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## The 2011 Racial and Gender Report Card: Major League Baseball

By Richard Lapchick  
with Christina Cloud, Aaron Gearlds, Tavia Record, Elizabeth Schulz,  
Jake Spiak and Matthew Vinson  
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### EXECUTIVE SUMMARY

**Orlando, FL – April 21, 2011...**Major League Baseball continues to demonstrate an outstanding record on the issue of racial and gender hiring practices. However, after steady improvement in both areas for several years, this year there were decreases in the percentages of people of color and women in several categories. Overall, baseball received an **A** for race and a **B-** for gender in the 2011 Report Card. 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 at bat or to operate a team?”

Baseball’s grade for race dipped slightly from 92.5 to 91.6, while its grade for gender dropped from 82 to 79.3. Baseball’s overall score for the 2011 Report Card is 85.5, which is lower than the 2010 score of 87.3 that was MLB’s best-ever combined score. MLB’s combined grade for 2011 is a **B+**.

Richard Lapchick, principal author of the study and director of The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida, said, “Bud Selig has helped make MLB’s central and team front offices look more like America.

“Jackie Robinson’s dream was to see more African-Americans playing, coaching and in the front office. While this year there has been a slight decrease in the grade for racial and gender hiring practices, there has been a long-term consistent and dramatic increase in the role of people of color and women regarding who runs the game.

“At the same time, the percentage of African-American players decreased for almost 15 years resulting with opening day rosters having only 8.5 percent of the players being African-American, down from 10

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percent in the 2010 season. This has been a concern of Major League Baseball and leaders in the African-American community. However, the 38.3 percent of players who are people of color also make the playing fields look more like America with its large Latino population. MLB has made great strides with diversity in who runs the game and today is one of the best in sports. However, there is clearly room for improvement, especially regarding hiring more women into professional positions.”

The decrease in the grade for race was a result of a drop in people of color in the following categories: Players, League office, managers, coaches, general managers and team vice presidents. In particular, managers who were people of color fell 11 percentage points and general managers who were people of color fell 5 percentage points.

The decrease in the grade for gender was a result of a drop in women in the League office, team vice presidents and team professional positions.

Lapchick noted that, “The Commissioner and his team in the League office, led by Wendy Lewis, Sr. Vice-president for Diversity, have had a remarkable positive imprint on the diversity record for Major League Baseball. MLB continues to have an outstanding record for Diversity Initiatives which include the fifth annual Civil Rights Game, Jackie Robinson Day and Roberto Clemente Day.”

While this report documents decreases in key categories in team front offices and for managerial positions, the overall record remains strong. Baseball received only one grade for race below a **B**.

Using data from the 2010 season, The Institute for Diversity and Ethics in Sport conducted an analysis of the racial breakdown of the players, managers and coaches. In addition, the Report Card includes a racial and gender breakdown of the owners, management in the Central Office as well as the team level, top team management, senior administration, professional administration, physicians, head trainers and broadcasters. An overview of player positions is also included. Listings of professional owners, general managers, managers and players were updated as of March 1, 2011.

Tables for the Report are included in Appendix I. MLB’s extensive Diversity Initiatives are listed in Appendix II.

It is imperative that sports 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 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 ballclub, but The Institute wants to illustrate how important it is to have a diverse organization involving individuals who happen to be of a different race or gender 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 college sports personnel and to contribute to the improvement of integration in front office and college athletics department positions.

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## REPORT HIGHLIGHTS

### Players

- At the start of the 2011 season, the total players of color were 38.3 percent. The opening day rosters were 61.5 percent white, 27 percent Latino, 2.1 percent Asian, 0.4 percent Native American or Native Alaskan and 0.3 percent Native Hawaiian or Pacific Islander.
- The percentage of African-American players decreased to 8.5 percent of total players on the 2011 Opening Day season rosters. It was 10 percent in the 2010 season. The 2011 percentage was the lowest since 2007 and the third lowest in decades.
- The percentage of Latino players decreased from 28.4 percent in 2010 to 27 percent in 2011. This was one of the lowest percentages for Latinos since 1999 when it was 26 percent.
- The percentage of Asians increased slightly to 2.1 percent, up by 0.2 percentage points.
- The 2008 season was the first season in which there was an increase in African-American players in MLB over the previous season since 1995. After reaching 10.2 percent in 2008, African-American players have taken what could be considered a step back to the current level. There continues to be significant debate on why African-Americans seem to be abandoning baseball.
- In the 2010 season, the total population of Major League Baseball players of color (40.5 percent) was comprised of Latinos (28.4 percent), African-Americans (10.0 percent), Asians (1.9 percent), and Others (0.2 percent).
- Between the 1998 and the 2011 seasons, between 59 to 61.6 percent of the players have been white in each season with the exception of 2004, when 63 percent of the players were white.
- The percentage of international players in MLB on 2011 Opening Day rosters was 27.7 percent, spanning 14 countries and territories. The percentage of international players in MLB in 2010 was 30.1 percent, an increase of 1.9 percentage points from 2009. In addition, of Minor League players under contract as of 2011 Opening Day, 47.4 percent were born outside of the United States. Minor League players span 41 countries and territories, down from 43 a year ago.

### MLB Central Office

- Of the staff in MLB's Central Office, 33 percent were people of color while women made up 38 percent of the positions based on 2010 MLB workforce data.
- According to MLB, at the director and managerial level, 22.5 percent of the employees were people of color, while women occupied 32 percent of the front-office positions at the MLB Central Office based on 2010 MLB workforce data.

### Teams

- Arturo Moreno, who owns the Los Angeles Angels, remains the only person of color to own a Major League Baseball team.

