	61.1	44	1999		
African-American	6.9	5	White	83.7	36
Latino	25.0	18	African-American	0.0	0
Asian	2.8	2	Latino	14.0	6
Other	4.2	3	Asian	2.3	1
Total People of Color	38.9	28	Other	0.0	0
Women	37.5	27	Total People of Color	16.3	7
2008			Women	39.5	17
White	57.0	53			
African-American	8.6	8			
Latino	26.9	25			
Asian	4.3	4			
Other	3.2	3			
Total People of Color	43.0	40			
Women	41.9	39			

Table 2



Majority Owners					
	%	#		%	#
2015			2007		
White	89.7	35	White	92.3	12
African-American	0.0	0	African-American	0.0	0
Latino	5.1	2	Latino	7.7	1
Asian	5.1	2	Asian	0.0	0
Other	0.0	0	Total People of Color	7.7	1
Total People of Color	10.3	4	Women	0.0	0
Women	0.0	0	2006		
2014			White	90.9	10
White	93.3	28	African-American	0.0	0
African-American	0.0	0	Latino	9.1	1
Latino	3.3	1	Asian	0.0	0
Asian	3.3	1	Total People of Color	9.1	1
Other	0.0	0	Women	0.0	0
Total People of Color	6.7	2	2005		
Women	0.0	0	White	91.7	11
2013			African-American	0.0	0
White	85.3	29	Latino	8.3	1
African-American	0.0	0	Asian	0.0	0
Latino	8.8	3	Total People of Color	8.3	1
Asian	5.9	2	Women	0.0	0
Other	0.0	0	2004		
Total People of Color	14.7	5	White	100	9
Women	0.0	0	African-American	0	0
2012			Latino	0	0
White	89.7	35	Asian	0	0
African-American	0.0	0	Other	0	0
Latino	7.7	3	Total People of Color	0	0
Asian	2.6	1	2003		
Other	0.0	0	<b>Data Not Recorded</b>		
Total People of Color	10.3	4	2002		
Women	0.0	0	White	100	x
2011			African-American	0	x
White	89.3	25	Latino	0	x
African-American	0.0	0	Asian	0	x
Latino	7.1	2	Total People of Color	0	x
Asian	3.6	1	2001		
Other	0.0	0	White	100	x
Total People of Color	10.7	3	African-American	0	x
Women	0.0	0	Latino	0	x
2010			Other	0	x
White	87.5	14	Total People of Color	0	x
African-American	0.0	0	2000		
Latino	12.5	2	White	100	x
Asian	0.0	0	African-American	0	x
Total People of Color	12.5	2	Latino	0	x
Women	0.0	0	Other	0	x
2009			Total People of Color	0	x
White	86.7	13	1999		
African-American	6.7	1	White	100	x
Latino	6.7	1	African-American	0	x
Asian	0.0	0	Latino	0	x
Total People of Color	13.3	2	Other	0	x
Women	0.0	0	Total People of Color	0	x
2008			1998		
White	69.2	9	White	100	x
African-American	7.7	1	African-American	0	x
Latino	23.1	3	Latino	0	x
Asian	0.0	0	Other	0	x
Total People of Color	30.8	4	Total People of Color	0	x
Women	0.0	0			

Table 3

Head Coaches					
	%	#		%	#
2015			2007		
White	90.0	18	White	92.3	12
African-American	0.0	0	African-American	0.0	0
Latino	10.0	2	Latino	7.7	1
Asian	0.0	0	Asian	0.0	0
Total People of Color	10.0	2	Total People of Color	7.7	1
Women	0.0	0	Women	0.0	0
2014			2006		
White	89.5	17	White	90.9	10
African-American	0.0	0	African-American	0.0	0
Latino	10.5	2	Latino	9.1	1
Asian	0.0	0	Asian	0.0	0
Total People of Color	10.5	2	Total People of Color	9.1	1
Women	0.0	0	Women	0.0	0
2013			2005		
White	89.5	17	White	91.7	11
African-American	0.0	0	African-American	0.0	0
Latino	10.5	2	Latino	8.3	1
Asian	0.0	0	Asian	0.0	0
Total People of Color	10.5	2	Total People of Color	8.3	1
Women	0.0	0	Women	0.0	0
2012			2004		
White	89.5	17	White	100	9
African-American	5.3	1	African-American	0	0
Latino	5.3	1	Latino	0	0
Asian	0.0	0	Asian	0	0
Total People of Color	10.5	2	Total People of Color	0	0
Women	0.0	0	Women	0	0
2011			2003		
White	87.5	14	<b>Data Not Recorded</b>		
African-American	6.3	1	2002		
Latino	6.3	1	White	80	8
Asian	0.0	0	African-American	0	0
Total People of Color	12.5	2	Latino	20	2
Women	0.0	0	Asian	0	0
2010			Total People of Color	20	2
White	87.5	14	Women	0	0
African-American	0.0	0	2001		
Latino	12.5	2	White	75	9
Asian	0.0	0	African-American	0	0
Total People of Color	12.5	2	Latino	25	3
Women	0.0	0	Other	0	0
2009			Total People of Color	25	3
White	86.7	13	Women	0	0
African-American	6.7	1	2000		
Latino	6.7	1	White	83.3	10
Asian	0.0	0	African-American	0.0	0
Total People of Color	13.3	2	Latino	16.7	2
Women	0.0	0	Asian	0.0	0
2008			Total People of Color	16.7	2
White	69.2	9	Women	0.0	0
African-American	7.7	1	1999		
Latino	23.1	3	White	83.3	10
Asian	0.0	0	African-American	0.0	0
Total People of Color	30.8	4	Latino	16.7	2
Women	0.0	0	Asian	0.0	0
			Total People of Color	16.7	2
			Women	0.0	0

