



## The 2017 Racial and Gender Report Card: Major League Baseball

by Dr. Richard Lapchick  
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### EXECUTIVE SUMMARY

**Orlando, FL – April 18, 2017** The 2017 Major League Baseball Racial and Gender Report Card (RGRC) was released today and showed decreases in both racial and gender hiring practices. Major League Baseball had a **B** on the issue of racial hiring practices, a **C** for gender hiring practices, and an overall grade of **C+** in the 2017 MLB Racial and Gender Report Card (MLB RGRC). The report was released in conjunction with the 70<sup>th</sup> anniversary of Jackie Robinson breaking MLB's color barrier.

MLB reached a score of 82 for racial hiring practices, down from 90.5 in 2016. MLB's grade for gender hiring practices was 70 points, down from 74.3 in 2016. Finally, MLB achieved a combined grade of a C+ with 76 points, which is down from the 82.4 score as in the 2016 report. The decreases were, in part, a result of a new grading scale that better represented America's changing demographics.

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, "In the years after Jackie Robinson broke the color barrier in 1947, his vision was to see diverse players on the field reflecting diverse coaches and those in the front office. The 2017 Major League Baseball Racial and Gender Report Card shows there is still a long way to go to achieve those goals."

Commissioner Rob Manfred's League Office maintained the good grade achieved in 2016 for racial hiring practices as it received an **A-** for hiring people of color. However, it dropped to a **C-** for gender hiring practices. People of color comprise 28.1 percent of the Central Office professional staff. Women comprise 29.3 percent of the total Central Office professional employees. Fifteen executives (Vice President or higher) who work at the Commissioner's Office, MLB Advanced Media and the MLB Network are persons of color. 20 female employees hold executive positions in central baseball.

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~MAKING WAVES OF CHANGE~

The team levels remain far behind the League Office. Of the six grades for race at the team level, the only **A** grade was for coaches. The teams received a **B+** for Senior Administration and Professional Administration. They received an **F** for the key position of manager with only three managers of color and a **C** for general manager with four people of color, both below their all-time highs.

In terms of gender, senior team administration received a **D+** while professional administration received a **C-**. “The team front offices need to have more open hiring practices so they will look more like the residents of their community and of America,” Lapchick said.

Lapchick continued, “Although the total percentage of players of color has reached an all-time high at 42.5 percent, there has been a concern in Major League Baseball about the relatively small and declining percentage of African-American players which dropped to 7.7 percent on Opening Day 2017, the lowest in the years TIDES has been tracking this. In 1991, 18 percent of all players were African-American and 14 percent were Latino, a notable difference in comparison to the current demographics of MLB rosters. At the same time, on the first day of the 2016 First Year Player Draft, African-American players constituted a promising shift 17 of the 75 selections (22.7%). Over the last five years (2012-16), the first round has featured 34 African-American players out of 168 total selections (20.2%). But increasing the percentage of African-American players overall will continue to be a very slow.

“The dearth of managers of color in MLB has been a growing concern in the past few years. The 2017 Major League Baseball season began with only three managers of color, seven below the high of 10 managers of color reached in both 2002 and 2009. The position of general manager has been another area of concern. In 2017 there were four people of color serving as general managers. MLB had the largest number of GMs of color in 2009 and 2010 when there were five people of color.”

Lapchick added, “Major League Baseball has some of the most important diversity initiatives in sport under Commissioner Manfred.” Those initiatives are elaborated on in the Report Card Highlights. The programs include the Diverse Business Partners Program, led by Corey Smith, Senior Director, Supplier Diversity for DBP, which is one of the most successful diverse business initiatives in all of sport; the Diversity Pipeline Program, led by Renee E. Tirado, Vice President of Talent and Diversity & Inclusion, Tyrone Brooks, Senior Director of MLB’s Front Office & Field Staff; a major program on inclusion particularly with respect to an individual’s sexual orientation headed up by Billy Bean, Vice President and Special Assistant to the Commissioner.; a significant program for Inclusion for persons with disabilities led by Curtis Pride, MLB’s Ambassador for Inclusion for persons with disabilities; programs to get more youth from inner cities into the game led by Tony Reagins, Senior Vice President of Youth Programs; and multiple initiatives to engage more women in baseball on and off the field.

All data was collected by the MLB Central Office and transmitted 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 being done by MLB. Using data from the 2016 season, TIDES 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 April 1, 2017. The MLB player demographics for the 2017 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 expansion of diversity and inclusion in front office and college athletics department positions.

It should be made clear that TIDES has officially changed the grading scale for the first time in the nearly 20 years of the Report Card because of America's changing demographics. Please note the changes in the section at the end of the report for "How Grades Are Calculated." The result is that the 2017 grades for the 2017 Major League Baseball Racial and Gender Report have been calculated at a higher standard than in previous reports. The increase was actually only a partial increase from our previous standards to current census data and in the coming years we will increase the requirements to fully reflect census data.

## REPORT HIGHLIGHTS

### Players

#### 25-Man Major League rosters

- On 2017 Opening Day *active* (non-DL) rosters, the percentage of Major Leaguers who are black, African-American or African-Canadian is 7.73%.
  - The difference between this percentage and that of 2015 & 2016 (8.27%) is four players.
    - There are several American-American/Canadian players currently on the DL who reportedly would have made the opening day roster but for their injuries. They include Ian Desmond, David Price, Tyson Ross and Dalton Pompey.
  - 66% of these players are 30 years or younger.
    - This is a +1% increase from 2015
    - Average age is 28
- Combining the percentage of black players (7.73%) and Latino, Asian and other diverse players (34.6%), the game has reached unprecedented levels of diversity (42.33%) on non-DL active Opening Day rosters.

### **First-Year Player Draft results**

#### **There were some promising signs for a future increase in African-American players in MLB.**

- MLB Draft results – Over the last five years (2012-16), the first round has featured 34 African-American players out of 168 total selections (20.2%).
  - In 2016: 10 of the top 41 selections (24.4%) and 17 of the first night's 77 selections (22.1%) were African-American or Latino.
  - The first round of the 2015 MLB Draft featured the selection of nine African-American players (25%, 9-of-36). On a percentage basis, this represents the most African-American players in the first round since 1992, eclipsing the recent high of 22.6% (7-of-31) in 2012.
    - In the 2015 First Year Player Draft, Dillon Tate, who is an alumnus of the MLB Youth Academy in Compton, the RBI Program and the Breakthrough Series, was selected #4 overall by the Texas Rangers.
    - In the 2016 First Year Player Draft, Corey Ray, also an alumnus of the RBI program and Breakthrough Series, was selected #5 overall by the Milwaukee Brewers.
- On the first day of the 2016 First Year Player Draft, African-American players constituted 17 of the 75 selections (22.7%).
- 20 African-American players were selected in the first rounds of the 2012, 2013 and 2014 First-Year Player Drafts, and the selection of seven in 2012 was the most by total and percentage (7-of-31, 22.6%) since 1992.

### **International Players**

2017 MLB opening day rosters included a record 259 players born outside the U.S., constituting 34.5% of the league.

### **MLB Central Office Highlights**

Among MLB league employees holding professional positions, 12.1 percent are African-American, 10.2 percent are Latino, 4.3 percent are Asian, and 1.6 percent are classified as Two or More Races. Thus, people of color comprise 28.1 percent of the Central Office professional staff down from 28.9 percent in 2016. Women comprise 29.3 percent of the total front-office professional employees up from 28.9 in 2016.

At the senior executive level, 15.9 percent of the 63 employees were people of color down from 18.3 in 2016, while women occupied 20.6 percent of the positions, down from 23.3 percent in 2016. At the director and managerial level, 35.1 percent of the 114 employees were people of color up from 29.6 percent, while women occupied 26.3 percent of the posts compared to 26.4 percent in 2016.

**Diverse Leadership Promotions at MLB's Office of the Commissioner**

- Renée Tirado to Vice President of Talent Acquisition and Diversity & Inclusion
- Billy Bean to Vice President & Special Assistant to the Commissioner
- Melanie LeGrande to Vice President of Social Responsibility
- Christopher Park to Executive Vice President, Global Marketing & Partnerships

**Key Diversity Initiatives by MLB**

- The Diverse Business Partners program is considered the leading, economically driven business initiative designed to cultivate new and existing partnerships with minority-owned and female-owned businesses by increasing opportunities for them to participate in the procurement activities of MLB. MLB has reportedly spent more than \$1 billion with diverse businesses since the program was created.”
- The Diversity Pipeline Program (DPP), led by Renee Tirado, Vice President of Talent and Diversity and Inclusion and Tyrone Brooks, Senior Director of MLB's Front Office and Field Staff DPP, and overseen by a committee of Club officials, seeks to identify, develop and grow the pool of qualified minority and female candidates for on-field and baseball operations positions throughout the industry. Each MLB Club under the program is required to provide a plan for increasing the diversity of its staff, including a hiring plan and a plan for developing existing diverse employees to assume higher positions at Clubs.
- Billy Bean, Vice President and Special Assistant to the Commissioner, has addressed the players and staff on virtually every MLB Club regarding the importance of inclusion, particularly with respect to an individual's sexual orientation.
- Curtis Pride, a hearing-impaired former player, was named by the Commissioner as MLB's Ambassador for Inclusion for persons with disabilities. Curtis speaks to youth groups and MLB Clubs on tolerance and inclusion for athletes and fans with disabilities.
- Tony Reagins, Senior Vice President of Youth Programs, oversees all of MLB's youth programs, including increasing the participation of diverse youth in organized baseball. As a result, 140 African-American Breakthrough Series participants have been selected in the MLB draft, including nearly 40 in 2015 and 2016 combined — the most ever in a two-year span. 2016 saw over 175,000 children ages 5-18 participating in youth baseball and softball opportunities across nearly 200 Reviving Baseball in Inner Cities (RBI) leagues throughout the United States, Latin America and the Caribbean.
- MLB activated several efforts in 2016 to engage women in the workforce and on the field. In June 2016, the League announced a partnership with USA Softball in connection with a special “PLAY BALL” activation at the Women's College World Series in Oklahoma City, OK. Also in June, MLB and USA Softball co-hosted the first softball variation of MLB's “Breakthrough Series” scouting showcase and amateur development camps.

Players from softball programs within RBI Programs and MLB Youth Academies from around the country participated and demonstrated their abilities in front of a number of collegiate softball recruiters. In December, MLB hosted a networking reception for women attending Baseball's Winter Meetings in National Harbor, MD. MLB is expanding its efforts to engage women and encourage their participation on the field.

### **Managers**

The 2017 Major League Baseball season began with three managers of color (10 percent). The managers of color are:

- Dave Roberts, Los Angeles Dodgers (2 or more races)
- Dusty Baker, Washington Nationals (African-American)
- Rick Renteria, Chicago White Sox (Latino)

### **President of Baseball Operations/General Managers**

At the start of the 2017 MLB Season, four diverse individuals held the position of president of baseball operations or general manager of MLB Clubs. Those individuals are:

- Michael Hill, President of Baseball Operations, Miami Marlins (African American).
- Kenny Williams holds the position of Executive Vice President, Baseball Operations for the White Sox, and is the Club's top baseball operations official (African American).
- Farhan Zaidi, General Manager of the Los Angeles Dodgers (Asian). Zaidi is the first Muslim General Manager of any American pro sports franchise.
- Al Avila, Executive Vice President, Baseball Operations/General Manager, Detroit Tigers (Latino)

### **Women On-Field**

There were two women who had coaching roles in 2017 including Rachel Balkovec, Latin American Strength & Conditional Coordinator, Houston Astros and Ceci Clark, Performance Coach, Cleveland Indians.

**There are a total of seven women holding on-field operations roles in the job category of Instructors, Scouts and Trainers in 2017. They are listed under Professional positions on the teams.**

### **Women Team Vice Presidents**

In the 2016 MLB season, 26 MLB franchises had at least one or more woman serving in a senior vice president or vice president role. The Boston Red Sox led the league with ten women in Senior Vice President and Vice President positions. The Washington Nationals had seven women followed by the San Francisco Giants, New York Yankees, and Texas Rangers all with six women. The Houston Astros had a total of five women in Senior Vice President and Vice President roles.

### **Team Senior Administration**

- For the 2016 season, 19.6 percent of the senior team administrators were people of color compared to 19.3 percent in 2015.

- Women held 27 percent of team senior administration positions in 2016, down from 27.5 in 2015.

### **Team Professional Administration**

- In 2016, 21.9 percent of team professional positions were held by people of color, down from 22.5 percent in 2015.
- Women held 28.1 percent of team professional administration in 2016, up from 27 percent in 2015.

### **OVERALL GRADES**

Major League Baseball had a **B** grade on the issue of racial hiring practices, a **C** for gender hiring practices, and an overall grade of **C+** in the 2017 MLB Racial and Gender Report Card (MLB RGRC).

MLB received a score of 82 for racial hiring practices, down from 90.5 in the 2016 MLB RGRC. MLB's grade for gender hiring practices dropped to 70 points from 74.3 in the 2016 MLB RGRC. Finally, MLB again achieved a combined grade of a **C+** with 76 points, which is down from the 82.4 score as in the 2016 report.

MLB received an A or A+ for race in the following categories: Coaches, players and diversity initiatives. Also, it received an A- for MLB Central Office, a B+ for both team professional administration and team senior administration, and a C for general manager. The key position of manager received an F.

MLB's grades for gender are as follows: a C- for MLB Central Offices and for team professional administration, and a D+ for team senior administration.

### **GRADES BY CATEGORY**

#### **Players**

##### **Opening Day rosters**

- The number of African American players on opening day Major League rosters remained essentially the same in 2017 as 2016.
- The percentage of Latino players increased from 28.5 percent in 2016 to 31.9 percent on 2017 opening day rosters.
- The percentage of Asian players increased from 1.7 percent in 2016 to 1.9 percent in 2017.
- The percentage of white players decreased from 59.07 percent in 2016 to 57.5 percent in 2017.
- All-Time record-high of 29.8% of player born outside of the U.S. spanning a record 19 Countries and Territories. This was an increase of 2.3 percent from 2016.

\*Note: The 259 players born outside the U.S. (29.8 percent) come from the pool of 868 players (749 active 25-man roster players and 119 disabled, suspended or restricted Major League players) on April 2nd rosters and represent a record-high 19 countries and territories outside the U.S.

### **First-Year Player Draft results**

MLB Draft results – Over the last five years (2012-16), the first round has featured 34 African-American players out of 168 total selections (20.2%).

- In 2016: 10 of the top 41 selections (24.4%) and 17 of the first night's 77 selections (22.1%) were African-American or Latino.
- The first round of the 2015 MLB Draft featured the selection of nine African-American players (25%, 9-of-36). On a percentage basis, this represents the most African-American players in the first round since 1992, eclipsing the recent high of 22.6% (7-of-31) in 2012.
- 20 African-American players were selected in the first rounds of the 2012, 2013 and 2014 First-Year Player Drafts, and the selection of seven in 2012 was the most by total and percentage (7-of-31, 22.6%) since 1992.

**Grade for Players      A+      (42.5%)**

See Table 1.

### **Major League Central Office**

According to Major League Baseball, of the front-office professional employees, 12.1 percent are African American, 10.2 percent are Latino, 4.3 percent are Asian, and 1.6 percent are classified as Two or More Races compared to 10.3, 11.8, 4.6, and 2.3, respectively in 2016. Thus, people of color comprise 28.1 percent of the Central Office professional staff, down from 28.9 percent.

Women make up 29.3 percent of the total front-office professional employees, an increase from 28.9 percent in 2016.

At the senior executive level, 15.9 percent of the 63 employees were people of color down 2.4 percent from 2016, while women occupied 20.6 percent of the positions, down 2.7 percent from 2016. At the director and managerial level, 35.1 percent of the 114 employees were people of color up 5.5 percent from 2016, while women occupied 26.3 percent of the posts compared to 26.4 percent in 2016.