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- MLB had six managers of color for the start of 2011: two African-Americans and four Latinos. Thus, 20 percent of MLB managers are people of color as of the start of the 2011 season, a decrease of 11 percentage points from 2010. MLB had nine managers of color for the start of 2010 season: four African-Americans, four Latinos and one Asian.
- In the 2010 MLB season, people of color held 29 percent of coaching positions in MLB (down two percentage points from 2009). African-Americans held 12 percent (down two percentage points), while Latinos held 17 percent (remaining constant). One person of Asian descent held a coaching job in 2010, the same as in 2009.
- According to the MLB, people of color constitute 42 percent of the coaching positions within the combined Major and Minor Leagues based on 2010 MLB workforce data.
- Pam Gardner is the President of Business Operations for the Houston Astros and is the only female CEO/President in MLB. There is no person of color as either CEO or team President of an MLB team.
- At the start of the 2011 season, there were three African-American general managers and one Latino general manager. The 2011 season started with 14 percent of the general managers being people of color. This was a five percentage point drop from the 19 percent in 2010.
- The Boston Red Sox, San Francisco Giants and Houston Astros led MLB with six women each in vice president positions. The Arizona Diamondbacks and Los Angeles Dodgers each had three in 2010. Twenty-three MLB teams have at least one woman in a vice president position.
- In the 2010 MLB season, 9.8 percent of team vice presidents were people of color and 18.2 percent were women, indicating a decrease of 6.7 percentage points for people of color and a decrease of 0.4 percentage points for female representation in the vice president positions.
- In the 2010 MLB season, 16 percent of senior team administrators were people of color, the same as the previous year. Women held 18 percent of senior administration positions, a decrease of one percentage point from the previous year. According to MLB's internal records, in the 2010 MLB season, 19 percent of senior team administrators were people of color. Women held 28 percent of senior administration positions.
- In 2010, the percentage of people of color holding professional positions with teams was 13 percent, indicating a decrease of two percentage points from the previous year. The percentage of women in those positions was 32 percent in 2010, an increase of one percentage point from 2009. According to internal calculations, in the 2010 MLB season the percentage of people of color holding professional administrative positions increased to 27 percent. MLB also listed the percentage of women holding team professional administration positions at 34 percent.

## Diversity Initiatives

- ***Diversity Economic Impact Engagement Initiative (DEIE)*** is one of MLB's newest initiatives to advance the level of MLB's current workforce and supplier diversity efforts as well as create methodologies for cultural assessments, diversity economic platforms and industry-wide diversity training. This internal consultant model approach will be developed throughout the industry's Central Office, member Clubs and eventually the Minor Leagues.
- ***Major League Baseball's Diverse Business Partner's Program*** is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$800 million being spent with thousands of minority- and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's Top 50 Organizations for Multicultural Business Opportunities" for several years running.
- ***The "Civil Rights Game"*** The 2011 Civil Rights Game comes to Atlanta for the first time with an extended slate of exciting events culminating with the exciting on-field matchup between the Atlanta Braves and Philadelphia Phillies on Sunday, May 15, 2011.
- ***The Selig Business Conference*** MLB and the Atlanta Braves, along with MLB's Major and Minor League Clubs and strategic partners, will launch the inaugural Selig Business Conference at the Georgia Aquarium (May 12-13, 2011). This strategically ground-breaking event will provide a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as register their resumes and business profiles on-site. The Selig Business Conference will not only capture MLB's advocacy in regards to supplier and workforce diversity, but will also present discussions that are educational, entertaining and celebratory.

## OVERALL GRADES

Overall, baseball received an **A** for race and a **B-** for gender and a combined grade of **B+** in the 2011 Report Card. In 2010, MLB received an **A** for race, a **B** for gender and a combined grade of **B+**

Baseball's grade for race dipped slightly from 92.5 to 91.6, while its grade for gender dropped from 82 to 79.3. Baseball's overall score for the 2011 Report Card is 85.5, which is lower than the 2010 score of 87.3 that was MLB's best-ever combined grade. MLB's combined grade is a **B+**.

MLB got **A**'s for race in the MLB Central Offices, assistant coaches, players and diversity initiatives. It received an **A-/B+** for managers, team senior and team professional administration.

MLB received an **A-** for gender in the MLB Central Offices.

## GRADES BY CATEGORY

### Players

At the start of the 2011 season, 38.3 percent of the total players were players of color while 61.5 percent were white.

The percentage of African-American players decreased to 8.5 percent of total players on the 2011 Opening Day season rosters. It was 10 percent in the 2010 season. The 2011 percentage was the lowest since 2007 and the third lowest in decades.

The percentage of Latino players decreased from 28.4 percent in 2010 to 27 percent in 2011. This was one of the lowest percentages for Latinos since 1999 when it was 26 percent.

The percentage of Asians increased slightly to 2.1 percent, up by 0.2 percentage points.

The players were 0.4 percent Native American or Native Alaskan and 0.3 percent Native Hawaiian or Pacific Islander.

The 2008 season was the first season in which there was an increase of African-American players in MLB over the previous season since 1995. After reaching 10.2 percent in 2008, African-American players have taken what could be considered a step back to the current level. There continues to be significant debate on why African-Americans seem to be abandoning baseball.

In the 2010 MLB season, 59.6 percent of the players were white, 10.0 percent were African-American, 28.4 percent were Latino, 1.9 percent were Asian and 0.2 percent were "other." This was a 2.0 percentage point decrease for white players and a 1.4 percentage point increase for Latinos. There were 23 Asian baseball players in the entire league, a decrease of five from the previous season.

The percentage of international players on 2011 MLB Opening Day rosters was 27.7 percent, again representing 14 countries and territories. In addition, of Minor League players under contract, 47.4 percent were born outside of the United States. Minor League players span 41 countries and territories, up from 43 a year ago.

The percentage of international players in MLB in 2010 was 30.1 percent. They came from 14 countries and territories. In addition, of Minor League players under contract, 48 percent were born outside of the US. Minor League players spanned 43 countries and territories.

MLB has been remarkably consistent in terms of the percentage of white players. Between the 1998 and the 2010 seasons, 59 to 61.6 percent of the players have been white in each season with the exception of 2004 which saw 63 percent of the players being white. The 2010 season was in the same range with 59.6 percent of players being white. In 2011, 61.5 percent of players were white on Opening Day.

**MLB Grade for Players:           A+**

See Table 1.