Table 4

Assistant Coaches					
	%	#		%	#
2015			2007		
White	81.2	69	White	82.9	34
African-American	8.2	7	African-American	2.4	1
Latino	9.4	8	Latino	12.2	5
Asian	0.0	0	Asian	0.0	0
Other	1.2	1	Other	2.4	1
Total People of Color	18.8	16	Total People of Color	17.1	7
Women	0.0	0	Women	0.0	0
2014			2006		
White	83.3	50	White	76.5	26
African-American	8.3	5	African-American	2.9	1
Latino	6.7	4	Latino	17.6	6
Asian	0.0	0	Asian	0.0	0
Other	1.7	1	Other	2.9	1
Total People of Color	16.7	10	Total People of Color	23.5	8
Women	0.0	0	Women	0.0	0
2013			2005		
White	79.4	50	White	72.7	24
African-American	1.6	1	African-American	6.1	2
Latino	14.3	9	Latino	18.2	6
Asian	0.0	0	Asian	0.0	0
Other	4.8	3	Other	3.0	1
Total People of Color	20.6	13	Total People of Color	27.3	9
Women	0.0	0	Women	0.0	0
2012			2004		
White	81.3	52	White	71.0	98
African-American	6.3	4	African-American	29.0	40
Latino	10.9	7	Latino	0.0	0
Asian	0.0	0	Asian	0.0	0
Other	1.6	1	Other	0.0	0
Total People of Color	18.8	12	Total People of Color	29.0	40
Women	0.0	0	Women	0.0	0
2011			2003		
White	81.6	40	<b>Data Not Recorded</b>		
African-American	4.1	2	2002		
Latino	14.3	7	White	75.9	22
Asian	0.0	0	African-American	10.3	3
Other	0.0	0	Latino	10.3	3
Total People of Color	18.4	9	Asian	0.0	0
Women	0.0	0	Other	3.4	1
2010			Total People of Color	24.1	7
White	80.4	41	Women	0.0	0
African-American	5.9	3	2001		
Latino	13.7	7	<b>Data Not Recorded</b>		
Asian	0.0	0	2000		
Other	0.0	0	White	68.8	22
Total People of Color	19.6	10	African-American	0.0	0
Women	0.0	0	Latino	28.1	9
2009			Asian	0.0	0
White	84.8	39	Other	3.1	1
African-American	6.5	3	Total People of Color	31.3	10
Latino	6.5	3	Women	0.0	0
Asian	0.0	0	1999		
Other	2.2	1	White	69.0	20
Total People of Color	15.2	7	African-American	0.0	0
Women	0.0	0	Latino	27.6	8
2008			Asian	3.4	1
White	90.5	38	Other	0.0	0
African-American	2.4	1	Total People of Color	31.0	9
Latino	7.1	3	Women	0.0	0
Asian	0.0	0			
Other	0.0	0			
Total People of Color	9.5	4			
Women	0.0	0			