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

- Steven Gonzalez, Senior Vice President and Deputy General Counsel, Labor Relations & Human Resources, MLB Central Office
- Kimberly Ng, Senior Vice President, Baseball Operations, MLB Central Office
- Christopher Park, Executive Vice President, Global Marketing & Partnerships, MLB Central Office



- Jorge Perez-Diaz, Senior Vice President and Special Counsel, MLB Central Office
- Tony Reagins, Senior Vice President, Youth Programs, MLB Central Office
- Peter Woodfork, Senior Vice President, Baseball Operations, MLB Central Office

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

- Mary Beck, Senior Vice President, The Network, MLB Central Office
- Jennifer Flynn, Senior Vice President, Business Development-Licensing, MLB Advanced Media
- Marla Goldberg, Senior Vice President, Events, MLB Central Office
- Kimberly Hausmann, Senior Vice President and Controller, MLB Advanced Media
- Leslie Knickerbocker, Senior Vice President, HR and Special Projects, MLB Advanced Media
- Bernadette McDonald, Senior Vice President, Broadcasting Domestic, MLB Central Office
- Kimberly Ng, Senior Vice President, Baseball Operations, MLB Central Office
- Susan Stone, Senior Vice President, Operations and Engineering, MLB Network
- Kathleen Torres, Executive Vice President, Finance, MLB Central Office
- Lara Pitaro Wisch, Senior Vice President, General Counsel, MLB Advanced Media

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

- Thomas Brasuell, Vice President, Community Affairs, MLB Central Office
- Christopher Brumm, Vice President, Legal, MLB Central Office
- David James, Vice President, Youth Programs, MLB Central Office
- Melanie LeGrande, Vice President of Social Responsibility, MLB Central Office
- Darrell Miller, Vice President, Youth & Facility Development, MLB Central Office
- Kushal Patel, Vice President Network Infrastructure, Technology Network Infrastructure, MLB Advanced Media
- Carlton Thompson, Vice President Executive Editor, Content Operations, MLB Advanced Media
- Renée Tirado, Vice President Talent Acquisition and Diversity & Inclusion, MLB Central Office
- Roger Williams, Vice President, Multimedia Operations, MLB Advanced Media

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

- Heather Benz, Vice President, Ticketing, MLB Advanced Media
- Courtney Coppotelli, Vice President, Client Services, Sponsorship Account Services, MLB Advanced Media
- Diane Cuddy, Vice President, Human Resources, MLB Central Office
- Tanya Fickenscher, Vice President & Deputy General Counsel, MLB Central Office
- Donna Hoder, Vice President, Office Operations, MLB Central Office
- Melanie LeGrande, Vice President, Social Responsibility, MLB Central Office
- Ellen Miller-Wachtel, Vice President & Deputy General Counsel, MLB Central Office
- Anne Occi, Vice President Design Services, Creative Services, MLB Central Office
- Jennifer Shaw, Vice President, Integrated Marketing, MLB Advanced Media

- Renee Tirado, Vice President, Talent Acquisition and Diversity & Inclusion, MLB Central Office

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

<b>Race</b>	<b>A-</b>	<b>(28.1%)</b>
<b>Gender</b>	<b>C-</b>	<b>(29.3%)</b>

See Table 2.

#### **Ownership**

Arturo Moreno, who owns the Los Angeles Angels, is the only Latino majority owner in professional sport. He is the only person of color who owns and MLB team. Several women serve as principal owners.

See Table 3.

#### **Managers**

The 2017 Major League Baseball season began with three managers of color.

The three managers of color (10 percent) at the start of the 2017 season were:

- Dave Roberts, Los Angeles Dodgers (2 or More Races)
- Dusty Baker, Washington Nationals (African-American)
- Rick Renteria, Chicago White Sox (Latino)

In 2016, managers of color (10 percent) were:

- Dave Roberts, Los Angeles Dodgers (2 or More Races)
- Dusty Baker, Washington Nationals (African-American)
- Fredi Gonzales, Atlanta Braves (Hispanic)

#### **MLB Grade for Managers:**

<b>Race</b>	<b>F</b>	<b>(10%)</b>
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See Tables 4 and 5.

#### **Coaches**

For the 2016 season, people of color held 44.3 percent of the coaching positions for all MLB teams. This number is a 6.1 percent increase from 2015. This is an all-time high since it was first recorded in the 1993 RGRC.

African-Americans held approximately 8.8 percent of coaching positions, a decrease of 1.8 percentage points from 2015. Latinos held 33.5 percent, an increase of 8.4 percentage points from 25.1 percent in 2015, and all other races occupied 1.9 percent, a decrease of 0.6 percentage points.

**MLB Grade for Coaches:**

<b>Race</b>	<b>A+</b>	<b>(44.3%)</b>
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See Table 6.

**Women On-Field**

**There were two women who had coaching roles in 2016.**

**Coaches**

- Rachel Balkovec, Latin American Strength & Conditioning Coordinator, Houston Astros
- Ceci Clark, Performance Coach, Cleveland Indians

There are a total of seven women holding on-field operations roles in the job category of Instructors, Scouts and Trainers in 2017. They are listed under Professional Administration.

**Top Management**

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

**Chief Executive Officers/Presidents of Baseball Operations**

There were no women or people of color in MLB who served as CEO or team president. This was the same in 2016.

See Table 7.

**President of Baseball Operations/General Managers**

**As the start of the 2017 MLB Season, the president of baseball operations and general managers of color were:**

- Michael Hill, President of Baseball Operations, Miami Marlins (African American)
- Kenny Williams holds the position of Executive Vice President, Baseball Operations for the White Sox, and is the Club's top baseball operations official (African American).
- Farhan Zaidi, General Manager of the Los Angeles Dodgers (Asian). Zaidi is the first Muslim General Manager of any American pro sports franchise.
- Al Avila, Executive Vice President, Baseball Operations/General Manager, Detroit Tigers (Latino)

In 2016, the following people of color held these positions:

- Michael Hill, President of Baseball Operations, Miami Marlins (African American)
- Dave Stewart, General Manager of the Arizona Diamondbacks (African American)
- Jeffrey Luhnow, General Manager, Houston Astros (Latino)
- Farhan Zaidi, General Manager of the Los Angeles Dodgers (Asian). Zaidi is the first Muslim General Manager of any American pro sports franchise.

**MLB Grade for President of Baseball Operations/General Manager:****Race C- (13.3%)**

See Table 8.

**Team Vice Presidents**

In the 2016 season, the percentage of people of color holding team vice president positions was 11.7 percent. The percentage of women in these same positions was 16.3%. This compared to 2015 when, the percentage of people of color holding team vice president positions was 13.9 percent. The percentage of women in these same positions was 17.8%.

The 2016 total of 59 people of color who were team vice-presidents was comprised of 28 African Americans, 23 Latinos, five Asians and three Native Hawaiians. This was up from 58 Team Vice Presidents of color in 2015.

The total of 82 women holding vice president positions in 2016 was an increase of eight additional women vice presidents since there were 74 in 2015.

**The 28 African-American team executive vice-presidents, senior vice presidents and vice presidents on MLB teams:**

Henry Aaron, Senior Vice President, Executive Offices, Atlanta Braves

- Larry Bowman, Vice President of Stadium Operations and Security, Atlanta Braves
- Robert Brown, Vice President, CFO Accounting, New York Yankees
- Jacqueline Coleman, Vice President, Broadcasting and Game Presentation, Washington Nationals
- Eugene Dias, Vice President, Media Relations, Media Relations, Houston Astros
- Mike Dillon, Vice President, Marketing and Marketing Analytics, Houston Astros
- Kristine Friend, Vice President, Brand Marketing, Brand Marketing, Washington Nationals
- Leilani Gayles, Chief People Officer, Human Resources, San Francisco Giants
- Cecelia Gore, Executive Director Brewers Charities, Community Relations, Milwaukee Brewers
- Julian Green, Vice President, Communications and Community Affairs, Chicago Cubs
- Michael Hall, Vice President Cardinals Care and Community Affairs, St. Louis Cardinals
- Marian Harper, Vice President, Foundation, Houston Astros
- Elaine Hendrix, Vice President Community and Public Affairs, Detroit Tigers
- Gilbert Highy, Senior Vice President Chief Security Officer, Security, New York Yankees
- Damon Jones, Senior Vice President, General Counsel, Washington Nationals
- Brian Keys, Vice President of Information Technology, Information Systems, Cincinnati Reds
- Nona Lee, Senior Vice President General Counsel, Arizona Diamondbacks
- Robert McDonald, Vice President, Clubhouse Operations and Team Travel, Baseball Operations, Washington Nationals
- Aleta Mercer, Vice President Broadcast / Entertainment Broadcasts, Milwaukee Brewers
- Vivian Mora, Vice President, Human Resources Human Resources, Houston Astros

- Marian Rhodes, Senior Vice President, Chief Human Resources and Diversity Officer, Arizona Diamondbacks
- Brian Smith, Senior Vice President, Corporate/Community Relations, New York Yankees
- Elaine Steward, Vice President, Club Counsel, Boston Red Sox
- David Stewart, Senior Vice President and General Manager, Baseball Operations, Arizona Diamondbacks
- Marcita Thompson, Vice President , Fenway Park Tours, Boston Red Sox
- De Jon Watson, Senior Vice President Baseball Operations, Baseball Operations, Arizona Diamondbacks
- Kenneth Williams, Executive Vice President, Baseball Operations, Chicago White Sox
- Ellen Zeringue, Vice President Marketing, Detroit Tigers

**The 23 Latino team executive vice-presidents, senior vice-presidents and vice presidents on MLB teams:**

Russell Amaral, Vice President, Facilities and Event Services, Arizona Diamondbacks

- Diann Blanco, Vice President Administration, New York Yankees
- Jorge Costa, Senior Vice President Ballpark Ops, San Francisco Giants
- Ismael Cruz, Vice President, International Scouting, Los Angeles Dodgers
- Dave Curry, Vice President, Executive Offices, Seattle Mariners
- Sergio del Prado, Vice President, Corporate Partnerships, San Diego Padres
- Johnny DiPuglia, Vice President, International Operations, Washington Nationals
- Ralph Esquibel, Vice President, Information Technology, Los Angeles Dodgers
- Rene Francisco, Vice President/Assistant General Manager, Major League/International Operations, Kansas City Royals
- Rolando Fernandez, Vice President International Scouting and Development, Colorado Rockies
- Santiago Fernandez, Senior Vice President and General Counsel, Los Angeles Dodgers
- Eugene Fernandez, Senior Vice President and Chief Sales Officer, Tampa Bay Rays
- Eric Hernandez, Vice President, Finance, Los Angeles Dodgers
- Ana Hernandez, Vice President, Human Resources, Miami Marlins
- Claudia Lezcano, Vice President, Marketing, Miami Marlins
- David Martinez, Vice President, Retail Operations, San Francisco Giants
- Kevin Martinez, Vice President, Seattle Mariners
- Alfredo Mesa, Vice President and Executive Director, Marlins Foundation, Miami Marlins
- Milciades Noboa, Vice President, Latin Operations, Player Development, Arizona Diamondbacks
- Juan Ramirez, Vice President, Information Technology, Tampa Bay Rays
- Naomi Rodriguez, Vice President, External Affairs and Community Relations, Los Angeles Dodgers
- Edgardo Romero, Jr., Senior Vice President, Assistant General Manager, Boston Red Sox
- Elizabeth Stecklein, Vice President Human Resources, Colorado Rockies

**The five Asian team senior vice presidents and vice presidents on MLB teams:**

Alan Chang, Vice President, Deputy General Counsel, New York Yankees

- Jonathan Gilula, Executive Vice President, Business Affairs, Boston Red Sox

- Lara Juras, Vice President , Human Resources, Atlanta Braves
- Paul Wong, Vice President, Finance, Oakland Athletics
- Timothy Zue, Senior Vice President, Finance Strategy and Analytics, Boston Red Sox

**The three Native Hawaiian team senior vice presidents and vice presidents on MLB teams:**

Susan Jaison, Senior Vice President, Finance, Miami Marlins

- Robert McLeod, Senior Vice President, Scouting and Player Development, Chicago Cubs
- Anita Sehgal, Senior Vice President, Marketing and Communications, Houston Astros

**There were a total of 82 women holding team executive vice president, senior vice president and vice president positions on MLB teams:**

- Jean Afterman, Senior Vice President, Assistant General Manager, New York Yankees
- Sally Andrist, Vice President HR and Office Management, Milwaukee Brewers
- Diann Blanco, Vice President, Administration, New York Yankees
- Marcell Bhangoo, Vice President, Client Services, Boston Red Sox
- Susanna Botos, Vice President, Community Relations, San Diego Padres
- Victoria Bryant, Vice President, Event Services Merchandising, St. Louis Cardinals
- Naomi Calder, Vice President, Ticket Services and Operations, Boston Red Sox
- Valerie Camillo, Chief Revenue and Marketing Officer, Washington Nationals
- Carrie Campbell, Vice President, Fenway Enterprises, Boston Red Sox
- Jill Campbell, Vice President, Communications and Marketing, Colorado Rockies
- Twila Carter, Senior Vice President, Community Relations and The Astros Foundation, Houston Astros
- Debbie Castaldo, Vice President, Corporate and Community Impact, Arizona Diamondbacks
- Kimberly Childress, Vice President of Account and Controller, Atlanta Braves
- Bonnie Clark, Vice President, Communications, Philadelphia Phillies
- Jacqueline Coleman, Vice President, Broadcasting and Game Presentation, Washington Nationals
- Heather Collamore, Vice President, Metropolitan Hospitality, New York Mets
- Shana Daum, Vice President of Public Affairs and Community Relations, San Francisco Giants
- Laura Day, Executive Vice President, Business Development, Minnesota Twins
- Nancy Donati, Vice President, Creative Services and Visual Identify, San Francisco Giants
- Raenell Dorn, Vice President, Human Resources and Diversity, Minnesota Twins
- Paige Farragut, Senior Vice President, Ticket Sales and Service, Texas Rangers
- Raquel Ferreira, Vice President, Major League/Minor League Operations, , Boston Red Sox
- Kellie Fischer, Vice President and Chief Financial Officer, Texas Rangers
- Karen Forqus, Senior Vice President, Business Operations, Communications and Marketing, Cincinnati Reds
- Moira Foy, Vice President, Human Resources and Risk Management, Chicago White Sox
- Kristine Friend, Vice President, Brand Marketing, Washington Nationals
- Leilani Gayles, Chief People Officer, San Francisco Giants
- Mary Giesler, Vice President, General Counsel, Minnesota Twins
- Jennifer Giglio, Vice President, Communications, Washington Nationals

- Cecelia Gore, Executive Director, Brewers Charities, Milwaukee Brewers
- Starr Gullledge, Controller, Texas Rangers
- Katharine Haas, Vice President, Florida Business Operations, Fort Myers Operations, Boston Red Sox
- Marian Harper, Vice President, Foundation Development, Houston Astros
- Elaine Hendrix, Vice President, Community and Public Affairs, Detroit Tigers
- Ana Hernandez, Vice President, Human Resources, Miami Marlins
- Alexa Herndon, Vice President, Human Resources, Washington Nationals
- Elise Holman, Senior Vice President, Washington Nationals
- Sara Hunt, Vice President, Giants Enterprises, San Francisco Giants
- Susan Jaison, Senior Vice President, Finance, Miami Marlins
- Therese Jenkins, Vice President, Risk Management, New York Yankees
- Molly Jolly, Senior Vice President, Finance and Administration, Los Angeles Angels of Anaheim
- Lara Juras, Vice President, Human Resources, Atlanta Braves
- Pamela Kenn, Vice President, Community, Alumni and Player Relations, Boston Red Sox
- Kathy Killian, Vice President, Human Resources and Customer Services, Philadelphia Phillies
- Becky Kimbro, Vice President, Marketing, Texas Rangers
- Nona Lee, Senior Vice President, General Counsel, Arizona Diamondbacks
- Sara Lehrke, Vice President, Human Resources and Chief Diversity Officer, Cleveland Indians
- Melanie Lenz, Senior Vice President, Development, Tampa Bay Rays
- Claudia Lezcano, Vice President, Marketing, Miami Marlins
- Holly Lindvall, Vice President, Human Resources, New York Mets
- Suzanne Lucchi, Vice President, Ballpark Operations, New York Mets
- Sue Ann McClaren, Vice President, Ticket Operations and Sales Ticketing, Colorado Rockies
- Sarah McKenna, Vice President, Fan Services and Entertainment, Boston Red Sox
- Aleta Mercer, Vice President, Broadcast / Entertainment, Milwaukee Brewers
- Amy Minniti, Vice President, Deputy General Counsel, Washington Nationals
- Vivian Mora, Vice President, Human Resources, Houston Astros
- Karin Morris, Vice President, Community Outreach, Exec Director Foundation, Texas Rangers
- Nancy O'Brien, Vice President, Brand Marketing, Minnesota Twins
- Christine O'Reilly, Vice President, Community Relations and White Sox Charities, Chicago White Sox
- Elizabeth Pantages, Senior Vice President, Finance, San Francisco Giants
- Patricia Paytas, Senior Vice President, Community and Public Affairs, Pittsburgh Pirates
- Marian Rhodes, Senior Vice President, Chief Human Resources and Diversity Officer, Arizona Diamondbacks
- Ronda Sedillo, Senior Vice President, Chief Financial Officer, San Diego Padres
- Anita Sehgal, Senior Vice President, Marketing and Communications, Houston Astros
- Marianne Short, Senior Vice President, Seattle Mariners
- Staci Slaughter, Executive Vice President, Communications and Senior Advisor to the CEO, San Francisco Giants
- Janet Marie Smith, Senior Vice President, Planning and Development, Los Angeles Dodgers
- Elizabeth Stecklein, Vice President, Human Resources, Colorado Rockies
- Stephanie Stegall, Vice President, Special Events, Houston Astros