### **Major League Central Office**

According to Major League Baseball, of the 417 front-office employees, 10 percent are African-American, 17 percent are Latino, 4 percent are Asian and 2 percent are classified as "other." Women make up 38 percent of the total workforce, while people of color make up 33 percent. The corresponding on-field employee population is comprised of umpires and scouts (99 total, 14 percent people of color). This information is based on the 2010 MLB workforce data.

At the senior executive level, 20 percent of the 55 employees were people of color, while women occupied 22 percent of the positions. At the director and managerial level, 22.5 percent of the 98 employees were people of color, while women occupied 32 percent of the posts.

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

- Jonathan Mariner, executive vice president and Chief Financial Officer
- Jimmie Lee Solomon, executive vice president of Baseball Operations

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

- Art Marquez, senior vice president, Affiliate Sales
- David Yu, senior vice president, Product Development
- Peter Woodfork, senior vice president, Baseball Operations

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

- Kathy Feeney, senior vice president, Scheduling and Club Relations
- Phyllis Merhige, senior vice president, Club Relations
- Marla Miller, senior vice president, Special Events

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- Jacqueline Parkes, senior vice president, Chief Marketing Officer- Marketing and Advertising
- Kathleen Torres, senior vice president, Finance
- Wendy Lewis, senior vice president, Diversity
- Mary Beck, senior vice president, Marketing and Promotions
- Kim Ng, senior vice president, Baseball Operations

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

- Tom Brasuell, vice president, Community Affairs
- Earnell Lucas, vice president, Security & Facilities Management
- Lou Melendez, vice president, Baseball Operations, International
- Christopher Park, vice president, Labor Economics & Labor Relations
- John Quinones, vice president, Recruitment
- Ray Scott, vice president, Human Resources
- Darryl Miller, vice president, Urban Youth Academies
- Derrick Godfrey, vice president, Business Development
- Kushal Patel, vice president, Network Infrastructure
- Carlton Thompson, vice president, Executive Editor
- Christian Villoslada, vice president, Services Architect

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

- Domna Candido, vice president, Legal
- Bernadette McDonald, vice president, Broadcasting
- Ellen Miller-Wachtel, vice president, Legal
- Anne Occi, vice president, Design Services
- Elizabeth Scott, vice president, Programming
- Donna Hoder, vice president, Office Operations
- Jennifer Shaw, vice president, Pricing and Strategy
- Susan Stone, vice president, Operations
- Heather Benz, vice president, Ticketing
- Deirdre Ganun Lester, vice president, Sponsorship Sales
- Kimberly Hausmann, vice president, Controller
- Leslie Knickerbocker, vice president, Human Resources and Special Projects
- Lara Pitaro Wisch, vice president, Senior Counsel

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

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

See Table 2.



## Ownership

Arturo Moreno continues to be the only Latino majority owner in MLB, as well as the only person of color to own a Major League Baseball team. Jennifer Steinbrenner-Swindal, Jessica Steinbrenner and Joan Steinbrenner each hold a Vice-Chairman position for the New York Yankees. They are the only women who hold ownership.

See Table 3.

## Managers

Major League Baseball started the 2011 season with six managers of color which was a decrease from nine from the 2010 season. There had been a steady increase from 2007 to 2009 until a small decrease in the 2010 season.

At the start of the 2011 MLB season, 20 percent of MLB managers are people of color. The six managers of color are:

- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Edwin Rodriguez, Florida Marlins (Latino)
- Ozzie Guillen, Chicago White Sox (Latino)
- Ron Washington, Texas Rangers (African-American)
- Fredi Gonzalez, Atlanta Braves (Latino)

MLB went from 10 to nine managers of color in the 2010 season. During the 2010 MLB season, the nine (31.0 percent) managers of color were:

- Dusty Baker, Cincinnati Reds (African-American)
- Manny Acta, Cleveland Indians (Latino)
- Cito Gaston, Toronto Blue Jays (African-American)
- Fredi Gonzalez, Florida Marlins (Latino)
- Ozzie Guillen, Chicago White Sox (Latino)
- Jerry Manuel, New York Mets (African-American)
- Lou Piniella, Chicago Cubs (Latino)
- Don Wakamatsu, Seattle Mariners (Asian-American)
- Ron Washington, Texas Rangers (African-American)

In 2010, 13.8 percent of managers were African-American, 13.8 percent were Latino and 3.4 percent were Asian.

Don Wakamatsu was the first Asian-American manager in MLB history and the first Asian-American to be a head coach in any of the professional sports covered in the Racial and Gender Report Card. He managed the Seattle Mariners from 2009 to 2010, before being fired on Aug. 9, 2010. Al Lopez was the first Latino manager in MLB history when he was hired by the Cleveland Indians in 1951. He managed the Indians until 1956 and then served the Chicago White Sox as manager from 1957 to 1965 and from 1968 to 1969.

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According to MLB, people of color constitute 37 percent of the manager positions within the combined Major and Minor Leagues based on 2010 MLB workforce data.

The grade is based on the 2010 season.

**MLB Grade for Managers:        A-/B+**

See Tables 4 and 5.

### **Coaches**

In the 2010 MLB season, people of color held 29 percent (down two percentage points from 2009) of the MLB coaching positions for the 30 major league teams. African-Americans held 12 percent (down two percentage points), Latinos held 17 percent (remaining constant) and Asians remained at 0.4 percent of the coaching positions.

According to the MLB, people of color constitute 42 percent of the coaching positions within the combined Major and Minor Leagues based on 2010 MLB workforce data.

**MLB Grade for Coaches:        A+**

See Table 6.

### **Top Management**

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

#### Chief Executive Officers/Presidents

There was one woman and no people of color serving as CEOs/Presidents on MLB teams in 2010 and one woman and no people of color in 2011. Pam Gardner is President of Business Operations for the Houston Astros.

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

See Table 7.

#### General Manager/Principal-in-Charge

At the start of the 2011 season, there was one Latino and three African-American general managers. The 2011 season started five percentage points below the historical best of 19 percent of the general managers in MLB being people of color in 2010.