Table 5

CEO/President					
	%	#		%	#
2015			2007		
White	94.7	18	White	75.0	9
African-American	0.0	0	African-American	0.0	0
Latino	5.3	1	Latino	16.7	2
Asian	0.0	0	Asian	8.3	1
Other	0.0	0	Total People of Color	25.0	3
Total People of Color	0.0	0	Women	0.0	0
Women	0.0	0	2006		
2014			White	70.0	7
White	93.8	15	African-American	0.0	0
African-American	0.0	0	Latino	20.0	2
Latino	6.3	1	Asian	10.0	1
Asian	0.0	0	Total People of Color	30.0	3
Other	0.0	0	Women	0.0	0
Total People of Color	6.3	1	2005		
Women	0.0	0	White	76.9	10
2013			African-American	0.0	0
White	94.1	16	Latino	15.4	2
African-American	0.0	0	Asian	7.7	1
Latino	5.9	1	Total People of Color	23.1	3
Asian	0.0	0	Women	7.7	1
Other	0.0	0	2004		
Total People of Color	5.9	1	White	100	7
Women	5.9	1	African-American	0	0
2012			Latino	0	0
White	90.5	19	Asian	0	0
African-American	0.0	0	Other	0	0
Latino	9.5	2	Total People of Color	0	0
Asian	0.0	0	Women	0	0
Other	0.0	0	2003		
Total People of Color	9.5	2	<b>Data Not Recorded</b>		
Women	0.0	0	2002		
2011			White	100	x
White	83.3	15	African-American	0	x
African-American	0.0	0	Latino	0	x
Latino	16.7	3	Asian	0	x
Asian	0.0	0	Total People of Color	0	x
Total People of Color	16.7	3	Women	0	x
Women	0.0	0	2001		
2010			White	100	x
White	86.7	13	African-American	0	x
African-American	0.0	0	Latino	0	x
Latino	6.7	1	Other	0	x
Asian	6.7	1	Total People of Color	0	x
Total People of Color	13.3	2	Women	0	x
Women	0.0	0	2000		
2009			White	100	x
White	86.7	13	African-American	0	x
African-American	0.0	0	Latino	0	x
Latino	6.7	1	Other	0	x
Asian	6.7	1	Total People of Color	0	x
Total People of Color	13.3	2	Women	0	x
Women	0.0	0	1999		
2008			White	100	x
White	75.0	9	African-American	0	x
African-American	0.0	0	Latino	0	x
Latino	16.7	2	Asian	0	x
Asian	8.3	1	Total People of Color	0	x
Total People of Color	25.0	3	Women	0	x
Women	0.0	0			

Table 6

General Manager							
			%	#			
2015					2007		
	White	95.0	19		White	90.0	9
	African-American	0.0	0		African-American	0.0	0
	Latino	5.0	1		Latino	10.0	1
	Asian	0.0	0		Asian	0.0	0
	Other	0.0	0		Total People of Color	10.0	1
	Total People of Color	5.0	1		Women	0.0	0
	Women	0.0	0	2006			
2014					White	100	10
	White	100.0	18		African-American	0	0
	African-American	0.0	0		Latino	0	0
	Latino	0.0	0		Asian	0	0
	Asian	0.0	0		Total People of Color	0	0
	Other	0.0	0		Women	0	0
	Total People of Color	0.0	0	2005			
	Women	0.0	0	White	100	11	
2013					African-American	0	0
	White	93.8	15		Latino	0	0
	African-American	0.0	0		Asian	0	0
	Latino	6.3	1		Total People of Color	0	0
	Asian	0.0	0		Women	0	0
	Other	0.0	0	2004			
	Total People of Color	6.3	1	White	100	12	
	Women	0.0	0	African-American	0	0	
2012					Latino	0	0
	White	89.5	17		Asian	0	0
	African-American	0.0	0		Total People of Color	0	0
	Latino	10.5	2		Women	0	0
	Asian	0.0	0	2003			
	Other	0.0	0	<b>Data Not Recorded</b>			
	Total People of Color	10.5	2	2002			
	Women	0.0	0	White	91.7	11	
2011					African-American	0.0	0
	White	89.5	17		Latino	8.3	1
	African-American	0.0	0		Asian	0.0	0
	Latino	5.3	1		Total People of Color	8.3	1
	Asian	5.3	1		Women	0.0	0
	Total People of Color	10.5	2	2001			
	Women	0.0	0	White	91.7	11	
2010					African-American	0.0	0
	White	100	11		Latino	8.3	1
	African-American	0	0		Asian	0.0	0
	Latino	0	0		Total People of Color	8.3	1
	Asian	0	0		Women	0.0	0
	Total People of Color	0	0	2000			
	Women	0	0	White	100	12	
2009					African-American	0	0
	White	100	9		Latino	0	0
	African-American	0	0		Other	0	0
	Latino	0	0		Total People of Color	0	0
	Asian	0	0		Women	0	0
	Total People of Color	0	0	1999			
	Women	0	0	White	91.7	11	
2008					African-American	0.0	0
	White	91.7	11		Latino	8.3	1
	African-American	0.0	0		Asian	0.0	0
	Latino	8.3	1		Total People of Color	8.3	1
	Asian	0.0	0		Women	8.3	1
	Total People of Color	8.3	1				
	Women	0.0	0				