- Jessica Steinbrenner, General Partner, Baseball Operations, New York Yankees
- Elaine Steward, Vice President, Club Counsel, Boston Red Sox
- Jennifer Swindal, General Partner, Baseball Operations, New York Yankees
- Angela Swint, Assistant Vice President, Broadcasting and Communications, Broadcasting, Texas Rangers
- Ali Templer, Chief Financial Officer, Administration, Chicago Cubs
- Joyce Thomas, Vice President, Human Resources, San Francisco Giants
- Marcita Thompson, Vice President, Fenway Park Tours, Boston Red Sox
- Francis Traisman, Vice President, Executive Offices, Seattle Mariners
- Deborah Tymon, Senior Vice President, Marketing, New York Yankees
- Lydia Wahlke, Vice President, General Counsel, Chicago Cubs
- Amy Waryas, Senior Vice President, Human Resources, Boston Red Sox
- Marti Wronski, Vice President, General Counsel, Milwaukee Brewers □ Ellen Zeringue, Vice President, Marketing, Detroit Tigers

In the 2016 MLB season, 26 MLB franchises had at least one or more woman serving in a senior vice president or vice president role. The Boston Red Sox led the league with ten women in Senior Vice President and Vice President positions. The Washington Nationals had seven women followed by the San Francisco Giants, New York Yankees, and Texas Rangers all with six women. The Houston Astros had a total of five women in Senior Vice President and Vice President roles.

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 2016 season, people of color held 19.6 percent of the senior team administrator positions. African-Americans consisted of 5.5 percent, Latinos were 10 percent, 2.6 percent were Asians. Native Hawaiian/Pacific Islander, Native Americans and Two or More races represented 1.5 percent collectively. In the 2015 season, senior team administrators of color held 19.5 percent. African-Americans consisted of 5.4 percent, Latinos were 9.8 percent, 2.4 percent were Asians.

Women held 27 percent of team senior administration positions in 2016. Women held 27.5 percent of these same positions in 2015.

***\*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+</b>	<b>(19.6%)</b>
<b>Gender:</b>	<b>D+</b>	<b>(27.0%)</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 2016, 22.0 percent of team professional positions were held by people of color. African-American held 7.5 percent, 9.5 percent were Latino, 3.5 percent were Asian and people categorized as Native American, Native Hawaiian and Two or More Races were 1.6 percent collectively. These figures compared to 2015 when 22.5 percent of team professional positions were held by people of color. African-Americans held 8.0 percent, 9.3 percent were Latino, 3.9 percent were Asian.

Women held 28 percent of team professional administration in 2016, up from 27 percent in 2015.

As noted in the highlights, there are a total of seven women holding on-field operations roles in the job category of Instructors, Scouts and Trainers in 2017. They are:

- Kelly Boyce, Minor League Trainer, Arizona Diamondbacks
- Martiza Castro, Minor League Trainer, San Diego Padres
- Amanda Hopkins, Area Scout, Seattle Mariners
- Debra Iwanow, Minor League Trainer, New York Mets
- Brandie Peterson, Trainer, Texas Rangers
- Margaret Rall, Trainer - Advanced Rookie, Chicago White Sox
- Kalie Swain, Minor League Athletic Trainer, Los Angeles Dodgers

***\*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>B+</b>	<b>(21.9%)</b>
<b>Gender:</b>	<b>C-</b>	<b>(28.1%)</b>

See Table 11.

### **Diversity Initiatives**

Appendix II shows the impressive diversity initiatives that 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 2016, the physicians of color increased to 19.2 percent, up from 16.7 percent in 2015. African-American physicians were at 11.5 percent, a 1.5 percent increase from 2015. In 2016 Asians were at 7.7 percent. There was one woman who served as a Lead Team Physician with the Washington Nationals.

See Table 12.

**Head Trainers**

In 2016, the percentage of people of color who were head trainers was 25 percent, an increase of 15.5 percent over 2015. The percentage of Latinos was 17.9 percent, Asians were 3.6 percent and Two or More Races were 3.6 percent.

There were no women who were head trainers.

See Table 13.

**Radio/TV Broadcasters**

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.

**HOW GRADES WERE CALCULATED**

As in previous reports, the 2017 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 the workplace should reflect the percentage of the people in the racial group in the population. When we first published the Racial and Gender Report Card in the late 1980s, approximately 24 percent of the population was comprised of people of color. Thus, 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, **C** if it had 9 percent, a **D** if it was at least 6 percent and **F** for anything below 6 percent.

**The change in the nation's demographics has been dramatic with the most recent census making all people of color and minorities closer to 35 percent. To be fair in transition to the organizations and sports we examine in the Racial and Gender Report Cards, we decided to increase the standards in two steps. The following chart shows the news scale we are using for race and gender. To get an A for race, the category now needs to have 30 percent people of color and to get an A for gender, 45 percent is needed.**

Race		Gender	
A+	>30	A+	>45
A	29-30	A	45
A-	25-28.5	A-	42-44
B+	20-24.5	B+	39-41.5
B	17-19.5	B	38
B-	16	B-	35-37.5
C+	15	C+	32-34.5
C	14	C	31
C-	13	C-	28-30.5
D+	12	D+	25-27.5
D	11	D	24
F	<11	F	<24

## 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 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 2016 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of March 30, 2017. Grades were calculated according to the reporting periods noted herein.

## ABOUT THE RACIAL AND GENDER REPORT CARD

This is the 25th 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 12th 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).

### **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.

**APPENDIX I**

		<b>Players</b>					
		<b>%</b>	<b>#</b>				
2017	White	57.5%	431	2006	White	59.5%	707
	African-American	7.7%	58		African-American	8.4%	98
	Latino	31.9%	239		Latino	29.4%	348
	Asian	1.9%	14		Asian	2.4%	34
	Other	1.1%	8		Other	0.3%	0
	<b>Total</b>	<b>42.5%</b>	<b>750</b>		<b>International</b>	<b>31.0%</b>	<b>370</b>
2016	White	59.0%	443	2005	White	60.0%	709
	African-American	8.3%	62		African-American	9.0%	101
	Latino	28.5%	214		Latino	29.0%	339
	Asian	1.7%	13		Asian	3.0%	30
	Other	2.4%	18		Other	0.0%	4
	<b>Total</b>	<b>40.9%</b>	<b>750</b>		<b>International</b>	<b>30.0%</b>	<b>358</b>
2015	White	58.8%	441	2004	White	63.0%	789
	African-American	8.3%	62		African-American	9.0%	111
	Latino	29.3%	220		Latino	26.0%	326
	Asian	1.2%	9		Asian	2.0%	26
	Other	2.4%	18		Other	0.0%	1
	<b>Total</b>	<b>41.2%</b>	<b>750</b>		<b>International</b>	<b>27.0%</b>	<b>338</b>
2014	White	60.9%	459	2002	White	60.0%	x
	African-American	8.2%	62		African-American	10.0%	x
	Latino	28.4%	214		Latino	28.0%	x
	Asian	2.0%	15		Asian	2.0%	x
	Other	0.5%	4		Other	0.0%	x
	<b>Total</b>	<b>754</b>		<b>International</b>	<b>25.0%</b>	<b>x</b>	
2013	White	61.2%	456	2001	White	59.0%	x
	African-American	8.3%	62		African-American	13.0%	x
	Latino	28.2%	210		Latino	26.0%	x
	Asian	2.1%	16		Other	1.0%	x
	Other	0.1%	1				
	<b>Total</b>	<b>745</b>					
2012	White	61.5%	734	2000	White	60.0%	x
	African-American	8.9%	106		African-American	13%	x
	Latino	27.5%	328		Latino	26.0%	x
	Asian	1.9%	23		Other	1.0%	x
	Other	0.2%	2				
	<b>International</b>	<b>28.6%</b>	<b>341</b>				
2011	White	61.5%	738	1999	White	60.0%	x
	African-American	8.5%	102		African-American	13%	x
	Latino	27.0%	324		Latino	26.0%	x
	Asian	2.1%	25		Other	<1%	x
	Other	0.7%	8				
	<b>International</b>	<b>27.7%</b>	<b>332</b>				
	<b>Total</b>	<b>1197</b>					
2010	White	59.8%	712	1998	White	59.0%	x
	African-American	9.1%	119		African-American	15.0%	x
	Latino	28.3%	339		Latino	25.0%	x
	Asian	2.4%	23		Other	1.0%	x
	Other	0.4%	2				
	<b>International</b>	<b>27.7%</b>	<b>360</b>				
	<b>Total</b>	<b>1195</b>					
2009	White	61.6%	758	1997	White	58.0%	x
	African-American	9.0%	111		African-American	17.0%	x
	Latino	27.0%	332		Latino	24.0%	x
	Asian	2.3%	28		Other	1.0%	x
	Other	0.0%	0				
	<b>International</b>	<b>28.2%</b>	<b>347</b>				
	<b>Total</b>	<b>1229</b>					
2008	White	60.4%	719	1996	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				
	<b>International</b>	<b>28.7%</b>	<b>342</b>				
	<b>Total</b>	<b>1191</b>					
2007	White	59.8%	714	1995	White	62.0%	x
	African-American	8.2%	98		African-American	19.0%	x
	Latino	29.1%	348		Latino	19.0%	x
	Asian	2.8%	34		Other	0.0%	x
	Other	0.0%	0				
	<b>International</b>	<b>31.0%</b>	<b>370</b>				
	<b>Total</b>	<b>1194</b>					
2006	White	64.0%	x	1994	White	64.0%	x
	African-American	18.0%	x		African-American	18.0%	x
	Latino	18.0%	x		Latino	18.0%	x
	Asian	67.0%	x		Asian	16.0%	x
	Other	16.0%	x		Other	<1%	x
2005	White	68.0%	x	1993	White	68.0%	x
	African-American	17.0%	x		African-American	17.0%	x
	Latino	14.0%	x		Latino	14.0%	x
	Asian	68.0%	x		Asian	18.0%	x
	Other	18.0%	x		Other	14.0%	x
2004	White	68.0%	x	1992	White	68.0%	x
	African-American	17.0%	x		African-American	17.0%	x
	Latino	14.0%	x		Latino	14.0%	x
	Asian	68.0%	x		Asian	18.0%	x
	Other	18.0%	x		Other	14.0%	x
2003	White	68.0%	x	1991	White	68.0%	x
	African-American	17.0%	x		African-American	18.0%	x
	Latino	14.0%	x		Latino	14.0%	x
	Asian	68.0%	x		Asian	18.0%	x
	Other	18.0%	x		Other	14.0%	x

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

**Table 1**

MLB Central Office Staff							
			%	#			
2016	White	71.5%	183	2007	White	72.2%	342
	African-American	12.1%	31		African-American	11.2%	53
	Asian	10.2%	26		Asian	3.2%	15
	Latino	4.3%	11		Latino	13.1%	62
	Other	2.0%	5		Native American	0.4%	2
	Voluntary Non-Disclosure	0.4%	1		Women	42.0%	199
	Women	29.3%	75		People of Color Total	26.8%	127
People of Color Total	28.1%	72	Total		474		
2015	White	71.1%	187	2006	White	72.6%	340
	African-American	10.3%	27		African-American	10.7%	50
	Asian	4.6%	12		Asian	3.0%	14
	Latino	11.8%	31		Latino	13.2%	62
	Other	2.3%	6		Native American	0.4%	2
	Women	28.9%	76		Women	42.9%	201
	People of Color Total	28.9%	76		People of Color Total	27.1%	127
Total		256	Total		468		
2014	White	72.3%	389	2005	White	72.7%	336
	African-American	9.5%	51		African-American	10.4%	48
	Asian	3.2%	17		Asian	3.0%	14
	Latino	12.8%	69		Latino	13.2%	61
	Other	2.2%	12		Native American	0.4%	2
	Women	29.4%	158		Women	34.0%	157
	People of Color Total	27.7%	149		People of Color Total	27.1%	125
Total		538	Total		462		
2013	White	72.1%	380	2004	White	70.8%	252
	African-American	9.3%	49		African-American	11.2%	40
	Asian	3.0%	16		Asian	3.9%	14
	Latino	12.9%	68		Latino	13.5%	48
	Other	2.7%	14		Native American	0.6%	2
	Women	30%	157		Women	40.4%	144
	People of Color Total	27.9%	147		People of Color Total	29.2%	104
Total		527	Total		356		
2012	White	69.2%	301	2003	Data Not Recorded		
	African-American	9.7%	42		African-American	13.0%	48
	Asian	3.4%	15		Latino	4.1%	15
	Latino	14.7%	64		Asian	14.7%	54
	Other	3.0%	13		Native American	0.3%	1
	Women	35.6%	155		Women	45.9%	169
	People of Color Total	30.8%	134		People of Color Total	32.1%	118
Total		435	Total		118		
2011	White	68.3%	x	2000	White	74%	x
	African-American	9.4%	x		African-American	14%	x
	Asian	3.5%	x		Asian	2%	x
	Latino	15.7%	x		Latino	14%	x
	Native American	3.1%	x		Native American	1%	x
	Women	37.6%	x		Women	47%	x
	People of Color Total	31.7%	x		People of Color Total	26%	x
Total		426	Total		314		
2010	White	67.0%	x	1997	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	3.0%	x		Women	53%	x
	Women	38.0%	x		People of Color Total	22%	x
	People of Color Total	33.0%	x		Total		215
Total		417					
2009	White	66.0%	x	1995	White	72%	x
	African-American	10.0%	x		African-American	18%	x
	Asian	4.0%	x		Asian	1%	x
	Latino	17.0%	x		Latino	9%	x
	Native American	<1%	x		Women	54%	x
	Women	39.0%	x		People of Color Total	28%	x
	People of Color Total	32.0%	x		Total		141
Total		416					
2008	White	66.0%	x	1994	White	78%	x
	African-American	12.0%	x		African-American	16%	x
	Asian	3.0%	x		Asian	0%	x
	Latino	16.0%	x		Latino	6%	x
	Native American	<1%	x		Women	56%	x
	Women	40.0%	x		People of Color Total	22%	x
	People of Color Total	34.0%	x		Total		188
Total		385					

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

Table 2

		Majority Owners					
		%	#	%	#		
2017	White	97.5%	39	2011	White	97.5%	39
	African-American	0.0%	0		African-American	0.0%	0
	Latino	2.5%	1		Latino	2.5%	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	2.5%	1
	Women	0.0%	0		Women	7.5%	3
Total		40	Total		40		
2016	White	98.0%	48	2010	White	98.0%	49
	African-American	0.0%	0		African-American	0.0%	0
	Latino	2.0%	1		Latino	2.0%	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	2.0%	1
	Women	16.3%	8		Women	6.0%	3
Total		49	Total		50		
2015	White	98.0%	48	2009	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		
2014	White	98.0%	48	2008	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	White	98.0%	48	2007	White	96.8%	30
	African-American	0.0%	0		African-American	0.0%	0
	Latino	2.0%	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	2.0%	1		People of Color Total	3.2%	1
	Women	16.3%	8		Women	0.0%	0
Total		49	Total		31		
2012	White	96.4%	53	2006	White	96.4%	27
	African-American	1.8%	1		African-American	0.0%	0
	Latino	1.8%	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	3.6%	2		People of Color Total	3.6%	1
	Women	12.7%	7		Women	0.0%	0
Total		55	Total		28		