The 2011 MLB general managers are:

- Michael Hill, Florida Marlins (African-American)
- Tony Reagins, Los Angeles Angels (African-American)
- Ruben Amaro Jr., Philadelphia Phillies (Latino)
- Ken Williams, Chicago White Sox (African-American)

The 2009 and 2010 MLB general managers were:

- Ruben Amaro Jr., Philadelphia Phillies (Latino)
- Michael Hill, Florida Marlins (African-American)
- Omar Minaya, New York Mets (Latino)
- Tony Reagins, Los Angeles Angels (African-American)
- Ken Williams, Chicago White Sox (African-American)

In 2011 MLB is where it was in the 2008 MLB season which was a landmark year at that time with four general managers of color. The combination of three African-Americans and one Latino comprised 13 percent of the General Managers in MLB:

- Michael Hill, Florida Marlins (African-American)
- Omar Minaya, New York Mets (Latino)
- Tony Reagins, Los Angeles Angels (African-American)
- Ken Williams, Chicago White Sox (African-American)

Omar Minaya was appointed by MLB in 2001 to run the day-to-day operations of the Montreal Expos, thus becoming the first Latino general manager in MLB history. He was hired in the same position for the New York Mets at the end of the 2004 season. In 2006, Omar Minaya's Mets played in Game 7 of the NL Championship Series. Ken Williams' White Sox won the 2005 World Series. In their first year as GMs, Michael Hill's Marlins had a .522 win percentage and Tony Reagins' Angels had a .617 win percentage winning over 100 games during the season. Ruben Amaro Jr. in his first year as GM enjoyed a highly successful regular- and post-season with the Philadelphia Phillies in 2009 and followed that with another successful regular-season and deep post-season run in 2010.

In the 2011 MLB season, there was also racial and gender diversity at the assistant general manager level: Al Avila, Detroit Tigers; De Jon Watson, Los Angeles Dodgers; Jean Afterman, New York Yankees; Robert McCleod, San Diego Padres; Kim Ng, Los Angeles Dodgers, and Shedrick Bennett, Houston Astros. Ng stayed with the Dodgers through Opening Day this season before leaving the team to join Major League Baseball's Central Office as its senior VP for baseball operations.

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

See Table 8.

Team Vice Presidents\*

The percentage of people of color holding team vice president positions decreased by 6.7 percentage points to 9.8 percent in the 2010 season, while the percentage of women in these positions also decreased by 0.4 of a percentage point to 18.2 percent. Of the vice presidents of color, 11 were African-American, 11 were Latino and five were Asian.

The 11 African-American senior vice presidents and vice presidents in MLB were:

- Henry Aaron, senior vice president, Atlanta Braves
- Chartese Burnett, vice president, Communications and Community Relations, Washington Nationals
- Michael Hall, vice president, Community Outreach, St. Louis Cardinals
- Marian Harper, vice president, Community Development, Houston Astros
- Ellen Hill Zeringue, vice president, Marketing, Detroit Tigers
- Nona Lee, vice president and general counsel, Arizona Diamondbacks
- Elaine Lewis, vice president, Community & Public Affairs, Detroit Tigers
- Marian Rhodes, vice president, Human Resources, Arizona Diamondbacks
- Larry Stokes, vice president, Human Resources, Houston Astros
- Elaine Steward, vice president and club counsel, Boston Red Sox
- Dave Winfield, executive vice president, Senior Advisor, San Diego Padres

The 11 Latino senior vice presidents and vice presidents in MLB were:

- Russ Amaral, vice president, Facilities and Event Services, Arizona Diamondbacks
- Jorge Costa, senior vice president, Ballpark Operations, San Francisco Giants
- Sam Fernandez, senior vice president and general counsel, Los Angeles Dodgers
- Oneri Eljaua, vice president, Player Personnel, Chicago Cubs
- Felix M. Lopez, Jr., executive vice president, New York Yankees
- Robert Alvarado, vice president, Marketing and Ticket Sales, Los Angeles Angels
- Al Avila, vice president and assistant general manager, Detroit Tigers
- Tony Bernazard, vice president, Player Development, New York Mets
- Rosi Hernandez, vice president, Market Development, Houston Astros
- Kevin Martinez, vice president, Marketing, Seattle Mariners
- Peter Woodfork, vice president and assistant general manager, Arizona Diamondbacks\*

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

- Susan Jaison, senior vice president, Finance, Florida Marlins
- Richard Wong, senior vice president, Stadium Operations, Toronto Blue Jays
- Bill Geivett, vice president, Baseball Operations, and assistant general manager, Colorado Rockies
- Kim Ng, vice president and assistant general manager, Los Angeles Dodgers\*\*
- Paul Wong, vice president, Finance, Oakland Athletics

The percentage of women vice presidents fell to 18.2 percent from 18.6 percent. There were a total of 50 women holding team senior vice president and vice president positions in MLB:

- Jean Afterman, vice president and assistant general manager, New York Yankees

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- Sally Andrist, vice president, Human Resources and Office Management, Milwaukee Brewers
- Wilna Behr, vice president, Stadium Initiatives, Toronto Blue Jays
- Laura Broderick, senior vice president, Brand Development, San Diego Padres
- Vicki Bryant, vice president, Event Services Merchandising, San Diego Padres
- Chartese Burnett, vice president, Communications and Community Relations, Washington Nationals
- Debbie Castaldo, vice president, Corporate and Community Partnerships, Arizona Diamondbacks
- Bonnie Clark, vice president, Communications, Philadelphia Phillies
- Laura Day, senior vice president, Business Development, Minnesota Twins
- Nancy Donati, vice president, Publications/Creative Services, San Francisco Giants
- Raenell Dorn, vice president, Human Resources and Diversity, Minnesota Twins
- Paige Farragut, vice president, Suite Sales and Services, Texas Rangers
- Jennifer Flynn, vice president, Club Counsel, Boston Red Sox
- Karen Forcus, senior vice president, Public Affairs, Cincinnati Reds
- Jennifer Germer, vice president, Marketing, Houston Astros
- Susan Goodenow, vice president, Public Affairs, Boston Red Sox
- Marian Harper, vice president, Community Development, Houston Astros
- Annemarie Hastings, vice president, Client Relations, San Francisco Giants
- Rosi Hernandez, vice president, Marketing Development, Houston Astros
- Ellen Hill Zenringue, vice president, Marketing, Detroit Tigers
- Susan Jaison, senior vice president, Finance, Florida Marlins
- Kelly Keyes, vice president, Building Services, Toronto Blue Jays
- Kathy Killian, vice president, Employee Services and Customer Service, Philadelphia Phillies
- Nona Lee, vice president and general counsel, Arizona Diamondbacks
- Melanie Lenz, vice president, Development, Tampa Bay Rays
- Elaine Lewis, vice president, Community and Public Affairs, Detroit Tigers
- Laura Lukin, vice president, Broadcasting, Los Angeles Dodgers
- Sue Ann McClaren, vice president, Ticket Sales, Operations/Services, Colorado Rockies
- Sarah McKenna, vice president, Fan Services and Entertainment, Boston Red Sox
- Elizabeth R. Murphy, vice president and deputy general counsel, San Francisco Giants
- Kim Ng, vice president and assistant general manager, Los Angeles Dodgers\*\*
- Lisa Pantages, vice president, Finance, San Francisco Giants
- Patty Paytas, vice president, Communications, Pittsburgh Pirates
- Katie Pothier, executive vice president and general counsel, San Diego Padres
- Jennifer Randall, vice president, Marketing, Houston Astros
- Marian Rhodes, vice president, Human Resources, Arizona Diamondbacks
- Marianne Short, vice president, Human Resources, Seattle Mariners
- Staci A. Slaughter, senior vice president, Communications, San Francisco Giants
- Janet Marie Smith, senior vice president, Planning and Development, Boston Red Sox
- Kala Sorenson, vice president, Conference Center/Special Events, Houston Astros
- Mary Sprong, vice president, Human Resources and Administration, Boston Red Sox
- Elizabeth Stecklein, vice president, Human Resources, Colorado Rockies
- Elaine Steward, vice president/club counsel, Boston Red Sox
- Molly Taylor Jolly, vice president, Finance/Administration, Los Angeles Angels

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- Frances Traisman, vice president, Sales, Seattle Mariners
- Jackie Traywick, senior vice president, Finance/Administration, Houston Astros
- Meg Vaillancourt, senior vice president, Corporate Relations, Boston Red Sox
- Marlo Vandemore, vice president, Finance & Accounting, Los Angeles Dodgers
- Marti Wronski, vice president, General Counsel, Milwaukee Brewers
- 

\*Peter Woodfork stayed with the Diamondbacks through the 2010 season before leaving the team to join Major League Baseball's Central Office as a senior VP of Baseball Operations.

\*\*Kim Ng stayed with the Dodgers through Opening Day before leaving the team to join Major League Baseball's Central Office as a senior VP of Baseball Operations.

The Boston Red Sox, San Francisco Giants and Houston Astros led MLB with six women each in vice president positions. The Arizona Diamondbacks and Los Angeles Dodgers had three each in 2010. Twenty-three MLB teams have at least one woman in a vice president position.

#### **MLB Grade for Team Vice Presidents**

**Race:** C/C+  
**Gender:** F

See Table 9.

#### **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.

In the 2010 MLB season, 16 percent of senior team administrators were people of color, the same as in 2009. Five percent were African-American, 8 percent were Latino, 2 percent were Asian and people categorized as "other" remained at 1 percent. In 2010, the percentage of women who were senior team administrators was 18 percent, a one percentage point decrease from the previous year.

According to MLB's internal records, in the 2010 MLB season, 19 percent of senior team administrators were people of color. Women held 28 percent of senior administration positions.

#### **MLB Grade for Senior Administration\***

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

See Table 10.

### Professional Administration\*

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

In 2010, 14 percent of professional positions were held by people of color, a decrease of one percentage point from 2009. Six percent were African-American, 6 percent were Latino, 1 percent were Asian and people categorized as “other” remained at 1 percent. Women held 32 percent of these positions, an increase of one percentage point from 2009.

According to internal calculations, in the 2010 MLB season the percentage of people of color holding professional administrative positions increased to 27 percent. MLB also listed the percentage of women holding team professional administration positions at 34 percent.

### MLB Grade for Professional Administration\*:

**Race:** A-/B+  
**Gender:** C

See Table 11.

*\*In the last two categories, TIDES continued the policy of combining our data with that of MLB and averaging the two. In examining racial and gender data for Professional and Senior Administration staff, TIDES found the following differences between MLB’s and TIDES’s categorizations: MLB categorized managers under Senior Administration, while TIDES categorized managers under Professional Administration. MLB categorized specialists, technicians, analysts, engineers and programmers under Professional Administration, while TIDES did not. TIDES will include the latter categories in next year’s report.*

### Diversity Initiatives

As can be seen in Appendix II, MLB has outstanding diversity initiatives.

**MLB Grade for Diversity Initiatives: A**

See Appendix II.

### Physicians

In 2010, physicians of color with MLB teams dropped from 14 to 13 percent. African-Americans decreased from 6 to 4 percent, but Asians increased from 6 to 7 percent. There were no Latino team physicians in 2010. The percent of women physicians in MLB increased from 4 to 5 percent.

See Table 12.

### **Head Trainers**

In 2010, people of color held 16 percent of head trainer positions, the same as in 2009. African-Americans remained constant at 7 percent, Latinos remained at 7 percent and Asians remained constant at 2 percent. This category included both head athletic trainers and head strength and conditioning coaches/trainers. There were still no women.

See Table 13.

### **Radio/TV Broadcasters**

During the 2010 MLB season, African-Americans held 5 percent of broadcast positions, an increase of one percentage point from 2009, while the percentage of Latinos decreased one percentage point to 16 percent. There are still only two Asian broadcasters (1 percent) in MLB. The percentage of women broadcasters remained constant at 3 percent.

See Table 14.

### **Stacking**

The Racial and Gender Report Card examines the issue of stacking for the positions of pitcher, catcher and infielder filled by African-Americans. These are baseball's primary "thinking positions." Five percent of pitchers (up one percentage point) and 11 percent of infielders (up two percentage points) were African-American.