Table 7

Vice President					
	%	#		%	#
2015			2007		
White	93.6	73	White	96.7	29
African-American	1.3	1	African-American	0.0	0
Latino	2.6	2	Latino	3.3	1
Asian	2.6	2	Asian	0.0	0
Other	0.0	0	Other	0.0	0
Total People of Color	6.4	5	Total People of Color	3.3	1
Women	16.7	13	Women	6.7	2
2014			2006		
White	94.3	66	White	100	28
African-American	2.9	2	African-American	0	0
Latino	1.4	1	Latino	0	0
Asian	1.4	1	Asian	0	0
Other	0.0	0	Other	0	0
Total People of Color	5.7	4	Total People of Color	0	0
Women	14.3	10	Women	7.1	2
2013			2005		
White	91.8	67	White	100	24
African-American	4.1	3	African-American	0	0
Latino	2.7	2	Latino	0	0
Asian	1.4	1	Asian	0	0
Other	0.0	0	Other	0	0
Total People of Color	8.2	6	Total People of Color	0	0
Women	12.3	9	Women	8.3	2
2012			2004		
White	85.4	82	White	100	14
African-American	6.3	6	African-American	0	0
Latino	7.3	7	Latino	0	0
Asian	1.0	1	Asian	0	0
Other	0.0	0	Other	0	0
Total People of Color	14.6	14	Total People of Color	0	0
Women	12.5	12	Women	0	0
2011			2003		
White	90.8	59	<b>Data Not Recorded</b>		
African-American	0.0	0	2002		
Latino	7.7	5	White	91.3	21
Asian	1.5	1	African-American	8.7	2
Other	0.0	0	Latino	0.0	0
Total People of Color	9.2	6	Asian	0.0	0
Women	6.2	4	Other	0.0	0
2010			Total People of Color	8.7	2
White	98.0	48	Women	0.0	0
African-American	0.0	0	2001		
Latino	0.0	0	<b>Data Not Recorded</b>		
Asian	2.0	1	2000		
Other	0.0	0	White	77.8	14
Total People of Color	2.0	1	African-American	11.1	2
Women	12.2	6	Latino	11.1	2
2009			Asian	0.0	0
White	100	53	Other	0.0	0
African-American	0	0	Total People of Color	22.2	4
Latino	0	0	Women	0.0	0
Asian	0	0	1999		
Other	0	0	White	90.5	19
Total People of Color	0	0	African-American	4.8	1
Women	7.5	4	Latino	0.0	0
2008			Asian	4.8	1
White	95.2	40	Other	0.0	0
African-American	0.0	0	Total People of Color	9.5	2
Latino	4.8	2	Women	4.8	1
Asian	0.0	0			
Other	0.0	0			
Total People of Color	4.8	2			
Women	7.1	3			