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

**Table 3**

		<b>Managers</b>					
		%	#				
2017	White	90.0%	27	2004	White	76.7%	23
	African-American	3.3%	1		African-American	10.0%	3
	Asian	0.0%	0		Asian	0.0%	0
	Latino	3.3%	1		Latino	13.3%	4
	Other	3.3%	1		Total People of Color	23.3%	7
	Total People of Color	10.0%	3		Women	0.0%	0
	Women	0.0%	0	Total		30	
	Total		30	2002	White	67.7%	21
2016	White	90.0%	27		African-American	25.8%	8
	African-American	3.3%	1		Asian	0.0%	0
	Asian	0.0%	0		Latino	6.5%	2
	Latino	3.3%	1		Total People of Color	32.3%	10
	Other	3.3%	1		Women	0.0%	0
	Total People of Color	10.0%	3	Total		31	
	Women	0.0%	0	2001	White	78.1%	25
	Total		30		African-American	18.8%	6
2015	White	93.3%	28		Asian	0.0%	0
	African-American	3.3%	1		Latino	3.1%	1
	Asian	0.0%	0		Total People of Color	21.9%	7
	Latino	3.3%	1		Women	0.0%	0
	Other	3.3%	1	Total		32	
	Total People of Color	6.7%	2	2000	White	83.3%	25
Women	0.0%	0	African-American		13.3%	4	
Total		30	Asian		0.0%	0	
2014	White	83.3%	25		Latino	3.3%	1
	African-American	10.0%	3		Total People of Color	16.7%	5
	Asian	0.0%	0		Women	0.0%	0
	Latino	6.7%	2	Total		30	
	Other	3.3%	1	1999	White	90.0%	27
	Total People of Color	16.7%	5		African-American	6.7%	2
Women	0.0%	0	Asian		0.0%	0	
Total		30	Latino		3.3%	1	
2013	White	86.7%	26		Total People of Color	10.0%	3
	African-American	10.0%	3		Women	0.0%	0
	Asian	0.0%	0	Total		30	
	Latino	3.3%	1	1998	White	86.7%	26
	Other	3.3%	1		African-American	10.0%	3
	Total People of Color	13.3%	4		Asian	0.0%	0
Women	0.0%	0	Latino		3.3%	1	
Total		30	Total People of Color		13.3%	4	
2012	White	83.3%	25		Women	0.0%	0
	African-American	6.7%	2	Total		30	
	Asian	0.0%	0	1997	White	85.7%	24
	Latino	10.0%	3		African-American	10.7%	3
	Other	3.3%	1		Asian	0.0%	0
	Total People of Color	16.7%	5		Latino	3.6%	1
Women	0.0%	0	Total People of Color		14.3%	4	
Total		30	Women		0.0%	0	
2011	White	80.0%	24	Total		28	
	African-American	6.7%	2	1996	White	85.7%	24
	Asian	0.0%	0		African-American	10.7%	3
	Latino	13.3%	4		Asian	0.0%	0
	Other	3.3%	1		Latino	3.6%	1
	Total People of Color	20.0%	6		Total People of Color	14.3%	4
Women	0.0%	0	Women		0.0%	0	
Total		30	Total		28		
2010	White	69.0%	20	1995	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
	Other	3.3%	1		Total People of Color	14.3%	4
	Total People of Color	31.0%	9		Women	0.0%	0
Women	0.0%	0	Total		28		
Total		29	1994	White	82.1%	23	
2009	White	66.7%		20	African-American	14.3%	4
	African-American	16.7%		5	Asian	0.0%	0
	Asian	3.3%		1	Latino	3.6%	1
	Latino	13.3%		4	Total People of Color	17.9%	5
	Other	3.3%		1	Women	0.0%	0
	Total People of Color	33.3%	10	Total		28	
Women	0.0%	0	1993	White	78.6%	22	
Total		30		African-American	14.3%	4	
2008	White	73.3%		22	Asian	0.0%	0
	African-American	13.3%		4	Latino	3.6%	1
	Asian	0.0%		0	Total People of Color	17.9%	5
	Latino	13.3%		4	Women	0.0%	0
	Other	3.3%	1	Total		28	
	Total People of Color	26.7%	8	1992	White	88.5%	23
Women	0.0%	0	African-American		7.7%	2	
Total		30	Asian		0.0%	0	
2007	White	80.0%	24		Latino	3.8%	1
	African-American	6.7%	2		Total People of Color	11.5%	3
	Asian	0.0%	0		Women	0.0%	0
	Latino	13.3%	4	Total		26	
	Other	3.3%	1	1991	White	88.5%	23
	Total People of Color	20.0%	6		African-American	7.7%	2
Women	0.0%	0	Asian		0.0%	0	
Total		30	Latino		3.8%	1	
2006	White	83.3%	25		Total People of Color	11.5%	3
	African-American	10.0%	3		Women	0.0%	0
	Asian	0.0%	0	Total		26	
	Latino	6.7%	2	2005	White	76.7%	23
	Total People of Color	16.7%	5		African-American	13.3%	4
	Women	0.0%	0		Asian	0.0%	0
Total		30	Latino		10.0%	3	
2005	White	76.7%	23		Total People of Color	23.3%	7
	African-American	13.3%	4		Women	0.0%	0
	Asian	0.0%	0	Total		30	
	Latino	10.0%	3				
	Other	3.3%	1				
	Total People of Color	23.3%	7				
Women	0.0%	0					
Total		30					

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

Table 4



<b>Historical Listing of Managers of Color Major League Baseball (Ammended)</b>			
<b>(31 managers)</b>			
	<b>Team</b>	<b>Year(s)</b>	<b>Record</b>
<b>Manny Acta</b>	Washington Nationals	2007-2009	158-252
	Cleveland Indians	2010-2012	214-266
<b>Felipe Alou</b>	Montreal Expos	1992-01	691-717
	San Francisco Giants	2003-2006	342-304
<b>Dusty Baker</b>	San Francisco Giants	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati Reds	2008-2013	509-463
<b>Don Baylor</b>	Washington Nationals	2016-present	95-67
	Colorado Rockies	1993-98	440-469
	Chicago Cubs	2000-02	187-220
<b>Cecil Cooper</b>	Houston Astros	2007-2009	171-170
<b>Larry Doby</b>	Chicago White Sox	1978	37-50
<b>Cito Gaston</b>	Toronto Blue Jays	1989-97	683-636
	Toronto Blue Jays	2008-2010	211-201
<b>Preston Gomez</b>	San Diego Padres	1969-72	180-316
	Houston Astros	1974-75	128-161
	Chicago Cubs	1980	38-52
<b>Fredi Gonzalez</b>	Florida Marlins	2007-2010	276-279
	Atlanta Braves	2011-2016	434-413
<b>Mike Gonzalez</b>	St. Louis Cardinals	1938, 1940	9-13
<b>Ozzie Guillen</b>	Chicago White Sox	2004-2011	678-617
	Miami Marlins	2012	69-93
<b>Davey Lopes</b>	Milwaukee Brewers	2000-2002	144-195
<b>Jerry Manuel</b>	Chicago White Sox	1997-2003	500-471
	New York Mets	2008-2010	204-213
	Pittsburgh Pirates	2001-2005	336-446
<b>Lloyd McClendon</b>	Seattle Mariners	2014-2015	163-161
	Kansas City Royals	1991-94	286-277
<b>Hal McRae</b>	Tampa Bay Devil Rays	2001-02	113-196
	Kansas City Royals	2002-2005	198-285
<b>Tony Pena</b>	Cincinnati Reds	1993	20-24
<b>Tony Perez</b>	Florida Marlins	2001	54-60
	New York Yankees	1986-1988	224-193
	Cincinnati Reds	1990-1992	255-231
<b>Lou Piniella</b>	Seattle Mariners	1993-2002	840-711
	Tampa Bay Devil Rays	2003-2005	200-285
	Chicago Cubs	2007-2010	316-293
	Houston Astros	2012-2015	110-190
<b>Bo Porter</b>	Detroit Tigers	2002	55-100
<b>Luis Pujols</b>	New York Mets	2005-2008	302-253
<b>Willie Randolph</b>	Cleveland Indians	1975-1977	186-189
	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
	Chicago Cubs	2014-2015	73-89
<b>Rick Renteria</b>	Chicago White Sox	2017-present	N/A
	Los Angeles Dodgers	2016-present	91-71
<b>Dave Roberts</b>	Florida Marlins	2010-2011	78-85
<b>Cookie Rojas</b>	California Angels	1988	75-79
<b>Jerry Royster</b>	Milwaukee Brewers	2002	53-94
<b>Carlos Tosca</b>	Toronto Blue Jays	2002-04	191-191
<b>Don Wakamatsu</b>	Seattle Mariners	2009-2010	127-147
<b>Ron Washington</b>	Texas Rangers	2007-2015	664-611
<b>Maury Wills</b>	Seattle Mariners	1980	26-56

Table 5

Coaches							
			%	#			
2016	White	53.6%	517	2005	White	70.6%	154
	African-American	8.8%	85		African-American	15.1%	33
	Latino	33.5%	323		Latino	13.8%	30
	Asian	0.4%	4		Asian	0.5%	1
	Other	3.6%	35		Other	0.0%	0
	Voluntary Non-Disclosure	2.1%	20		Total People of Color	29.4%	64
	Total People of Color	44.3%	427		Women	0.0%	0
Women	0.2%	2	Total		218		
2015	White	61.8%	175	2004	White	73.0%	165
	African-American	10.6%	30		African-American	12.4%	28
	Latino	25.1%	71		Latino	13.7%	31
	Asian	0.0%	0		Asian	0.9%	2
	Other	2.5%	7		Other	0.0%	0
	Total People of Color	38.2%	108		Total People of Color	27.0%	61
	Women	0.7%	2		Women	0.0%	0
Total		283	Total		226		
2014	White	63.0%	167	2002	White	71.8%	150
	African-American	9.8%	26		African-American	16.3%	34
	Latino	25.7%	68		Latino	11.0%	23
	Asian	0.0%	0		Asian	1.0%	2
	Other	1.5%	4		Other	0.0%	0
	Total People of Color	37.0%	98		Total People of Color	28.2%	59
	Women	0.0%	0		Women	0.0%	0
Total		265	Total		209		
2013	White	58.8%	147	2000	White	70.2%	139
	African-American	10.0%	25		African-American	19.2%	38
	Latino	30.0%	75		Latino	10.6%	21
	Asian	0.4%	1		Asian	0.0%	0
	Other	0.8%	2		Other	0.0%	0
	Total People of Color	41.2%	103		Total People of Color	29.8%	59
	Women	0.0%	0		Women	0.0%	0
Total		250	Total		198		
2012	White	60.9%	143	1999	White	70.9%	129
	African-American	13.2%	31		African-American	18.1%	33
	Latino	24.7%	58		Latino	10.4%	19
	Asian	0.4%	1		Asian	0.5%	1
	Other	0.9%	2		Other	0.0%	0
	Total People of Color	39.1%	92		Total People of Color	29.1%	53
	Women	0.4%	1		Women	0.0%	0
Total		235	Total		182		
2011	White	68.8%	161	1998	White	74.8%	151
	African-American	13.7%	32		African-American	16.8%	34
	Latino	16.7%	39		Latino	7.9%	16
	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	25.2%	51
	Women	0.0%	0		Women	0.0%	0
Total		234	Total		202		
2010	White	71.1%	172	1997	White	74.5%	120
	African-American	12.0%	29		African-American	14.3%	23
	Latino	16.5%	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	28.9%	70		Total People of Color	25.5%	41
	Women	0.0%	0		Women	0.0%	0
Total		242	Total		161		
2009	White	68.4%	158	1996	White	73.9%	119
	African-American	13.9%	32		African-American	18.0%	29
	Latino	17.3%	40		Latino	7.5%	12
	Asian	0.4%	1		Asian	0.6%	1
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	31.6%	73		Total People of Color	26.1%	42
	Women	0.0%	0		Women	0.0%	0
Total		231	Total		161		
2008	White	67.0%	152	1995	White	72.2%	114
	African-American	11.9%	27		African-American	18.4%	29
	Latino	20.7%	47		Latino	8.9%	14
	Asian	0.4%	1		Asian	0.0%	0
	Other	0.0%	0		Other	0.6%	1
	Total People of Color	33.0%	75		Total People of Color	27.8%	44
	Women	0.0%	0		Women	0.0%	0
Total		227	Total		158		
2007	White	68.2%	150	1994	White	77.8%	126
	African-American	13.3%	30		African-American	13.6%	22
	Latino	17.3%	39		Latino	8.0%	13
	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	22.2%	36
	Women	0.0%	0		Women	0.0%	0
Total		220	Total		162		
2006	White	69.8%	150	1993	White	79.6%	133
	African-American	15.8%	34		African-American	13.2%	22
	Latino	13.5%	29		Latino	6.0%	10
	Asian	0.9%	2		Asian	0.0%	0
	Other	0.0%	0		Other	1.2%	2
	Total People of Color	30.2%	65		Total People of Color	20.4%	34
	Women	0.0%	0		Women	0.0%	0
Total		215	Total		167		

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

Table 6

		<b>CEO/President</b>					
		<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>		
2017	White	100.0%	26	2008	White	100.0%	29
	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	6.9%	2
Total		26	Total		29		
2016	White	100.0%	26	2007	White	100.0%	26
	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	7.7%	2
Total		26	Total		26		
2015	White	100.0%	26	2006	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		26	Total		32		
2014	White	100.0%	37	2005	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		
2013	White	100.0%	39	2004	White	96.9%	31
	African-American	0	0		African-American	3.1%	1
	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	3.1%	1
	Women	0	0		Women	3.1%	1
Total		39	Total		32		
2012	White	100.0%	26	2002	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	0.0%	0		Women	3.0%	x
Total		26	Total		x		
2011	White	100.0%	27	2001	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	White	100.0%	31	2000	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	White	100.0%	29	1999	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		

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

Table 7

General Manager/President of Baseball Operations							
			%	#			
2017	White	86.7%	26	2006	White	93.3%	28
	African-American	6.7%	2		African-American	3.3%	1
	Latino	3.3%	1		Latino	3.3%	1
	Asian	3.3%	1		Asian	0.0%	0
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	13.3%	4		Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0		
Total		30	Total		30		
2016	White	86.7%	26	2005	White	93.3%	28
	African-American	6.7%	2		African-American	3.3%	1
	Latino	3.3%	1		Latino	3.3%	1
	Asian	3.3%	1		Asian	0.0%	0
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	13.3%	4		Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0		
Total		30	Total		30		
2015	White	90.0%	27	2004	White	93.3%	28
	African-American	3.3%	1		African-American	3.3%	1
	Latino	6.7%	2		Latino	3.3%	1
	Asian	3.3%	1		Asian	0.0%	0
	Other	0.0%	0		Other	0.0%	0
	Total People of Color	13.3%	4		Total People of Color	6.7%	2
Women	0.0%	0	Women	0.0%	0		
Total		31	Total		30		
2014	White	90.0%	27	2002	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	White	90.0%	27	2001	White	96.7%	29
	African-American	3.3%	1		African-American	3.3%	1
	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	10.0%	3		Total People of Color	3.3%	1
Women	0.0%	0	Women	0.0%	0		
Total		30	Total		30		
2012	White	90.3%	28	2000	White	100.0%	30
	African-American	6.5%	2		African-American	0.0%	0
	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	0.0%	0
Women	0.0%	0	Women	0.0%	0		
Total		31	Total		30		
2011	White	85.7%	24	1999	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	White	80.8%	21	1998	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	White	83.3%	25	1997	White	96.7%	29
	African-American	10.0%	3		African-American	3.3%	1
	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	3.3%	1
Women	0.0%	0	Women	0.0%	0		
Total		30	Total		30		
2008	White	86.7%	26	1996	White	96.4%	27
	African-American	10.0%	3		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	13.3%	4		Total People of Color	3.6%	1
Women	0.0%	0	Women	0.0%	0		
Total		30	Total		29		
2007	White	93.3%	28	1995	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