Twenty-nine percent of outfielders, who rely on speed and reactive ability, were African-American during the 2010 MLB season. This percentage was almost three times that of the total percentage of African-Americans in MLB. Historically, there have been almost no African-American catchers. In fact, in 2010 there were none, decreasing from 1 percent in 2009.

See Table 15.



## HOW GRADES WERE CALCULATED

As in previous reports, the 2011 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, The Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state that the workplace should reflect the percentage of the people in the racial group in the population. Thus, with approximately 24 percent of the population being people of color, an **A** was achieved if 24 percent of the positions were held by people of color, **B** if 12 percent of the positions were held by people of color, and **C** if it had only 9 percent. Grades for race below this level were assigned a **D** for 6 percent or **F** for any percent equal to or below 5 percent.

For issues of gender, an **A** would be earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for anything below that. The 40 percent is also taken from the federal affirmative action standards. The Institute once again acknowledges that even those sports where grades are low generally have better records on race and gender than society as a whole.

## METHODOLOGY

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

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

In addition to team data, the Central Office provided data on its personnel. The findings were put into spreadsheets and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes 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 2010 season for Major League Baseball. Listings of professional owners, general managers and head coaches were updated as of March 1, 2011. Grades were calculated according to the reporting periods noted herein.

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

This is the 19<sup>th</sup> issue of the ***Racial and Gender Report Card (RGRC)***, which is the definitive assessment of hiring practices of women and people of color in most of the leading professional and amateur sports and sporting organizations in the United States. The report considers the composition – assessed by racial and gender makeup – of players, coaches and front office/athletic department employees in our country's leading sports organizations, including the National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS) and Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

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

The ***Racial and Gender Report Card*** is published by The Institute for Diversity and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern and now at UCF. (Until 1998 the report was known as the *Racial Report Card*.) In addition to Lapchick, Christina Cloud, Aaron Gearlds, Tavia Record, Elizabeth Schulz, Jake Spiak and Matthew Vinson contributed greatly to this report. Their research efforts were invaluable.

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

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

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

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

*College of Business Administration, University of Central Florida*

The DeVos Sport Business Management Program is a landmark program focusing on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues. It offers a two degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition

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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>		<b>%</b>	<b>#</b>
<b>2011</b>			<b>2001</b>		
White	61.5%	x	White	59%	x
African-American	8.5%	x	African-American	13%	x
Latino	27.0%	x	Latino	26%	x
Asian	2.1%	x	Other	1%	x
Other	0.7%	x	<b>2000</b>		
International	27.7%	x	White	60%	x
<b>2010</b>			African-American	13%	x
White	59.6%	712	Latino	26%	x
African-American	10.0%	119	Other	1%	x
Latino	28.4%	339	<b>1999</b>		
Asian	1.9%	23	White	60%	x
Other	<1%	2	African-American	13%	x
International	30.1%	360	Latino	26%	x
<b>2009</b>			Other	<1%	x
White	61.6%	758	<b>1998</b>		
African-American	9.0%	1	White	59%	x
Latino	27.0%	332	African-American	15%	x
Asian	2.3%	28	Latino	25%	x
Other	0.0%	0	Other	1%	x
International	28.2%	347	<b>1997</b>		
<b>2008</b>			White	58%	x
White	60.4%	719	African-American	17%	x
African-American	10.2%	121	Latino	24%	x
Latino	27.0%	322	Other	1%	x
Asian	2.4%	29	<b>1996</b>		
Other	0.0%	0	White	62%	x
International	28.7%	342	African-American	17%	x
<b>2007</b>			Latino	20%	x
White	59.8%	714	Other	1%	x
African-American	8.2%	98	<b>1995</b>		
Latino	29.1%	348	White	62%	x
Asian	2.8%	34	African-American	19%	x
Other	0.0%	0	Latino	19%	x
International	31.0%	370	Other	0%	x
<b>2006</b>			<b>1994</b>		
White	59.5%	707	White	64%	x
African-American	8.4%	100	African-American	18%	x
Latino	29.4%	350	Latino	18%	x
Asian	2.4%	29	<b>1993</b>		
Other	0.3%	3	White	67%	x
International	31.0%	368	African-American	16%	x
<b>2005</b>			Latino	16%	x
White	60%	709	Other	<1%	x
African-American	9%	101	<b>1992</b>		
Latino	29%	339	White	68%	x
Asian	3%	30	African-American	17%	x
Other	0%	4	Latino	14%	x
International	30%	358	<b>1991</b>		
<b>2004</b>			White	68%	x
White	63%	789	African-American	18%	x
African-American	9%	111	Latino	14%	x
Latino	26%	326	<b>1990</b>		
Asian	2%	26	White	70%	x
Other	0%	1	African-American	17%	x
International	27%	338	Latino	13%	x
<b>2002</b>					
White	60%	x			
African-American	10%	x			
Latino	28%	x			
Asian	2%	x			
Other	0%	x			
International	25%	x			