Table 8

Team Senior Administration					
	%	#		%	#
2015			2008		
White	87.1	223	White	81.2	82
African-American	2.3	6	African-American	2.0	2
Latino	7.8	20	Latino	13.9	14
Asian	1.2	3	Asian	1.0	1
Other	1.6	4	Other	2.0	2
Total People of Color	12.9	33	Total People of Color	18.8	19
Women	19.1	49	Women	24.8	25
2014			2007		
White	87.9	189	White	79.6	74
African-American	1.4	3	African-American	2.2	2
Latino	7.9	17	Latino	16.1	15
Asian	1.9	4	Asian	0.0	0
Other	0.9	2	Other	2.2	2
Total People of Color	12.1	26	Total People of Color	20.4	19
Women	19.5	42	Women	20.4	19
2013			2006		
White	81.9	177	White	81.9	77
African-American	1.4	3	African-American	1.1	1
Latino	10.6	23	Latino	14.9	14
Asian	1.9	4	Asian	1.1	1
Other	4.2	9	Other	1.1	1
Total People of Color	18.1	39	Total People of Color	18.1	17
Women	20.4	44	Women	18.1	17
2012			2005		
White	80.6	195	White	85.7	54
African-American	3.3	8	African-American	0.0	0
Latino	13.2	32	Latino	12.7	8
Asian	2.5	6	Asian	1.6	1
Other	0.4	1	Other	0.0	0
Total People of Color	19.4	47	Total People of Color	14.3	9
Women	20.7	50	Women	20.6	13
2011			2004		
White	82.0	123	White	85.0	283
African-American	2.7	4	African-American	12.6	42
Latino	14.0	21	Latino	1.2	4
Asian	1.3	2	Asian	1.2	4
Other	0.0	0	Other	0.0	0
Total People of Color	18.0	27	Total People of Color	15.0	50
Women	20.7	31	Women	25.2	84
2010			2003		
White	80.7	96	<b>Data Not Recorded</b>		
African-American	1.7	2	2002		
Latino	17.6	21	<b>Data Not Recorded</b>		
Asian	0.0	0	2001		
Other	0.0	0	White	86.0	x
Total People of Color	19.3	23	African-American	3.0	x
Women	16.0	19	Latino	9.0	x
2009			Asian	1.0	x
White	79.5	89	Total People of Color	13.0	x
African-American	3.6	4	Women	24.0	x
Latino	14.3	16	2000		
Asian	1.8	2	White	80.0	x
Other	0.9	1	African-American	4.0	x
Total People of Color	20.5	23	Latino	14.0	x
Women	25.0	28	Asian	2.0	x
			Total People of Color	20.0	x
			Women	21.0	x

Table 9

Team Professional Administration					
	%	#		%	#
2015			2007		
White	83.7	656	White	67.5	131
African-American	4.7	37	African-American	3.6	7
Latino	8.4	66	Latino	26.3	51
Asian	1.5	12	Asian	1.5	3
Other	1.7	13	Other	1.0	2
Total People of Color	16.3	128	Total People of Color	32.5	63
Women	32.4	254	Women	27.3	53
2014			2006		
White	82.0	639	White	71.2	178
African-American	4.1	32	African-American	4.0	10
Latino	10.0	78	Latino	22.4	56
Asian	2.3	18	Asian	1.2	3
Other	1.5	12	Other	1.2	3
Total People of Color	18.0	140	Total People of Color	28.8	72
Women	25.0	195	Women	26.8	67
2013			2005		
White	76.4	346	White	66.0	76
African-American	3.1	14	African-American	4.0	5
Latino	14.6	66	Latino	30.0	34
Asian	4.4	20	Asian	0.0	0
Other	1.5	7	Other	0.0	0
Total People of Color	23.6	107	Total People of Color	34.0	39
Women	35.3	160	Women	28.0	32
2012			2004		
White	75.6	326	White	90.0	75
African-American	2.8	12	African-American	1.0	1
Latino	18.3	79	Latino	5.0	4
Asian	2.3	10	Asian	2.0	2
Other	0.9	4	Other	1.0	1
Total People of Color	24.4	105	Total People of Color	9.0	8
Women	31.1	134	Women	42.0	35
2011			2003		
White	71.2	163	<b>Data Not Recorded</b>		
African-American	3.1	7	2002		
Latino	23.6	54	White	77.0	x
Asian	1.3	3	African-American	3.0	x
Other	0.9	2	Latino	17.0	x
Total People of Color	28.8	66	Asian	2.0	x
Women	27.5	63	Other	1.0	x
2010			Total People of Color	23.0	x
White	69.5	139	Women	22.0	2
African-American	4.0	8	2001		
Latino	22.0	44	<b>Data Not Recorded</b>		
Asian	3.5	7	2000		
Other	1.0	2	White	81.0	x
Total People of Color	30.5	61	African-American	7.0	x
Women	29.0	58	Latino	9.0	x
2009			Asian	2.0	x
White	69.4	168	Total People of Color	18.0	x
African-American	4.1	10	Women	32.0	x
Latino	23.1	56	1999		
Asian	2.9	7	White	74.0	x
Other	0.4	1	African-American	7.0	x
Total People of Color	30.6	74	Latino	17.0	x
Women	28.1	68	Asian	2.0	x
2008			Total People of Color	26.0	x
White	73.6	173	Women	15.0	x
African-American	3.4	8	1998		
Latino	22.1	52	White	78.0	x
Asian	0.4	1	African-American	4.0	x
Other	0.4	1	Latino	18.0	x
Total People of Color	26.4	62	Asian	0.0	x
Women	22.1	52			