		<b>Vice President</b>					
		%	#				
2016	White	88.3%	445	2008	White	90.4%	246
	African-American	5.6%	28		African-American	3.7%	10
	Latino	4.6%	23		Latino	4.0%	11
	Asian	1.0%	5		Asian	1.8%	5
	Other	0.6%	3		Total People of Color	9.6%	26
	Total People of Color	11.7%	59		Other	0.0%	0
	Women	16.3%	82		Women	16.5%	45
	Total		504		Total		272
2015	White	86.1%	358	2007	White	90.0%	225
	African-American	6.0%	25		African-American	3.6%	9
	Latino	5.3%	22		Latino	4.4%	11
	Asian	1.7%	7		Asian	2.0%	5
	Other	1.0%	4		Total People of Color	10.0%	25
	Total People of Color	13.9%	58		Other	0.0%	0
	Women	17.8%	74		Women	15.6%	39
	Total		416		Total		250
2014	White	85.6%	322	2006	White	87.5%	223
	African-American	6.6%	25		African-American	4.3%	11
	Latino	5.1%	19		Latino	5.1%	13
	Asian	1.6%	6		Asian	3.1%	8
	Native Hawaiian	0.5%	2		Total People of Color	12.5%	32
	Two or More Races	0.5%	2		Other	0.0%	0
	Total People of Color	14.4%	54		Women	14.5%	37
Women	17.3%	65		Total		255	
	Total		376	2004	White	87.9%	218
2013	White	79.3%	298		African-American	4.0%	10
	African-American	6.1%	23		Latino	4.8%	12
	Latino	5.1%	19		Asian	3.2%	8
	Asian	1.3%	5		Total People of Color	12.1%	30
	Native Hawaiian	0.8%	3		Other	0.0%	0
	Native American	0.0%	0		Women	12.5%	31
	Total People of Color	14.4%	50		Total		248
Women	17.5%	61	2002	White	88.4%	199	
	Total			348	African-American	4.9%	11
2012	White	86.2%		287	Latino	4.4%	10
	African-American	6.0%		20	Asian	2.2%	5
	Latino	5.7%		19	Total People of Color	11.6%	26
	Asian	1.2%		4	Other	0.0%	0
	Native Hawaiian	0.9%		3	Women	14.2%	32
	Total People of Color	13.8%	46		Total		225
	Women	17.7%	59	2000	White	90.4%	170
	Total		333		African-American	5.3%	10
2011	White	87.6%	290		Latino	3.2%	6
	African-American	5.7%	19		Asian	1.1%	2
	Latino	4.8%	16		Total People of Color	9.6%	18
	Asian	1.8%	6		Other	0.0%	0
	Total People of Color	12.4%	41		Women	6.4%	12
	Other	0.0%	0		Total		188
	Women	17.2%	57	1999	White	91.7%	176
	Total		331		African-American	4.7%	9
2010	White	90.1%	247		Latino	2.1%	4
	African-American	4.0%	11		Asian	1.6%	3
	Latino	4.0%	11		Total People of Color	8.3%	16
	Asian	1.8%	5		Other	0.0%	0
	Total People of Color	9.9%	27		Women	8.3%	16
	Other	0.0%	0		Total		192
	Women	18.2%	50	1998	White	91.8%	123
	Total		274		African-American	5.2%	7
2009	White	83.3%	250		Latino	1.5%	2
	African-American	7.7%	23		Asian	1.5%	2
	Latino	6.7%	20		Total People of Color	8.2%	11
	Asian	2.3%	7		Other	0.0%	0
	Total People of Color	16.7%	50		Women	4.5%	6
	Other	0.0%	0		Total		134
	Women	18.7%	56				
	Total		300				

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

Table 9

		Senior Administrators					
		%	#				
2016	White	80.1%	1485	2009	White	84.3%	370
	African-American	5.5%	101		African-American	5.0%	22
	Latino	10.0%	185		Latino	8.2%	36
	Asian	2.6%	48		Asian	2.1%	9
	Other	1.8%	13		Other	0.5%	2
	Voluntary Non-Disclosure	0.3%	5		Total People of Color	15.7%	69
	Total People of Color	19.6%	363		Women	18.9%	83
Women	27.0%	500	Total		439		
Total		1853					
2015	White	80.7%	1469	2008	White	83.0%	323
	African-American	5.4%	99		African-American	6.7%	26
	Latino	9.8%	178		Latino	8.0%	31
	Asian	2.4%	44		Asian	2.1%	8
	Other	1.7%	31		Other	0.3%	1
	Total People of Color	19.3%	352		Total People of Color	17.0%	66
	Women	27.5%	500		Women	18.0%	70
Total		1821	Total		389		
2014	White	80.5%	1370	2007	White	81.7%	290
	African-American	6.0%	102		African-American	7.9%	28
	Latino	10.0%	170		Latino	9.0%	32
	Asian	2.2%	37		Asian	1.1%	4
	Other	1.3%	22		Other	0.3%	1
	Total People of Color	19.5%	331		Total People of Color	18.3%	65
	Women	27.2%	463		Women	18.9%	67
Total		1701	Total		355		
2013	White	79.7%	1301	2006	White	84.4%	248
	African-American	6.6%	107		African-American	6.8%	20
	Latino	10.0%	163		Latino	7.5%	22
	Asian	2.5%	41		Asian	1.0%	3
	Other	1.23%	20		Other	0.3%	1
	Total People of Color	20.3%	331		Total People of Color	15.6%	46
	Women	26.5%	432		Women	20.1%	59
Total		1632	Total		294		
2012	White	80.1%	1231	2005	White	84.2%	246
	African-American	6.9%	106		African-American	7.5%	22
	Latino	9.2%	142		Latino	6.2%	18
	Asian	2.9%	45		Asian	2.1%	6
	Other	0.8%	13		Other	0.0%	0
	Total People of Color	19.9%	306		Total People of Color	15.8%	46
	Women	26.9%	414		Women	17.8%	52
Total		1537	Total		292		
2011	White	82.8%	328	2004	White	83.5%	217
	African-American	5.8%	23		African-American	9.6%	25
	Latino	9.3%	37		Latino	4.6%	12
	Asian	1.5%	6		Asian	2.3%	6
	Other	0.5%	2		Total People of Color	16.5%	43
	Total People of Color	17.2%	68		Other	0.0%	0
	Women	17.9%	71		Women	13.8%	36
Total		396	Total		260		
2010	White	85.1%	395	2001	White	86.0%	x
	African-American	4.7%	22		African-American	10.0%	x
	Latino	7.8%	36		Latino	4.0%	x
	Asian	1.9%	9		Asian	<1%	x
	Other	0.4%	2		Women	<15%	x
	Total People of Color	14.9%	69				
	Women	18.1%	84				
Total		464					

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

Table 10

Team Professional Administration								
			%	#				
2016	White	77.1%	1244	2009	White	85.7%	522	
	African-American	7.6%	122		African-American	7.6%	46	
	Latino	9.5%	153		Latino	5.4%	33	
	Asian	3.5%	56		Asian	1.0%	6	
	Other	1.4%	22		Other	0.3%	2	
	Voluntary Non-Disclosure	1.0%	16		Total People of Color	14.3%	87	
	Total People of Color	21.9%	353		Women	30.7%	187	
Women	28.1%	453	Total		609			
Total		1613						
2015	White	77.5%	1192	2008	White	85.7%	407	
	African-American	8.0%	123		African-American	7.8%	37	
	Latino	9.3%	143		Latino	4.6%	22	
	Asian	3.9%	60		Asian	1.3%	6	
	Other	1.3%	20		Other	0.6%	3	
	Total People of Color	22.5%	346		Total People of Color	14.3%	68	
	Women	27.0%	416		Women	28.6%	136	
Total		1538	Total		475			
2014	White	77.5%	1115	2007	White	88.6%	357	
	African-American	7.7%	111		African-American	5.5%	22	
	Latino	9.4%	135		Latino	4.2%	17	
	Asian	4.0%	57		Asian	1.5%	6	
	Other	1.4%	20		Other	0.2%	1	
	Total People of Color	22.5%	323		Total People of Color	11.4%	46	
	Women	28%	402		Women	38.5%	155	
Total		1438	Total		403			
2013	White	77.8%	1081	2006	White	85.0%	273	
	African-American	7.0%	97		African-American	5.0%	16	
	Latino	10.3%	143		Latino	7.8%	25	
	Asian	3.7%	52		Asian	1.9%	6	
	Other	1.2%	17		Other	0.3%	1	
	Total People of Color	22.2%	309		Total People of Color	15.0%	48	
	Women	27.1%	376		Women	24.3%	78	
Total		1390	Total		321			
2012	White	78.1%	1061	2005	White	90.0%	243	
	African-American	6.9%	94		African-American	3.7%	10	
	Latino	10.0%	136		Latino	5.2%	14	
	Asian	4.0%	54		Asian	1.1%	3	
	Other	1.0%	14		Other	0.0%	0	
	Total People of Color	21.9%	298		Total People of Color	10.0%	27	
	Women	26.3%	357		Women	29.6%	80	
Total		1359	Total		270			
2011	White	84.3%	510	2004	White	85.4%	537	
	African-American	7.3%	44		African-American	6.7%	42	
	Latino	6.0%	36		Latino	6.5%	41	
	Asian	0.7%	4		Asian	1.4%	9	
	Other	1.8%	11		Total People of Color	14.6%	92	
	Total People of Color	15.7%	95		Other	0.0%	0	
	Women	30.1%	182		Women	27.7%	174	
Total		605	Total		629			
2010	White	87.0%	529	2002	White	87.0%	x	
	African-American	5.8%	35		African-American	7.0%	x	
	Latino	5.9%	36		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	13.0%	79		Other	1.0%	x	
	Women	32.4%	197		Women	22.0%	x	
Total		608	Total		x			

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

**Table 11**





		<b>Head Trainers</b>			
		<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>
<b>2016</b>				<b>2009</b>	
	White	75.0%	21		White
	African-American	0.0%	0		African-American
	Latino	17.9%	5		Latino
	Asian	3.6%	1		Asian
	Other	3.6%	1		Other
	Total People of Color	25.0%	7		Total People of Color
	Women	0.0%	0		Women
	Total		28		Total
<b>2015</b>				<b>2008</b>	
	White	90.5%	19		White
	African-American	0.0%	0		African-American
	Latino	4.8%	1		Latino
	Asian	0.0%	0		Asian
	Other	4.8%	1		Other
	Total People of Color	9.5%	2		Total People of Color
	Women	0.0%	0		Women
	Total		21		Total
<b>2014</b>				<b>2007</b>	
	White	90.5%	19		White
	African-American	0.0%	0		African-American
	Latino	4.8%	1		Latino
	Asian	0.0%	0		Asian
	Other	4.8%	1		Other
	Total People of Color	9.5%	2		Total People of Color
	Women	0.0%	0		Women
	Total		21		Total
<b>2013</b>				<b>2006</b>	
	White	104.8%	22		White
	African-American	0.0%	0		African-American
	Latino	4.8%	1		Latino
	Asian	4.8%	1		Asian
	Other	4.8%	1		Other
	Total People of Color	14.3%	3		Total People of Color
	Women	4.8%	1		Women
	Total		25		Total
<b>2012</b>				<b>2005</b>	
	White	90.3%	28		White
	African-American	0.0%	0		African-American
	Latino	3.2%	1		Latino
	Asian	3.2%	1		Asian
	Other	3.2%	1		Other
	Total People of Color	9.7%	3		Total People of Color
	Women	3.2%	1		Women
	Total		31		Total
<b>2011</b>				<b>2004</b>	
	White	80.3%	49		White
	African-American	3.3%	2		African-American
	Latino	11.5%	7		Latino
	Asian	4.9%	3		Asian
	Other	0.0%	0		Other
	Total People of Color	19.7%	12		Total People of Color
	Women	0.0%	0		Women
	Total		61		Total
<b>2010</b>					
	White	84.2%	48		
	African-American	7.0%	4		
	Latino	7.0%	4		
	Asian	1.8%	1		
	Other	0.0%	0		
	Total People of Color	15.8%	9		
	Women	0.0%	0		
	Total		57		

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

Table 13

## APPENDIX II

# DIVERSITY & INCLUSION

### MAJOR LEAGUE BASEBALL DIVERSITY AND INCLUSION

Major League Baseball has long been recognized as a leader in the diversity and inclusion space. In March 2016, MLB held its fourth Diversity Business Summit, co-hosted by the Arizona Diamondbacks in Phoenix. To date, approximately \$20 million has been spent with diverse suppliers, and more than 100 job seekers have been hired across MLB as a result of the Summit.

For the 2016 MLB All-Star Game presented by MasterCard, MLB spent close to \$2 million with diverse suppliers in areas including hospitality, catering, entertainment, signage and decor. Additional initiatives included MLB's Virtual Interview Day and the Supplier Diversity Summit at the Winter Meetings, both first-time events established to engage diverse audiences in employment and business opportunities.

In 2016, MLB continued its efforts to create a culture of acceptance and inclusion throughout the league. During the year, Billy Bean, then MLB's vice president of social responsibility & inclusion, spearheaded conversations with Major and Minor League players, front office employees and surrounding communities across the sport. Following the Pulse Nightclub tragedy in Orlando, Fla., in June 2016, Billy worked closely with the Tampa Bay Rays to organize support for victims and their families. The effort culminated in a powerful, unifying message delivered by Commissioner Manfred to a sold-out Tropicana Field and a live MLB Network audience. In addition, Major League Baseball partnered with Twitter and GLAAD to support #SpiritDay, raising awareness to stamp out bullying against LGBT youth.

#### **Commissioner's Diversity & Inclusion Committee:**

The mission of the Commissioner's Diversity & Inclusion Committee is to support the continuation and advancement of diversity and inclusion that promotes social responsibility and competitive advantage throughout our industry. Committee members support the strategic management and implementation of the development of full representation of all people within Major League Baseball and its member affiliates. Representation will be evident on-field as well as within employment, procurement, fan base, and partnerships.

#### **Commissioner's Diversity & Inclusion Committee Members:**

- Rob Manfred, Commissioner, Major League Baseball
- Stuart Sternberg, Principal Owner & Committee Chair, Tampa Bay Rays
- Bob Castellini, President and Chief Executive Officer, Cincinnati Reds
- Marla Lerner Tanenbaum, Principal Owner, Washington Nationals
- Derrick Hall, President and Chief Executive Officer, Arizona Diamondbacks
- William Bartholomay, Chairman Emeritus, Atlanta Braves
- David Samson, President, Miami Marlins
- Arte Moreno, Owner, Los Angeles Angels of Anaheim

- Pat O’Conner, President and Chief Executive Officer, Minor Leagues
- Dan Halem, Chief Legal Officer, Office of the Commissioner
- Pat Courtney, Chief Communications Officer, Office of the Commissioner
- Billy Bean, Vice President & Special Assistant to the Commissioner, Office of the Commissioner

### **MLB DIVERSITY PIPELINE PROGRAM**

Commissioner Robert D. Manfred, Jr. announced in January 2016 the hiring of Tyrone Brooks as Senior Director of Major League Baseball’s new Front Office & Field Staff Diversity Pipeline Program. The Pipeline Program seeks to identify, develop and grow the pool of qualified minority and female candidates for onfield and baseball operations positions throughout the industry. Through the Pipeline Program, Brooks has assisted with the placement of 30+ qualified women and minority candidates into job opportunities with Major League Baseball teams and the Office of the Commissioner. During November of 2016, Major League Baseball, through the Pipeline Program, hosted a MLB Continuing Education Seminar during the Buck O’Neil Professional Scouts and Coaches Association Conference held in Kansas City, MO. The seminar included individual sessions on career planning, baseball sabermetrics, MLB Rules and salary arbitration presented to 40+ scouts, coaches and front office employees as led by members of the Office of the Commissioner and high ranking executives of various clubs.