**Table 1**

MLB Central Office Staff					
	%	#		%	#
<b>2010</b>			<b>2004</b>		
White	67%		White	71%	252
African-American	10%		African-American	11%	40
Asian	4%		Asian	4%	14
Latino	17%		Latino	13%	48
Other	2%		Native American	<1%	2
Women	38%		Women	40%	144
Total		417	Total		356
People of color total	33%		People of color total	29%	104
<b>2009</b>			<b>2002</b>		
White	66%	x	White	68%	250
African-American	10%	x	African-American	13%	48
Asian	4%	x	Asian	4%	15
Latino	17%	x	Latino	15%	54
Native American	<1%	x	Native American	1%	1
Women	39%	x	Women	46%	169
Total		416	Total		368
People of color total	32%	x	People of color total	32%	118
<b>2008</b>			<b>2000</b>		
White	66%	x	White	74%	x
African-American	12%	x	African-American	14%	x
Asian	3%	x	Asian	2%	x
Latino	16%	x	Latino	14%	x
Native American	<1	x	Native American	1%	x
Women	40%	x	Women	47%	x
Total		385	Total		314
People of color total	34%	x	People of color total	26%	x
<b>2007</b>			<b>1997</b>		
White	72%	342	White	78%	x
African-American	11%	53	African-American	13%	x
Asian	3%	15	Asian	1%	x
Latino	13%	62	Latino	8%	x
Native American	<1%	2	Women	53%	x
Women	42%	199	Total	215	x
Total		474	People of color total	22%	x
People of color total	28%	127	<b>1995</b>		
<b>2006</b>			<b>1994</b>		
White	72.4%	340	White	72%	x
African-American	10.4%	50	African-American	18%	x
Asian	3.0%	14	Asian	1%	x
Latino	13.2%	62	Latino	9%	x
Native American	<1%	2	Women	54%	x
Women	43.0%	201	Total	141	x
Total		468	People of color total	28%	x
People of color total	27.6%	127	<b>1990</b>		
<b>2005</b>			<b>1990</b>		
White	73%	336	White	79%	x
African-American	10%	48	African-American	14%	x
Native American	<1%	2	Asian	0%	x
Women	34%	157	Latino	6%	x
Total		462	People of color total	22%	x
People of color total	27%	125	<b>1990</b>		
			White	79%	x
			African-American	14%	x
			Asian	0%	x
			Latino	7%	x
			Women	55%	x
			Total	116	x
			People of color total	21%	x

Note: Data provided by MLB league office.

x= Data not recorded

Table 2

<b>Majority Owners</b>		
	<b>%</b>	<b>#</b>
<b>2011</b>		
White	97.5%	39
African-American	0.0%	0
Latino	2.5%	1
Asian	0.0%	0
Other	0.0%	0
Women	7.5%	3
<b>2010</b>		
White	98.0%	49
African-American	0.0%	0
Latino	2.0%	1
Asian	0%	0
Other	0%	0
Women	6%	3
<b>2009</b>		
White	97.0%	29
African-American	0%	0
Latino	3.0%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2008</b>		
White	97.0%	29
African-American	0%	0
Latino	3.0%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2007</b>		
White	97.0%	30
African-American	0%	0
Latino	3.4%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2006</b>		
White	96.6%	27
African-American	0%	0
Latino	3.4%	1
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2005</b>		
White	96.9%	31
African-American	0%	0
Latino	3%	1
Asian	0%	0
Other	0%	0
Women	0%	0

**Table 3**

Managers							
		%	#				
<b>2011</b>	White	80.0%	24	<b>2001</b>	White	77%	25
	African-American	6.7%	2		African-American	20%	6
	Asian	0.0%	0		Asian	0%	0
	Latino	13.3%	4		Latino	3%	1
	Women	0.0%	0		Women	0%	0
<b>2010</b>	White	69.0%	20	<b>2000</b>	White	83%	25
	African-American	13.8%	4		African-American	13%	4
	Asian	3.4%	1		Asian	0%	0
	Latino	13.8%	4		Latino	3%	1
	Women	0.0%	0		Women	0%	0
<b>2009</b>	White	67%	20	<b>1999</b>	White	90%	27
	African-American	17%	5		African-American	7%	2
	Asian	0%	1		Asian	0%	0
	Latino	13%	4		Latino	3%	1
	Women	0%	0		Women	0%	0
<b>2008</b>	White	73.0%	22	<b>1998</b>	White	87%	26
	African-American	13.0%	4		African-American	10%	3
	Asian	0.0%	0		Asian	0%	0
	Latino	13.0%	4		Latino	3%	1
	Women	0.0%	0		Women	0%	0
<b>2007</b>	White	80.0%	24	<b>1997</b>	White	86%	24
	African-American	6.7%	2		African-American	11%	3
	Asian	0.0%	0		Latino	3%	1
	Latino	13.3%	4	<b>1996</b>	White	86%	24
	Women	0.0%	0		African-American	11%	3
<b>2006</b>	White	83.3%	25		Latino	3%	1
	African-American	10.0%	3	<b>1995</b>	White	86%	24
	Asian	0.0%	0		African-American	11%	3
	Latino	6.7%	2		Latino	3%	1
	Women	0.0%	0	<b>1994</b>	White	82%	23
<b>2005</b>	White	77%	23		African-American	14%	4
	African-American	13%	4		Latino	3%	1
	Asian	0%	0	<b>1993</b>	White	79%	22
	Latino	10%	3		African-American	14%	4
	Women	0%	0		Latino	7%	2
<b>2004</b>	White	77%	23	<b>1992</b>	White	89%	23
	African-American	10%	3		African-American	7%	2
	Asian	0%	0		Latino	<4%	1
	Latino	13%	4	<b>1991</b>	White	89%	23
	Women	0%	0		African-American	7%	2
<b>2002</b>	White	68%	21		Latino	<4%	1
	African-American	26%	8				
	Asian	0%	0				
	Latino	6%	2				
	Women	0%	0				