Table 10



Physicians							
			%	#			
2015	White	87.0	100	2007	White	88.9	8
	African-American	2.6	3		African-American	0.0	0
	Latino	6.1	7		Latino	11.1	1
	Asian	2.6	3		Asian	0.0	0
	Other	1.7	2		Other	0.0	0
	Total People of Color	13.0	15		Total People of Color	11.1	1
	Women	11.3	13		Women	0.0	0
2014	White	90.0	27	2006	White	66.7	6
	African-American	3.3	1		African-American	0.0	0
	Latino	3.3	1		Latino	22.2	2
	Asian	3.3	1		Asian	0.0	0
	Other	0.0	0		Other	11.1	1
	Total People of Color	10.0	3		Total People of Color	33.3	3
	Women	3.3	1		Women	0.0	0
2013	White	84.6	22	2005	White	81.8	9
	African-American	3.8	1		African-American	0.0	0
	Latino	3.8	1		Latino	9.1	1
	Asian	7.7	2		Asian	9.1	1
	Other	0.0	0		Other	0.0	0
	Total People of Color	15.4	4		Total People of Color	18.2	2
	Women	0.0	0		Women	0.0	0
2012	White	84.8	39	2004	White	85.7	12
	African-American	4.3	2		African-American	0.0	0
	Latino	2.2	1		Latino	7.1	1
	Asian	8.7	4		Asian	7.1	1
	Other	0.0	0		Other	0.0	0
	Total People of Color	15.2	7		Total People of Color	14.3	2
	Women	2.2	1		Women	0.0	0
2011	White	89.5	17	2003	<b>Data Not Recorded</b>		
	African-American	0.0	0	2002	White	66.7	6
	Latino	5.3	1		African-American	0.0	0
	Asian	5.3	1		Latino	22.2	2
	Other	0.0	0		Asian	0.0	0
	Total People of Color	10.5	2		Other	11.1	1
	Women	15.8	3		Total People of Color	33.3	3
2010	White	71.4	10		Women	11.1	1
	African-American	0.0	0	2001	<b>Data Not Recorded</b>		
	Latino	21.4	3	2000	White	100	10
	Asian	7.1	1		African-American	0	0
	Other	0.0	0		Latino	0	0
	Total People of Color	28.6	4		Asian	0	0
	Women	0.0	0		Total People of Color	0	0
2009	White	77.8	7		Women	0	0
	African-American	0.0	0	1999	White	78.6	11
	Latino	11.1	1		African-American	0.0	0
	Asian	11.1	1		Latino	0.0	0
	Other	0.0	0		Asian	21.4	3
	Total People of Color	22.2	2		Total People of Color	21.4	3
	Women	0.0	0		Women	0.0	0
2008	White	83.3	5				
	African-American	0.0	0				
	Latino	16.7	1				
	Asian	0.0	0				
	Other	0.0	0				
	Total People of Color	16.7	1				
	Women	0.0	0				

Table 11

Head Athletic Trainers							
			%	#			
2015					2007		
	White	78.6	11		White	92.3	12
	African-American	7.1	1		African-American	0.0	0
	Latino	7.1	1		Latino	7.7	1
	Asian	7.1	1		Asian	0.0	0
	Other	0.0	0		Other	0.0	0
	Total People of Color	21.4	3		Total People of Color	7.7	1
	Women	0.0	0		Women	0.0	0
2014					2006		
	White	87.5	14		White	91.7	11
	African-American	0.0	0		African-American	0.0	0
	Latino	6.3	1		Latino	8.3	1
	Asian	6.3	1		Asian	0.0	0
	Other	0.0	0		Other	0.0	0
	Total People of Color	12.5	2		Total People of Color	8.3	1
	Women	0.0	0		Women	8.3	1
2013					2005		
	White	88.0	22		White	75.0	12
	African-American	0.0	0		African-American	0.0	0
	Latino	8.0	2		Latino	18.8	3
	Asian	4.0	1		Asian	6.3	1
	Other	0.0	0		Other	0.0	0
	Total People of Color	12.0	3		Total People of Color	25.0	4
	Women	0.0	0		Women	0.0	0
2012					2004		
	White	93.8	30		White	58.3	7
	African-American	0.0	0		African-American	41.7	5
	Latino	6.3	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	6.3	2		Total People of Color	41.7	5
	Women	0.0	0		Women	0.0	0
2011					2003		
	White	90.9	20		<b>Data Not Recorded</b>		
	African-American	0.0	0		2002		
	Latino	9.1	2		White	100	10
	Asian	#REF!	#REF!		African-American	0	0
	Other	0.0	0		Latino	0	0
	Total People of Color	9.1	2		Asian	0	0
	Women	0.0	0		Other	0	0
2010					Total People of Color	0	0
	White	90.5	19		Women	0	0
	African-American	0.0	0		2001		
	Latino	9.5	2		<b>Data Not Recorded</b>		
	Asian	0.0	0		2000		
	Other	0.0	0		White	96.2	25
	Total People of Color	9.5	2		African-American	0.0	0
	Women	0.0	0		Latino	3.8	1
2009					Asian	0.0	0
	White	75.0	15		Total People of Color	3.8	1
	African-American	0.0	0		Women	7.7	2
	Latino	25.0	5		1999		
	Asian	0.0	0		White	91.7	11
	Other	0.0	0		African-American	0.0	0
	Total People of Color	25.0	5		Latino	8.3	1
	Women	0.0	0		Asian	0.0	0
2008					Total People of Color	8.3	1
	White	83.3	10		Women	16.7	2
	African-American	8.3	1				
	Latino	8.3	1				
	Asian	0.0	0				
	Other	0.0	0				
	Total People of Color	16.7	2				
	Women	0.0	0				