An advisory committee comprised of Commissioner’s Office employees and Club officials vetted dozens of applicants for the position and continue to have oversight of the Senior Director’s role and responsibilities. The Senior Director also briefs the Ownership Diversity Committee at owners meetings and works closely with Human Resources and Recruiting personnel at the Commissioner’s Office with respect to its Program opportunities. Brooks reports directly to Renée Tirado, Vice President Talent Acquisition and Diversity & Inclusion for Major League Baseball. Brooks had been in the front office of the Pittsburgh Pirates since 2009, first as Director of Baseball Operations and then as Director of Player Personnel. Prior to that, the University of Maryland graduate had worked in the front offices of the Cleveland Indians and the Atlanta Braves, where he began his career as a Baseball Operations Assistant in

1996. Brooks, 43, is the founder of the Baseball Industry Network, which is comprised of approximately 33,000 members on the professional networking tool LinkedIn.

### **DIVERSITY PIPELINE PROGRAM ADVISORY COUNCIL:**

- Pat Courtney, Chief Communications Officer, MLB
- Steven Gonzalez, Senior Vice President & Deputy General Counsel, Labor Relations & Human Resources, MLB
- Paul Mifsud, Vice President & Deputy Counsel, Labor & Player Programs, MLB
- Kim Ng, Senior Vice President, Baseball Operations, MLB
- Peter Woodfork, Senior Vice President, Baseball Operations, MLB
- Tony Reagins, Senior Vice President, Youth Programs, MLB
- Billy Bean, Vice President & Special Assistant to the Commissioner, MLB
- Jean Afterman, Senior Vice President & Assistant General Manager, New York Yankees
- De Jon Watson, Special Assistant to the General Manager, Washington Nationals

- Moises Rodriguez, Director of International Operations, St. Louis Cardinals
- Quinton McCracken, Director of Player Personnel, Houston Astros
- Dave Roberts, Manager, Los Angeles Dodgers
- Craig Counsell, Manager, Milwaukee Brewers

### **MLB PROMOTES RENEE TIRADO TO VICE PRESIDENT OF TALENT ACQUISITION AND DIVERSITY & INCLUSION**

Renée Tirado, who had served as Senior Director of Recruitment since January 2016, has been promoted to Vice President of Talent Acquisition and Diversity & Inclusion. Tirado continues to direct the implementation of recruitment plans and procedures to support MLB's staffing objectives. She oversees the Diversity Pipeline Program, which was established last January, and is responsible for the development, communication and coordination of MLB's overall diversity and inclusion strategy, which includes managing internal Business Resource Groups and diverse business practices. Tirado advises senior MLB leadership and briefs the Ownership Diversity Committee on all matters related to talent acquisition, diversity and inclusion initiatives, as well as oversees MLB staff handling these areas. Tirado reports to Dan Halem, MLB's Chief Legal Officer.

### **MLB PROMOTES BILLY BEAN TO VICE PRESIDENT & SPECIAL ASSISTANT TO THE COMMISSIONER**

Major League Baseball announced on January 24th, 2017 that Billy Bean was promoted to Vice President and Special Assistant to the Commissioner. In this newly created position, Bean is a senior advisor to Commissioner Robert D. Manfred, Jr. on human rights issues, with a particular focus on LGBT and antibullying efforts. He continues to communicate important values to all players, coaches, managers, umpires, employees and stakeholders throughout the game to ensure an equitable, inclusive and supportive workplace. Since Bean joined MLB in 2014 as its first Ambassador for Inclusion, he has made more than 100 appearances across the 30 Clubs and addressed players and stakeholders at Baseball's Winter Meetings, the joint Rookie Career Development Program and other League-supported events. Bean, a six-year Major League outfielder from 1987-1989 and 1993-1995, has also led efforts for Baseball's support of Spirit Day, a worldwide effort to take a stand against bullying, in partnership with Twitter and GLAAD. Bean reports to Patrick Courtney, MLB's Chief Communications Officer.

2016-2017 has been a busy and eventful period for MLB inclusion conversations. Billy Bean, MLB's very first Ambassador for Inclusion and now Vice President and Special Assistant to the Commissioner, visited over 40 clubs spearheading presentations, conversations, and activations with players and front office staffs. Billy threw out the first pitch 6 times on night's dedicated to LGBT Inclusion and Diversity around the major leagues. The most poignant moment honoring the victims of the Orlando Pulse Nightclub tragedy in June 2016. Representing MLB, Billy partnered up with the Tampa Bay Rays to deliver a unified message of support as well as a significant financial contribution to the survivor's and family members of the victims. Billy delivered inclusion presentations in both Spanish and English at the Rookie Career Development Programs in the Dominican Republic and Leesburg, Virginia to our minor league prospects. He and Curtis Pride (MLB's current Ambassador for Inclusion), were selected as coaches of the USA and World squad for the MLB Future's All-Star Game in San Diego. Billy shared MLB's message of diversity and inclusion at the Negro Leagues Baseball Museum with over 400 women softball players who had assembled in Kansas City to participate in their national championship

tournament. Billy also represented MLB at the Vatican in Rome, Italy at the first ever Sport for the Service of Humanity conference, hosted by Pope Francis.

### **MLB PROMOTES MELANIE LEGRANDE TO VICE PRESIDENT OF SOCIAL RESPONSIBILITY**

Melanie LeGrande, who has served as MLB's Director of Community Affairs since 2015, has been promoted to Vice President of Social Responsibility. In an expanded role, she develops and enhances the initiatives that support MLB's position in the community as well as collaborates with internal departments and key external stakeholders to integrate social and environmental considerations in all core decisionmaking and planning. LeGrande also provides oversight for MLB's community investments, nonprofit/nongovernmental organization partnerships, large-scale disaster relief efforts and employee volunteer engagement. She also reports directly to Pat Courtney.

### **DIVERSE BUSINESS PARTNERS PROGRAM**

As of April 1<sup>st</sup> 2017 the Diverse Business Partners Program had spent over \$1 billion dollars with diverse suppliers since its inception and continues to grow annually. In addition to minority and women-owned businesses, MLB also includes small, veteran and LGBT-owned businesses as part of its Supplier Diversity effort within its Procurement and supply chain initiatives.

### **MLB HOSTS FIRST VIRTUAL INTERVIEW DAY, ENABLING INTERNSHIP APPLICANTS TO DO DIGITAL INTRODUCTIONS**

The first MLB Virtual Interview Day was held Monday, November 28, 2016, giving applicants a one-day opportunity to digitally record video responses to pre-recorded interview questions for spots in Major League Baseball's Summer Internship Program. The questions were shared with any MLB entity chosen by applicants who can submit them to as many of the 33 entities as they like, including the 30 teams plus MLB's Central Office, MLB Advanced Media and MLB Network. To apply, an intern candidate needed to have a smartphone or tablet with a camera or a computer with a webcam. While there was no one there in person to ask the applicant questions, MLB highlighted the aspect that this is a real and serious interview.

Practice questions were provided to allow applicants to get comfortable with the platform and their responses. Applicants could go over the practice questions as many times as they like, but once the actual interview began, they could not go back, restart or redo any questions. Applicants were provided three minutes to respond to each question and were asked to attach their resumes.

## **LEGENDS**

### **JACKIE ROBINSON DAY**

On April 15, 1947, Jackie Robinson broke baseball's color barrier by stepping onto Ebbets Field to play for the Brooklyn Dodgers. In 1997, 50 years after his debut, Robinson's number was retired across the league, an unprecedented moment in professional sports. Since 2004, MLB has celebrated April 15 as Jackie Robinson Day, with all players and on-field personnel now all wearing No. 42 on this special day.

Highlights of 2016 Jackie Robinson Day included festivities at Dodger Stadium with Dodgers Owner Magic Johnson; Jackie's wife, Rachel Robinson; Jackie's daughter, Sharon Robinson; and Jackie Robinson Foundation scholars and alumni. Dave Roberts, the first African-American manager in Dodgers history, caught the ceremonial first pitch from Frank Robinson (no relation), the first-ever African-American manager in Major League Baseball history.

### **MLB & JACKIE ROBINSON FOUNDATION**

In 2016, Major League Baseball announced the expansion of its financial commitment and partnership with the Jackie Robinson Foundation (JRF) beginning with the 2016–17 academic year. MLB supports 30 four-year JRF scholarships — one for each MLB Club — and also contribute \$1 million to the Foundation's Jackie Robinson Museum project.

Additionally, MLB and JRF will engage JRF Scholars to mentor participants in MLB's youth and community partnerships, including Reviving Baseball in Inner Cities (RBI), MLB Youth Academies and MLB-supported Boys & Girls Clubs of America programs.

The Jackie Robinson Foundation Scholarship Program provides financial assistance and mentoring services to highly motivated students attending colleges and universities, resulting in a graduation rate near 100 percent throughout the Foundation's 43-year history.

When it opens in New York City, the Jackie Robinson Museum will chronicle the baseball legend's storied athletic career, as well as his enduring impact across society, through state-of-the-art exhibits, artifacts, film and other media. The Museum will host lectures, concerts and interactive online activities. The Jackie Robinson Museum Legacy Campaign has recently completed its \$24-million construction goal.

### **BREAKING BARRIERS: IN SPORTS, IN LIFE**

Breaking Barriers: In Sports, In Life was developed by MLB, Scholastic and Sharon Robinson, MLB educational programming consultant, author and the daughter of baseball great Jackie Robinson. Using baseball as a metaphor for life, the curriculum is based on the values demonstrated by Jackie Robinson: Citizenship, Commitment, Courage, Determination, Excellence, Integrity, Justice, Persistence and Teamwork. The Breaking Barriers Essay Contest provides an opportunity for students in grades 4 through 9 to submit an essay about barriers they have faced or are still facing in their lives, and how they use Jackie's values to overcome those obstacles.

Kendal Young, a fifth grader from Spring Lake, Mich., and Sadie Chamberlain, an eighth grader from West Burke, Vt., were selected as Grand Prize winners from more than 17,000 entries in 2016. Kendal wrote about living as one of the few African-Americans in her community, while Sadie described overcoming stereotypes related to her cerebral palsy. Sharon joined Kendal during the MLB All-Star Game in San Diego and greeted Sadie at Game 3 of the 2016 World Series in Chicago. Both girls were recognized on the field.

To celebrate its 20th anniversary in 2016, the program doubled its winners to 20, and past winners participated in pregame celebrations at Dodger Stadium on Jackie Robinson Day with Sharon and Rachel Robinson.

## **ROBERTO CLEMENTE DAY**

Major League Baseball celebrates Roberto Clemente Day each year to honor the 15-time All-Star and Hall of Famer's legacy of humanitarian work and giving back. Annually, each Club recognizes a current 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 is given annually to the Major League Baseball player who combines a dedication to giving back to the community with outstanding skills on the ballfield. Named for Roberto Clemente, the Pittsburgh Pirates legend who died in a plane crash on New Year's Eve 1972 while attempting to deliver supplies to earthquake victims in Nicaragua, the award pays tribute to Clemente's achievements and character by recognizing talented current players who truly understand the value of helping others. Each Club nominates one player annually to receive the award.

New York Mets outfielder Curtis Granderson was named the league-wide recipient of the 2016 Roberto Clemente Award and was honored prior to Game 3 of the 2016 World Series. Granderson joins a distinguished list of national Roberto Clemente Award recipients, which includes 16 members of the National Baseball Hall of Fame.

# **GIVING**

## **FORT BRAGG GAME**

In celebration of the nation's service members, the Atlanta Braves and the Miami Marlins played a regular season game at Fort Bragg on July 3. One of the busiest military complexes worldwide, Fort Bragg is home to the legendary 82nd Airborne Division, the XVIII Airborne Corps, the U.S. Army Special Operations Command, the U.S. Army Forces Command, the U.S. Army Reserve Command, and the U.S. Army Parachute Team, the Golden Knights. By population, the North Carolina base is the largest Army installation in the world, home to nearly 10 percent of the U.S. Army's active component forces.

Jointly supported by Major League Baseball and the Major League Baseball Players Association, the event marked the first professional baseball game ever played on an active military base. Following the game, the newly built Fort Bragg Field — which had a seating capacity of 12,500 — was converted to a multipurpose recreational facility for those who serve at the base, as a gift from Major League Baseball, its Clubs and players.

As part of the weekend, Commissioner Manfred, MLBPA Executive Director Tony Clark, and players, coaches, and alumni from both the Atlanta Braves and Miami Marlins took part in several off-field activities, including a Play Ball event and visits to the Fisher House, Womack Army Medical Center, Parachute Packing Facility and the 2nd Brigade Combat Team/18th Fires Brigade Dining Facility.

## **COMMISSIONER'S COMMUNITY INITIATIVE AND MLB & PLAYERS GIVE BACK**

MLB is committed to ensuring that all fans have an opportunity to attend a Major League game. The Commissioner's Community Initiative and MLB & Players Give Back, a partnership between Major League Baseball and the Major League Baseball Players Association, each provide free tickets to children, charities, and community and civic groups each year. Through the programs, MLB Clubs distributed close to 2.5 million tickets in 2016.

## **12 DAYS OF GIVING**

Commissioner Manfred welcomed the Gonzalez family to the MLB offices as part of Boys & Girls Clubs of America's 12 Days of Giving campaign in December. During each of the 12 Days of Giving, celebrities showered holiday love on families in need around the country. Yankees pitcher CC Sabathia, ballet dancer Misty Copeland, boxing great Evander Holyfield, NBA Hall of Famer Dominique Wilkins and Oscar winner Denzel Washington were among the stars who also participated. The Commissioner surprised the family with a suite full of holiday gifts, and Hall of Famer Joe Torre, MLB's Chief Baseball Officer, also surprised the guests.

## **THE BASEBALL ASSISTANCE TEAM**

The Baseball Assistance Team (B.A.T.) is a unique nonprofit organization created to help members of the baseball family in need. For 31 years, the charity has provided medical, financial and psychological assistance, thanks to corporate, foundation and individual funding. The majority of funds raised by B.A.T. comes from players who contribute annually through a payroll deduction program.

In 2017, MLB players, managers and coaches contributed \$2.8 million. Since 1986, B.A.T. has awarded more than \$35 million in grants benefiting more than 3,600 participants. All aid provided by B.A.T. is strictly confidential, allowing those in need to receive help discreetly. For more information, visit [baseballassistanceteam.com](http://baseballassistanceteam.com).

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

The Baseball Tomorrow Fund (BTF) is a joint initiative between the Major League Baseball Players Association and Major League Baseball designed to promote the growth of youth baseball and softball throughout the world by awarding grants to support field renovation and construction projects, equipment and uniform purchases, coaches training material and other selected program expenses.

Since its formation by the MLBPA and MLB in 1999, BTF has awarded more than 900 grants totaling over \$32 million to non-profit and tax-exempt organizations in the U.S., Canada, Latin America, the Caribbean, Europe, Africa and Asia. BTF also facilitates league-wide initiatives including the collection and distribution of new and gently used equipment to organizations in need as well as field maintenance education clinics.

## **WE SHALL NOT FORGET**

Major League Baseball commemorated the 15th anniversary of Sept. 11, 2011, with tributes at all Major League games. The remembrance is part of baseball's ongoing effort to honor those whose lives were



lost and affected on that tragic day. MLB proceeds from sales of customized caps with the American flag patch were donated to the National September 11 Memorial and Museum, the Pentagon Memorial Fund and the Flight 93 National Memorial.

## HEALTH

### **Mother's Day**

On Mother's Day, MLB and all 30 Clubs recognized individuals who have been affected by breast cancer and demonstrated a commitment to the cause through the Honorary Bat Girl program. Now in its ninth year, the program has fielded thousands of unique testimonials from potential participants, and millions of fans have voted to select an Honorary Bat Girl for each team. Along with the fan voting, a guest judge panel that included current MLB players helped select these brave individuals.

To raise awareness on field, players and personnel wore a symbolic pink ribbon decal on their uniforms, and many also donned pink wristbands. Commemorative base jewels and dugout lineup cards were also used throughout the league. Many players batted with special pink Louisville Slugger bats — the Official Bat of Major League Baseball — stamped with the breast cancer awareness logo. MLB.com auctioned off a number of these pink products, with proceeds benefiting Stand Up To Cancer and Susan G. Komen.

For the first time, all players wore Mother's Day uniforms and caps that incorporated pink into each Club's regular logo, while every cap also featured a dark gray crown and brim. MLB donated the royalties earned from the sales of licensed Mother's Day jerseys and caps to Stand Up To Cancer and Susan G. Komen.

### **CHILDHOOD CANCER AWARENESS**

Major League Baseball launched a new league-wide effort in September 2016 to raise awareness for childhood cancer by dedicating a special Childhood Cancer Awareness Day at all MLB ballparks. Major League players and on-field personnel wore gold ribbon decals and wristbands on Sept. 2 to promote awareness for childhood cancer, which in the United States is the leading cause of death by disease among children ages 15 and under.

MLB, in partnership with Stand Up To Cancer, encouraged Clubs to support this new month-long initiative through a variety of special activations. Many Clubs partnered with local nonprofits, including hospitals and organizations focused on childhood cancer, for their Childhood Cancer Awareness Day activations. Clubs also showed their support for the effort by honoring youth cancer survivors in on-field ceremonies and hosting check presentations for nonprofits and hospitals.

### **STAND UP TO CANCER**

Stand Up To Cancer (SU2C) raises funds to accelerate innovative cancer research, bringing new therapies to patients quickly and saving lives now. Since launching in 2008, Stand Up To Cancer has brought together more than 1,200 of the best and the brightest research scientists, from upwards of 140 leading institutions in seven countries, to work together on 19 “Dream Teams” and six Translational Research Teams. Work by SU2C-supported researchers has led to cutting-edge, life-saving treatments.

As a founding donor of SU2C, Major League Baseball and its 30 Clubs have committed more than \$40 million in financial support and in-kind assets. MLB has significantly increased awareness through instadium promotions and fundraising events, and in 2016 supported SU2C’s biennial fundraising telecast, which was broadcast on more than 60 networks, including MLB Network. MLB also promoted the fight against cancer through special SU2C in-game moments during the 2016 All-Star Game presented by MasterCard and Game 4 of the 2016 World Series.

## **FATHER’S DAY**

MLB once again joined the Prostate Cancer Foundation for baseball’s annual campaign to raise awareness of the disease and generate funds for research. On Father’s Day, MLB players, managers, coaches, trainers, umpires and groundskeepers continued the tradition of wearing blue wristbands and uniform ribbon decals to promote prostate cancer awareness. Additionally, Clubs celebrated Father’s Day with specially designed uniforms for the first time, and MLB donated the royalties earned from the sales of Father’s Day jerseys and caps to Stand Up To Cancer and the Prostate Cancer Foundation.

The “Home Run Challenge” returned for its 21st season in 2016 and encouraged fans to make monetary pledges for each home run hit from June 13–19. An all-time record 2,140 donors contributed, raising more than \$2.3 million. The effort also included a new PSA featuring Hall of Famer Joe Torre, MLB’s Chief Baseball Officer and a prostate cancer survivor.

# **YOUTH**

## **MAJOR LEAGUE BASEBALL AND THE HIGH SCHOOL FOR SPORTS MANAGEMENT**

In 2014, Major League Baseball (MLB) and the High School for Sports Management (HSSM) established a mentorship program to facilitate the sharing of valuable career experience and advice with students who are interested in a career in sports.

Each year, the program pairs five students from the school’s executive seminar program with five MLB employees. To date, 15 students and employees have joined the program. In addition to one-on-one meetings and ongoing correspondence, the mentors and mentees have group meetings in the MLB Commissioner’s Office 2-3 times during the spring and summer. These meetings coincide with the MLB Summer Intern Speakers’ Bureau activities in which the mentees are invited to participate. The goal of the program is to develop participating high school students into qualified candidates for the MLB Summer Internship program.

The High School for Sports Management is a New York City public school, located in the Coney Island neighborhood of Brooklyn. Its student population is predominately African-American and lowincome.

The school's academic program includes experiential learning opportunities in sports and sports-related fields, such as marketing, management, law, medicine, journalism and broadcasting. Sports professionals collaborate with HSSM to create the school's curriculum as well as serve as teachers and mentors.

### **MLB INTERNS LUNCH AND LEARN BY LINKEDIN**

The lunch and learn was titled "Stay LinkedIn: How To Build a Winning Profile" presented by LinkedIn Representatives. The feedback from the interns was positive and they received valuable takeaways that they plan on implementing into their LinkedIn profile. The interns received advice from LinkedIn Representatives to help make their profiles stand out and make a positive "Digital Impression". For example: Adding recommendations and endorsements, create a personal brand beyond resume, importance of writing a personal summary, importance of a good profile picture, etc. Presenters reiterated that LinkedIn is a Professional and not social platform. Interns were encouraged to use Student App which was created to help recent grads with their job search.

### **PLAY BALL WEEKEND**

In 2016, MLB and all 30 Clubs launched the inaugural Play Ball Weekend, a league-wide celebration of youth baseball and softball participation. The new initiative took place in numerous ballparks on May 14 and 15, with away Clubs hosting additional activations during subsequent homestands. More than 320,000 Play Ball-branded plastic bat and ball sets were distributed through Club ballpark and community events, and Major League players donned special Play Ball attire, including a custom batting practice shirt and uniform patch. Play Ball Weekend also received support from USA Baseball, ESPN, Little League International, Ripken Baseball, PONY Baseball & Softball and MLB sponsors Chevy and Scotts.

Among the unique, customized ballpark elements in support of Play Ball Weekend were pregame parades for young players and cap exchanges between Major Leaguers and youth players. In addition to in-ballpark support, many Clubs hosted specialized activities throughout local communities to encourage participation and highlight the fun of youth baseball and softball. Examples included play opportunities at unique locations, surprise visits at youth baseball fields and games, special contests for youth leagues and teams, kids-only press conferences, ticket and equipment donations, and more.

### **U.S. CONFERENCE OF MAYORS**

Major League Baseball, Minor League Baseball and the United States Conference of Mayors (USCM) announced a renewal of support by USCM for the Play Ball initiative with "Play Ball Summer." The initiative featured youth-focused events hosted by mayors from the United States and Puerto Rico between June and August 2016. More than 200 mayors committed to Play Ball programs during Play Ball Summer, an increase from the 140 events in 2015.

### **BOYS & GIRLS CLUBS OF AMERICA**

In its 20th year as the official charity of Major League Baseball, BGCA has received more than \$20 million in annual financial and in-kind contributions, including public service announcements, advertising, player

appearances, game day events, broadcasting and MLB game tickets. BGCA members participated in numerous MLB and Club events in 2016, from festivities during All-Star Week and the World Series to Play Ball events to the Fort Bragg Game, holiday parties and more.

Several MLB players and managers have been inducted into the Boys & Girls Clubs Alumni Hall of Fame, including Dan Haren, Tony La Russa, Lou Piniella, Harold Reynolds, Frank Robinson, Jimmy Rollins, CC Sabathia and Dontrelle Willis. La Russa and Robinson are also members of the Baseball Hall of Fame.

### **HANK AARON CHASING THE DREAM SCHOLARSHIP PROGRAM**

The Hank Aaron Chasing the Dream Scholarship Program, which is supported through contributions from MLB, annually distributes grants to Boys & Girls Clubs of America members in honor of Hall of Famer Hank Aaron. Club members can receive up to \$3,500 each year. More than 75 Boys & Girls Clubs members received scholarships in 2016 for disciplines including baseball, photography, robotics, music and filmmaking.

### **SCOTTS MLB PITCH, HIT & RUN**

Scotts, the Official Lawn Care Company of MLB, served as the title sponsor of Pitch, Hit & Run (PHR), the official youth skills competition of Major League Baseball, which recognizes individual excellence in core baseball and softball skills. In its 20th year, PHR reached more than 650,000 youth ages 7–14.

PHR provides four levels of competition for youth baseball and softball players. Local champions advance to sectional events, and subsequent team championships are held at all 30 Major League ballparks. Twenty-four winners from the team championships advanced to the national finals held at Petco Park as part of MLB's 2016 All-Star Week.

### **HIGH SCHOOL HOME RUN DERBY**

Major League Baseball hosted eight high school players from the U.S., Mexico and Puerto Rico for the semifinals of the 2016 MLB High School Home Run Derby. Participating players were selected in conjunction with USA Baseball. Eventual finalists Nick Brueser of Chandler, Ariz., and Nicholas Storz of Brooklyn, N.Y., competed during breaks in action at the T-Mobile Home Run Derby. Brueser, an infielder, has committed to play at Stanford University. Storz, a first baseman and pitcher, will graduate in 2017 and has committed to play at LSU. Brueser took home the 2016 crown.

### **T- MOBILE JR. HOME RUN DERBY**

Thousands of kids participated in more than 800 local league competitions to earn a spot in the inaugural T-Mobile Jr. Home Run Derby. The ballplayers competed within one of two divisions — 12 & under or 14 & under — to see whose home run swings would propel them to regional competitions. Regional champions advanced to the national finals during 2016 All-Star Week. Aidan O'Halloran of Owens Cross Roads, Ala., and Matthew Mebane of North Augusta, S.C., took home the national championship for the 14U and 12U divisions, respectively.

## **ALL-STAR YOUTH CLASSIC**

The All-Star Youth Classic (formerly known as the Jr. RBI Classic) welcomed more than 140 young baseball and softball players for a friendly round-robin tournament during 2016 All-Star Week. In its eighth year, the event consisted of eight baseball and four softball teams comprised of 11- and 12-year-olds, including first-time participants from the Slaterettes, an all-girls baseball team out of Providence, R.I. The teams also visited Play Ball Park and were able to experience MLB All-Star FanFest, the SiriusXM All-Star Futures Game, the All-Star Legends & Celebrity Softball Game, and the T-Mobile Home Run Derby.

## **ELITE DEVELOPMENT INVITATIONAL**

Building upon the success of the Breakthrough Series, MLB, USA Baseball and the Major League Baseball Players Association teamed up for the second Elite Development Invitational (EDI) at Historic Dodgertown in Vero Beach, Fla. The EDI welcomed more than 200 participants ages 13-17 from minority or underserved backgrounds. The two-week program created a Spring Training-like atmosphere for aspiring pro players, whose days consisted of individual work, games, situational play, “chalk talks” and nightly seminars, all with the goal of providing elite training and instruction opportunities.

More than 25 MLB alumni — including Jerry Manuel, David Justice, Charles Johnson, Marvin Freeman, Marquis Grissom, Dmitri Young and Eric Davis — served as instructors, while Commissioner Manfred, MLBPA Executive Director Tony Clark, and former pro General Managers Tony Reagins and Omar Minaya stopped by to share their knowledge and experiences.

## **PLAY**

Through the PLAY (Promoting a Lifetime of Activity for Youth) campaign, in conjunction with MLB Charities, the Professional Baseball Athletic Trainers Society (PBATS) and Major League Baseball aim to spread a positive message about the benefits of an active and healthy lifestyle. In 2016, 29 MLB teams hosted PLAY Campaign events, and more than 35 Major League players participated. PBATS members from across the league disseminated the PLAY Campaign’s message to more than 3,000 young people, as well as thousands of parents, in 2016.

Each PLAY event featured a series of educational components: a discussion about the dangers of performance enhancing drug abuse; strength and conditioning with MLB strength and conditioning coaches; injury prevention and nutrition stations with MLB athletic trainers; an oral health station with the Henry Schein Cares Foundation; and a Q&A station with participating Major Leaguers.

## **URBAN INVITATIONAL**

The Urban Invitational is an annual round-robin collegiate baseball tournament that highlights Historically Black Colleges and Universities (HBCUs), as they compete against traditional Division I baseball powers. The New Orleans MLB Youth Academy and the University of New Orleans hosted the 2016 event. Louisiana Tech University and Division I HBCUs Alcorn State University (Miss.), Prairie View A&M University (Texas), Grambling State University (La.) and Southern University (La.) participated

alongside the host college's team. The event also featured a Play Ball youth clinic and Scotts MLB Pitch Hit & Run/Jr.

Home Run Derby competition, along with a Battle of the Bands.

## **YOUTH ACADEMY**

MLB is committed to providing opportunities through baseball and softball to young people from all backgrounds, but particularly underserved communities, through the MLB Youth Academies. In addition to the first Youth Academy established in Compton, Calif., in 2006, MLB has opened the P&G Cincinnati MLB Youth Academy, the Houston Astros MLB Youth Academy, the New Orleans MLB Youth Academy at Wesley Barrow Stadium, the Philadelphia Phillies MLB Youth Academy, and the Washington Nationals MLB Youth Academy. Additional facilities are in development in Chicago, the Bronx, San Francisco, Kansas City (Mo.) and Dallas.

MLB Youth Academies provide free, year-round instruction to about 12,000 young men and women, while reaching 20,000 more via tournaments and programs. In the last five MLB drafts, 46 alumni have been selected, bringing the total to nearly 160.

## **REVIVING BASEBALL IN INNER CITIES**

In 2016, more than 175,000 youth ages 5-18 participated in youth baseball and softball opportunities across nearly 200 Reviving Baseball in Inner Cities (RBI) leagues in the United States, Latin America and the Caribbean. RBI provides playing opportunities to underserved youth and communities at little or no cost, and leagues are typically operated by Major and Minor League teams, local parks and recreation departments, Boys & Girls Clubs, and local independent youth baseball and softball organizations. MLB and its Clubs have designated more than \$40 million worth of resources to the RBI program, and all 30 Clubs support RBI leagues.

## **RBI WORLD SERIES**

The Cincinnati Reds hosted the 2016 RBI World Series, which featured 24 regional champions from RBI's three divisions: Junior Baseball 13–15, Senior Baseball 16–18 and Softball 18U. Chicago White Sox RBI won the Junior Baseball championship, while Arizona RBI finished as Senior Baseball champions. Dominican Republic RBI claimed the Softball title.

Along with tournament play, the series included meet-and-greets with MLB and Reds executives, including Commissioner Manfred and Reds Owners Bob and Phil Castellini, as well as former Reds Eric Davis, Dave Parker and Hall of Famer Ken Griffey Jr. Participants also took part in a service component to benefit Feed the Children, providing food and school supplies to Cincinnati-area youth and families.

All 2016 RBI World Series participants wore "JY" uniform patches to honor RBI founder John Young, who passed away in May 2016 at age 67. Young founded the program in South Central Los Angeles in 1989. Prior to tournament play, MLB, the Dodgers Foundation and the Los Angeles City Council memorialized John with a street dedication in his L.A. hometown. John's widow and several former Major Leaguers attended the event.

**RBI FOR RBI SCHOLARSHIP**

The RBI for RBI Scholarship Fund provides financial support to college-bound RBI participants. Scholarship recipients are selected based on academic record, demonstrated leadership, participation in school, community activities and financial need. The 2016 scholarship class of 12 students brings the total of college scholarships awarded to RBI participants to more than 100 since the fund was established in 2008. This year's recipients were recognized at the 2016 RBI World Series in Cincinnati.

**RBI 13U INVITATIONAL**

For the second year, the RBI program participated in USA Baseball's National Team Identification Series (NTIS) for the 13U division. NTIS is a comprehensive player ID program that facilitates access to the USA Baseball National Team. RBI held four regional 13U Invitational tournaments: Cincinnati; Cary, N.C.; Prince George's County, Md.; and Compton, Calif. As a result, two RBI players were selected for the 2017 USA Baseball 14U National Team.

**USA BASEBALL & SOFTBALL BREAKTHROUGH SERIES**

Established in 2008 as a joint effort with USA Baseball, the Breakthrough Series provides a free instructional showcase to facilitate professional or collegiate playing opportunities while eliminating economic barriers. The 2016 Breakthrough Series welcomed nearly 200 high school prospects at Pirate City, the Pirates' Spring Training complex in Bradenton, Fla.; Tempe Diablo Baseball Complex, the Spring Training home of the Los Angeles Angels in Arizona; the USA Baseball National Training Complex in Cary, N.C.; and the P&G Cincinnati MLB Youth Academy. Approximately 140 previous Breakthrough Series participants have been selected in the MLB draft, including nearly 40 in 2015 and 2016 combined — the most ever in a two-year span.

## **SOCIAL RESPONSIBILITY AND PHILANTHROPY**

**TEAM COALITION**

MLB, Techniques for Effective Alcohol Management (TEAM) Coalition and Budweiser supported designated driver programs at Major League ballparks for the 13th consecutive season in 2016. The Responsibility Has Its Rewards Sweepstakes gave all fans who pledged to be designated drivers throughout the year the chance to win a contest for jewel event tickets. During the 2016 MLB regular season, nearly 585,000 ballpark guests planned ahead and made the responsible decision to be designated drivers.