Table 12

<b>Radio and TV Announcers</b>			
	<b>%</b>		<b>%</b>
2015		2009	
White	80.1	White	76.2
African-American	2.0	African-American	0.0
Latino	17.9	Latino	23.8
Asian	0.0	Asian	0.0
Other	0.0	Other	0.0
Total People of Color	19.9	Total People of Color	23.8
Women	18.3	Women	9.5
2014		2008	
White	82.4	White	54.8
African-American	0.0	African-American	2.4
Latino	17.6	Latino	42.9
Asian	0.0	Asian	0.0
Other	0.0	Other	0.0
Total People of Color	17.6	Total People of Color	45.3
Women	17.6	Women	2.4
2013		2007	
White	81.3	White	46.4
African-American	2.2	African-American	7.1
Latino	16.5	Latino	46.4
Asian	0.0	Asian	0.0
Other	0.0	Other	0.0
Total People of Color	18.7	Total People of Color	53.5
Women	6.6	Women	3.6
2012		2006	
White	69.0	White	45.0
African-American	2.0	African-American	9.0
Latino	29.0	Latino	45.0
Asian	0.0	Asian	0.0
Other	0.0	Other	0.0
Total People of Color	31.0	Total People of Color	45.0
Women	4.0	Women	0.0
2011		2005	
White	60.5	White	64.0
African-American	2.3	African-American	9.0
Latino	37.2	Latino	27.0
Asian	0.0	Asian	0.0
Other	0.0	Other	0.0
Total People of Color	39.5	Total People of Color	36.0
Women	2.3	Women	0.0
2010		2004	
White	69.2	White	47.0
African-American	0.0	African-American	2.0
Latino	30.8	Latino	44.0
Asian	0.0	Asian	4.0
Other	0.0	Other	2.0
Total People of Color	30.8	Total People of Color	52.0
Women	7.7	Women	4.0

Table 13

## APPENDIX II

### MAJOR LEAGUE SOCCER DIVERSITY INITIATIVES

#### MLS League Office

One of the strategies MLS utilizes to increase opportunities for women and people of color are its internship programs. For the 2015 internship program, MLS recruited women or people of color into 19 of their 29 available positions.

#### Diversity Education

In early 2015, MLS conducted sexual harassment and diversity awareness training for all 20 clubs and the League Office.

#### MLS Diversity Programs

##### **Sueño MLS**

Sueño MLS completed its ninth year in 2015 as Major League Soccer's televised search for the best undiscovered amateur soccer talent in the nation. The drama of the competition is captured in reality format on Univision's *Republica Deportiva*, the highest rated Spanish-language sports show in the U.S. Past winners include Portland Timbers midfielder Jorge Villafaña and C.F. Monterrey striker Rogelio Funes Mori.

##### **MLS WORKS**

MLS WORKS is Major League Soccer's community outreach initiative dedicated to addressing important social issues and serves as a platform for both League and club philanthropic programs. MLS WORKS seeks to establish Major League Soccer as a leader for improving the lives of people through sport.

##### **Don't Cross the Line**

Major League Soccer is committed to supporting the communities where we live and play our games, and to providing an environment in which our staff, clubs, players, partners and supporters are treated with dignity and respect. We will not tolerate discrimination, bias, prejudice or harassment of any kind.