**ZERO TOLERANCE POLICY**

Major League Baseball leads the industry with strong policies against domestic violence, sexual assault and child abuse, in addition to a workplace code of conduct for Major League players that encourages a safe and inclusive environment. To further support efforts related to the care of victims of domestic violence and their families, MLB partners with the National Network to End Domestic Violence, It's On

Us and The Joe Torre Safe at Home Foundation, three nationally recognized nonprofit organizations that focus on ending the cycle of violence.

### **SPORT AT THE SERVICE OF HUMANITY**

In October 2016, the Vatican hosted the first-ever global conference on faith and sport. Pope Francis gave the opening remarks, and the event brought together global leaders in faith and sport to discuss the interconnectedness of these disciplines. Billy Bean and Melanie LeGrande, then MLB's director of community affairs, traveled to Rome on behalf of Major League Baseball.

## **ALL-STAR WEEK**

### **ALL-STAR LEGACY CHARITABLE CONTRIBUTIONS**

MLB Charities and the Padres Foundation donated nearly \$5 million from 2016 Gatorade All-Star Workout Day, including a significant portion to local (San Diego area) All-Star Legacy projects. Supported projects included the first softball-specific and International All-Star Legacy projects.

### **MLB PADRES JACKIE ROBINSON FAMILY YMCA ALL-STAR COMPLEX**

Legacy dollars helped the Jackie Robinson Family YMCA (JRFYMCA) build a new youth baseball and softball field and outdoor recreational area, in addition to renovating and rebuilding the existing complex. The improvements have allowed JRFYMCA to put a renewed emphasis on baseball and softball. Commissioner Manfred joined Sharon Robinson (pictured above) and a host of others at the dedication ceremony.

### **MLB PADRES ALL-STAR DIAMOND AT BOYS & GIRLS CLUBS – CONRAD PREBYS ESCONDIDO BRANCH**

This project repurposed an existing parking lot and green space into a multi-purpose baseball diamond, complete with a manual scoreboard and movable fences.

### **MLB PADRES ALL-STAR LAUNCH POINTE**

All-Star funding enabled the Monarch School, which serves a population that has been affected by homelessness, to develop a 5,000–square foot “Launch Pointe” on the second floor of its existing building. The facility provides high school students with trade skill training to ensure that they are employable upon graduation.

### **MLB PADRES ALL-STAR FIELD**

The softball field at San Pasqual Academy in Escondido, Calif. — a first-in-the-nation residential education campus designed specifically to meet the needs of foster teens — needed significant work, and improvements occurred during All-Star Week. The infield and outfield were elevated and re-graded,



the outfield sod replaced, and new bases, home plate, a scoreboard, foul poles and a dugout drainage system installed. At the dedication ceremony, players from the National Pro Fastpitch league were on hand to meet San Pasqual Academy softball players.

### **BOYS & GIRLS CLUBS OF AMERICA – ALL-STAR WEEK**

As the official charity of Major League Baseball, Boys & Girls Clubs of America participated in various events and activities throughout All-Star Week.

### **MLB PADRES ALL-STAR CENTER FOR MILITARY AND VETERANS REINTEGRATION**

This project provided National Veterans Transition Services Inc. (NVTSI), an organization dedicated to assisting veterans as they adjust to civilian life, with a more efficient workspace. As a result, NVTSI is able to provide improved services, including resume writing, the creation of social media profiles, and evaluation and improvement of participants' online presence.

### **ALL-STAR GREEN TEAM**

During 2016 All-Star Week, MLB partnered with the University of Minnesota and University of San Diego to activate Green Teams at All-Star Week events. As part of their curriculum, students promoted fan awareness of environmental sustainability and collected recyclables throughout the stadium. The 2016 season marked the ninth year that MLB has activated Green Teams during the All-Star Game.

### **TICKETS FOR KIDS CHARITIES**

MLB and the Padres worked with Tickets for Kids to distribute 6,000 All-Star FanFest tickets to 100-plus community organizations in San Diego, giving families a once-in-a-lifetime baseball experience. The nonprofit organization is committed to enriching children's lives through local arts, cultural, educational, sporting and entertainment events.

### **ROCK AND WRAP IT UP!**

Over the past 10 years, nearly 36,000 pounds of prepared but untouched food has been recovered for donation to those in need through MLB's partnership with Rock and Wrap It Up! (RWU). RWU vets local agencies in each city, assuring that they have health certificates, transportation and a large enough program to distribute the donation. The 2016 All-Star Game yielded the equivalent of approximately 5,800 full meals for the San Diego Rescue Mission and diverted more than 3,500 pounds of carbon dioxide from landfills.

### **BRADY FAMILY TEEN CENTER RENOVATION**

A variety of refurbishments occurred at the Brady Family Teen Center of Boys & Girls Clubs of East County, home to 100 youth per day. In addition to upgraded lighting and windows, all furniture was completely overhauled and upgraded. Renovations also took place in the kitchen, which supports the health and life skills program, and technology center.

**THE COLOR RUN & ALL-STAR YOGA**

Major League Baseball partnered with The Color Run to host The Color Run MLB All-Star 5K presented by Nike. Participants of all ages followed an All-Star themed course through downtown San Diego, as MLB legends and mascots cheered them on. A festival followed with giveaways, contests and music from local DJs. The next day, MLB and Soul Pose teamed up for the ultimate outdoor yoga party in San Diego's Waterfront Park. Participants enjoyed two 60-minute yoga sessions and a musical performance by Michael Franti. A portion of the proceeds from both events benefited the Boys & Girls Clubs of Greater San Diego.

**ALL-STAR FANFEST OPENING CEREMONIES**

Youth from the Boys & Girls Clubs of Greater San Diego joined MLB legends Trevor Hoffman and Dave Winfield for the All-Star FanFest ribbon cutting ceremony, opening the World's Largest Interactive Baseball Theme Park.

**PREGAME CEREMONY**

Whitney Stewart of Sarasota County, Fla., the 2015–16 Boys & Girls Clubs of America Youth of the Year, declared "Play Ball" before the start of the 87th All-Star Game at Petco Park.

**FLAG BEARERS**

During player introductions for the SiriusXM All-Star Futures Game, kids from the Boys & Girls Clubs of San Dieguito held the flags of the 11 countries represented in the contest. The flag bearers received a behind-the-scenes look at what it takes for industry professionals to host an All-Star Week event.

**MASTERCARD AMBASSADORS**

MasterCard, MLB and the San Diego Padres invited 22 local fans ages 10 to 13 to take the field with the 2016 All-Star starters and managers. The children were selected from Boys & Girls Clubs of Greater San Diego, Jackie Robinson Family YMCA, local RBI Leagues at the Marine Corps Recruit Depot, PONY Baseball and the Monarch School.

**ALL-STAR WIFFLE BALL SERIES**

For the second year, MLB hosted the All-Star WIFFLE Ball Series. Teams from San Diego-area Boys & Girls Clubs played at Play Ball Park, Petco Park at the Park and All-Star FanFest Diamond. Boys & Girls Clubs of South County defeated Boys & Girls Clubs of San Marcos in the championship game, and the winners were recognized during the SiriusXM All-Star Futures Game. Former Major Leaguers Bobby Jones, Steve Finley and Juan Eichelberger served as special guest umpires and interacted with the kids throughout the threeday tournament.

**MAKE-A-WISH**

Major League Baseball donated tickets to Make-A-Wish, providing five children with life-threatening illnesses who wished to attend the All-Star Game with the opportunity to do so. As special guests of Major League Baseball and the Padres, Christian, Aidan, Tony, Jake and Cordero and their families experienced All-Star Week ballpark events from the comfort of a luxury suite at Petco Park. They also enjoyed special meet-and-greets with Padres All-Star Wil Myers, Harold Reynolds, Commissioner Manfred and MLB AllStars.

Additionally, 5-year-old Brylee Cadamy of Lancaster, Calif., who suffers from Stage 4 Rhabdomyosarcoma, attended the All-Star Concert Series at Embarcadero Marina Park South with her family. Brylee's wish was to sing a song with Tori Kelly, who headlined the concert. Brylee was invited backstage for a special meet-and-greet with Kelly,

**SCOTTS FIELD RENOVATION AT MOUNTAIN VIEW COMMUNITY PARK**

MLB partnered with Scotts, the Official Lawn Care Company of Major League Baseball, to refurbish the baseball field at Mountain View Community Park in San Diego. Field work included conditioning, grading and leveling of the infield, and replacement of the outfield sod. Overall facility improvements also included dugout enhancements and installation of fencing and a backstop as part of Scotts' It's Good Out Here Program.

**STARLIGHT FUN CENTER DONATION**

Major League Baseball and the San Diego Padres, in partnership with Starlight Children's Foundation, donated a Starlight Fun Center to Rady Children's Hospital, San Diego's only hospital dedicated exclusively to pediatric healthcare and the region's only designated pediatric trauma center. Starlight Fun Centers provide a comforting break, fun distraction and bedside entertainment for children facing surgery, enduring long outpatient treatments or coping with loneliness after hospital visiting hours have ended.

**SPECIAL STARS GAME**

MLB and the San Diego Padres hosted a game at Petco Park for youth with physical or developmental disabilities from the PONY Champions League, Miracle League of San Diego and Little League Challenger Division. Each participant enjoyed one at-bat and played the field defensively, and received replica AllStar jerseys compliments of Baseball Fantasy Camp for Kids. Players were treated to a postgame pizza party courtesy of the Padres.

# WORLD SERIES

**GAME 1**

Prior to Game 1, Commissioner Manfred visited Boys & Girls Clubs of Cleveland's Luis Muñoz Marin Dual Language School branch, part of the Cleveland Metropolitan School District. Major League Baseball and the Indians hosted a fun, indoor baseball event, highlighting the game's commitment to youth, particularly through the Play Ball initiative, and celebrating baseball's partnership with Boys & Girls Clubs of America. Cleveland Indians Owner and Chief Executive Officer Paul Dolan attended the event, along with former players Brian Anderson, Len Barker, Joe Charboneau and Jason Stanford, and current player Chris Gimenez. Also in attendance were Eric Gordon, CEO of the Cleveland Metropolitan School District; Indians mascot Slider; and Jackie Robinson Foundation Scholar Alumna Kendra Gaither (Class of 1996). Gaither, a member of the JRF Mid-Atlantic Selection Committee and Senior Policy Director of the Americas at the U.S. Chamber of Commerce, spoke to students about the importance of hard work and staying in school.

## **GAME 2**

MLB joined the American League champion Indians and members of the World Series umpiring crew for a visit to Cleveland Clinic Children's hospital prior to Game 2. MLB and the Indians donated a Starlight Fun Center mobile entertainment unit, while the umpires gifted Build-A-Bear Workshop stuffed animals to pediatric patients and their families via UMPS CARE Charities. Each child got to choose a new furry friend, and outfitted the stuffed animal in new clothing. Former Indians All-Stars Carlos Baerga and Len Barker also attended.

## **GAME 3**

Major League Baseball and the Chicago Cubs teamed up with Starlight Children's Foundation to donate a Starlight Fun Center mobile entertainment unit to the Rehabilitation Institute of Chicago when the Series arrived in the National League city. Cubs Hall of Famer Ferguson Jenkins, MLB Goodwill Ambassador Vera

Clemente and MLB Educational Programming Consultant Sharon Robinson were present for the occasion.

Before the game, New York Mets outfielder Curtis Granderson was announced as the 2016 Roberto Clemente Award winner in a press conference and recognized on the field (pictured). Granderson made a personal donation of \$5 million toward the construction of a state-of-the-art indoor/outdoor baseball complex at the University of Illinois at Chicago, his alma mater. The complex, named Curtis Granderson Stadium, also serves as an MLB Youth Baseball Academy and provides nearly 10,000 inner-city youth with a safe environment throughout the year. Granderson hosts clinics year-round in Chicago, New York and Florida, teaching kids not only baseball skills, but lessons about hard work, dedication and leadership. He often brings groups of children to Mets games at Citi Field and has helped raise money for New York's City Harvest, United Neighborhood Houses, the USO of Metropolitan New York and the YMCA. Granderson also has actively supported the Mets' commitment to the military, acted as the official MLB spokesperson for the White House's anti-obesity and "Drink Up" water initiatives, and served as a player-member of the MLB On-Field Diversity Task Force.

## **GAME 4**

During pregame ceremonies at Wrigley Field, MasterCard executives presented a \$4.25 million donation to Stand Up To Cancer, which was raised through its 2016 Priceless Causes campaign. Over the past seven years, the MasterCard program has raised more than \$35 million for critical cancer research.

MLB, Stand Up To Cancer and MasterCard coordinated a special in-game moment, as players, umpires, coaches and fans held up placards bearing the names of loved ones affected by the disease. The tribute aired live on FOX.

### **MAKE-A-WISH**

MLB and the American and National League champions hosted three young fans battling life-threatening illnesses whose request through the Make-A-Wish Foundation was to attend the World Series. Jonah Martinez, 13, from Troy, Texas, attended Game 2 as a VIP guest, met with players during batting practice, and spent time with Commissioner Manfred. Alec "AJ" Smallwood, 17, from Flowery Branch, Ga., and Ted Shapiro, 19, from Northbrook, Ill. (pictured below), attended Game 4 as guests of MLB and the Cubs. Both young men stood on the field beside the Cubs and Indians during the in-game Stand Up To Cancer tribute.

### **TEAM COALITION**

MLB, Anheuser-Busch and Techniques for Effective Alcohol Management (TEAM) Coalition hosted Amelia Reid, the Indians' winner of the Responsibility Has Its Rewards Sweepstakes, and a guest at Game 1 of the World Series. Reid, originally from Oberlin, Ohio, was randomly selected from the more than 17,000 Indians fans who pledged to be designated drivers at Progressive Field during the regular season.

Becky Yaworski from Chicago was the Cubs' Responsibility Has Its Rewards Sweepstakes winner. Yaworski received two tickets to Game 3 for being a responsible fan. She, too, was randomly chosen from more than 11,000 Cubs fans who pledged to be designated drivers at Wrigley Field in 2016, ensuring safe rides home for their friends and family.

### **GAME BALL DELIVERY**

Each World Series game began with a game ball delivery by a Boys & Girls Club member, who was accompanied by a legend from the host team.

**GAME 1:** Boys & Girls Clubs of America National Youth of the Year Jocelyn Woods (pictured), from the Boys & Girls Clubs of Silicon Valley in San Jose, Calif. Former Indians Manager Mike Hargrove, who led the Club to its previous two World Series appearances, in 1995 and '97, joined Woods, 18, a freshman journalism student at the University of Southern California.

**GAME 2:** Zaylianny Mojica Mendez, 18, a member of the Boys & Girls Clubs of Cleveland, alongside Joe Charboneau, who won the 1980 American League Rookie of the Year Award with the Indians. Mojica Mendez is a freshman at Cuyahoga Community College.

**GAME 3:** Anthony Velazquez, 17, from the Miguel A. Barreto Branch of Union League Boys & Girls Club in Chicago, with former Cubs All-Star first baseman Derrek Lee. Velazquez is a senior at Chicago's Roberto Clemente High School.

**GAME 4:** Eve Houser, 18, from the Dr. Martin Luther King Jr. Club of Boys & Girls Clubs of Chicago, with former Cubs All-Star pitcher Mark Prior. Houser is a senior at Chicago's Northside College Prep.

**GAME 5:** Freddie Morales, 16, also from the Miguel A. Barreto Branch of Union League Boys & Girls Club, and MLB Hall of Famer Andre Dawson. Morales is a junior at Roberto Clemente High School.

**GAME 6:** Rosetta Shepherd, the Boys & Girls Clubs of America Ohio Youth of the Year, with former Indians pitcher Len Barker, who threw the 10th perfect game in MLB history with the Club in 1981. Shepherd, 18, is a member of the Boys & Girls Clubs of Lorain County and a freshman at Lorain County Community College.

**GAME 7:** Davontre Cohen, 17, from the Boys & Girls Clubs of The Western Reserve in Akron, Ohio. Former Indians slugger Travis Hafner accompanied Cohen, a senior at Akron Early College High School and Akron's Youth of the Year.