Don't Cross the Line promotes unity, respect, fair play, equality and acceptance throughout the soccer community. As part of the Don't Cross the Line campaign, MLS WORKS partners with various organizations dedicated to providing opportunities for equality and acceptance. Featured organizations include:

- **You Can Play**

You Can Play is dedicated to ensuring equality, respect and safety for all athletes, without regard to sexual orientation or gender identity. You Can Play works to guarantee that athletes are given a fair opportunity to compete, judged by other athletes and fans alike, only by what they contribute to the sport or their team's success.

- **Special Olympics**

Special Olympics is an international organization that changes lives through the power of sport by encouraging and empowering people with intellectual disabilities, promoting acceptance for all, and fostering communities of understanding and respect worldwide.

- **Jed Foundation/Love is Louder Campaign**

The Love is Louder movement works online, through the media and in communities to strengthen emotional health for college-aged students by building resiliency, creating connectedness, promoting acceptance and empowering others to support their peers. The movement addresses issues like bullying, negative self-image, discrimination, loneliness and depression.

- **Every Save Makes A Difference**

MLS WORKS has partnered with Univision and Allstate to donate soccer equipment to underserved children in local Hispanic communities. Based on quantity of saves made by MLS goalkeepers during Friday night Univision broadcasts, soccer equipment is delivered to the community organizations by MLS players and coaches. Children will receive a clinic and players speak to the importance of living a healthy, active lifestyle.

### **America SCORES**

America SCORES is a national non-profit organization dedicated to developing programs that use soccer to energize and inspire public school students. MLS WORKS and MLS Clubs support America SCORES to promote the importance of education, service learning and physical activity through soccer-related resources focused in urban communities.

### **FC Harlem**

MLS WORKS supports FC Harlem, a youth development organization making a positive impact on the lives of young people, and helped raise funds to build a field and implement community-based soccer and leadership programming for at-risk youth.

### **Mini-Pitch Initiative**

MLS WORKS has partnered with the U.S. Soccer Foundation, adidas and Southern New Hampshire University to build mini-pitches in MLS markets. Each mini-pitch will offer children in underserved communities a safe place to play and Soccer for Success free after-school programming that uses soccer as a tool to address health issues and juvenile delinquency.

### **Street Soccer USA**

Street Soccer USA's mission is to use soccer as a tool for social change, aiming to get homeless men, women and children off the streets. Street Soccer USA provides clinical services, sports programming, education and job opportunities for the under and least served members of the population.

**WISE**

The WISE (Women in Sports and Events) mission is to create and support programs that enhance the success and growth of women in the sports and events industries. The organization strives to be the definitive source for businesswomen seeking information about issues, challenges and opportunities impacting all stages of their career – from entry level to senior management and those in transition.

**Cristo Ray Program**

The MLS League Office partners with the New York City Cristo Ray High School Program. The Cristo Ray Program is a public-private collaboration to connect young people with strong work skills to private sector jobs. Cristo Ray introduces private sector employees to young talent from the outstanding Cristo Ray High School of New York City, and sets youth on a course of achievement and self-sufficiency.

**Ladders for Leaders**

NYC Ladders for Leaders launched by Mayor Michael R. Bloomberg in 2006, was created to expose motivated high school and college students to professional career opportunities while providing them with the resources they need to achieve and complete a college education. Permanent residents of New York City between the ages of 16-21 who are currently high school juniors or seniors or college freshman or sophomores are eligible for the program.

**Recruiting Female Athletes Committee**

During 2015, the Recruiting Female Athletes Committee continued to focus on recruiting female candidates for positions within the League Office. The Committee consists of female employees of all levels who have an interest in trying to recruit other females to the League Office.

**Game Changers**

Hosted by Street & Smith's SportsBusiness Journal / SportsBusiness Daily, the Game Changers Conference is a one-day annual event that focuses on the multiple ways in which women intersect with sports. It provides women in sports an opportunity to hear from and network with many of the industry's most senior executives.

**Diversity and Inclusion Sports Consortium**

MLS is a participant in the Diversity and Inclusion Sports Consortium made up of members from the major sports leagues. The consortium members confer regularly to share diversity and inclusion best practices. To recognize, celebrate and encourage diversification in the world of sport, there is a Sports Diversity & Inclusion Symposium held each year. The symposium provides a forum to discuss, evaluate and create tangible solutions to drive greater diversity and inclusion in today's sports culture.

**Leadership Development Program**

The Leadership Development Program at the League Office provides leadership coaching and workshops to rising top talent to enhance their leadership skills. There is a focus to ensure that women as well as a diverse demographic are represented in each cohort.