Table 4

<b>Historical Listing of Managers of Color Major League Baseball</b>			
(27 managers)			
	<b>Team</b>	<b>Year(s)</b>	<b>Record</b>
Manny Acta	Washington	2007-2009	158-252
	Cleveland	2010-present	69-93
Felipe Alou	Montreal	1992-01	691-717
	San Francisco	2003-2006	342-304
Dusty Baker	San Francisco	1992-02	840-715
	Chicago Cubs	2003-2006	322-326
	Cincinnati	2008-present	243-243
Don Baylor	Colorado	1993-98	439-469
	Chicago Cubs	2000-02	187-220
Cecil Cooper	Houston	2007-2009	171-170
Larry Doby	Chicago White Sox	1978	37-50
Cito Gaston	Toronto	1989-97	683-616
	Toronto	2008-2010	211-201
Preston Gomez	San Diego	1969-72	180-316
	Houston	1974-75	128-161
	Chicago Cubs	1980	38-52
Fredi Gonzalez	Florida	2007-2010	276-279
Mike Gonzalez	St. Louis	1938, 1940	9-13
Ozzie Guillen	Chicago White Sox	2004-present	600-535
Davey Lopes	Milwaukee	2000-02	141-189
Jerry Manuel	Chicago White Sox	1997-2003	500-471
	New York Mets	2008-2010	204-213
	Pittsburgh	2001-2005	336-446
Lloyd McClendon	Pittsburgh	2001-2005	336-446
Hal McRae	Kansas City	1991-94	286-277
	Tampa Bay	2001-02	113-196
Tony Pena	Kansas City	2002-2005	259-389
Tony Perez	Cincinnati	1993	20-24
	Florida	2001	54-60
Lou Piniella	New York Yankees	1986-88	224-193
	Cincinnati	1990-92	255-231
	Seattle	1993-02	840-711
	Tampa Bay	2003-05	200-285
	Chicago Cubs	2007-2010	316-293
Luis Pujols	Detroit	2002	55-100
Willie Randolph	NY Mets	2005-2008	302-253
Frank Robinson	Cleveland	1975-77	186-189
	San Francisco	1981-84	264-277
	Baltimore	1988-91	230-285
	Montreal	2002-2004	233-253
	Washington	2005-2006	152-172
	Florida	2010-present	46-46
Edwin Rodriguez	Florida	2010-present	46-46
Cookie Rojas	California	1988	76-79
Jerry Royster	Milwaukee	2002	53-94
Carlos Tosca	Toronto	2002-04	144-127
Don Wakamatsu	Seattle	2009-2010	127-147
Ron Washington	Texas	2007-present	331-317
Maury Wills	Seattle	1980	26-56

**Table 5**



<b>Coaches</b>					
		<b>%</b>	<b>#</b>		
<b>2010</b>				<b>2000</b>	
	White	71%	172		White
	African-American	12%	29		African-American
	Latino	17%	40		Latino
	Asian	<1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2009</b>				<b>1999</b>	
	White	68%	158		White
	African-American	14%	32		African-American
	Latino	17%	40		Latino
	Asian	<1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2008</b>				<b>1998</b>	
	White	67%	152		White
	African-American	12%	27		African-American
	Latino	21%	47		Latino
	Asian	<1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2007</b>				<b>1997</b>	
	White	69%	150		White
	African-American	13%	30		African-American
	Latino	17%	39		Latino
	Asian	1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2006</b>				<b>1996</b>	
	White	70%	150		White
	African-American	16%	34		African-American
	Latino	13%	29		Latino
	Asian	1%	2		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2005</b>				<b>1995</b>	
	White	71%	154		White
	African-American	15%	33		African-American
	Latino	14%	30		Latino
	Asian	1%	1		Asian
	Other	0%	0		Other
	Women	0%	0		Women
<b>2004</b>				<b>1994</b>	
	White	73%	165		White
	African-American	12%	28		African-American
	Latino	13%	31		Latino
	Asian	1%	2		Other
	Other	0%	0		Women
	Women	0%	0		
<b>2002</b>				<b>1993</b>	
	White	72%	150		White
	African-American	16%	34		African-American
	Latino	11%	23		Latino
	Asian	1%	2		Other
	Other	0%	0		Women
	Women	0%	0		

**Table 6**

CEO/President							
			%	#			
<b>2011</b>					<b>2005</b>		
	White	100%	27		White	100%	33
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	4%	1		Women	6%	2
<b>2010</b>					<b>2004</b>		
	White	100%	31		White	97%	31
	African-American	0%	0		African-American	3%	1
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	3%	1		Women	3%	1
<b>2009</b>					<b>2002</b>		
	White	100%	29		White	100%	x
	African-American	0%	0		African-American	0%	x
	Latino	0%	0		Latino	0%	x
	Asian	0%	0		Asian	0%	x
	Women	3%	1		Women	3%	x
<b>2008</b>					<b>2001</b>		
	White	100%	29		White	100%	x
	African-American	0%	0		African-American	0%	x
	Latino	0%	0		Latino	0%	x
	Asian	0%	0		Asian	0%	x
	Women	7%	2		Women	3%	x
<b>2007</b>					<b>2000</b>		
	White	100%	26		White	100%	x
	African-American	0%	0		African-American	0%	x
	Latino	0%	0		Latino	0%	x
	Asian	0%	0		Asian	0%	x
	Women	8%	2		Women	3%	x
<b>2006</b>					<b>1999</b>		
	White	100%	32		White	100%	x
	African-American	0%	0		African-American	0%	x
	Latino	0%	0		Latino	0%	x
	Asian	0%	0		Asian	0%	x
	Women	7.1%	2		Women	3%	x

**Table 7**

<b>General Manager/Director of Player Personnel</b>								
			<b>%</b>	<b>#</b>				
<b>2011</b>					<b>2002</b>			
	White		86%	24		White	94%	28
	African-American		11%	3		African-American	3%	1
	Latino		3%	1		Latino	3%	1
	Asian		0%	0		Asian	0%	0
	Women		0%	0		Women	0%	0
<b>2010</b>					<b>2001</b>			
	White		81%	21		White	97%	29
	African-American		11%	3		African-American	3%	1
	Latino		8%	2		Latino	0%	0
	Asian		0%	0		Asian	0%	0
	Women		0%	0		Women	0%	0
<b>2009</b>					<b>2000</b>			
	White		83%	25		White	100%	30
	African-American		10%	3		African-American	0%	0
	Latino		7%	2		Latino	0%	0
	Asian		0%	0		Asian	0%	0
	Women		0%	0		Women	0%	0
<b>2008</b>					<b>1999</b>			
	White		87%	26		White	100%	30
	African-American		10%	3		African-American	0%	0
	Latino		3%	1		Latino	0%	0
	Asian		0%	0		Asian	0%	0
	Women		0%	0		Women	0%	0
<b>2007</b>					<b>1998</b>			
	White		93%	28		White	100%	30
	African-American		3%	1		African-American	0%	0
	Latino		3%	1		Latino	0%	0
	Asian		0%	0		Asian	0%	0
	Women		0%	0		Women	0%	0
<b>2006</b>					<b>1997</b>			
	White		93%	28		White	97%	29
	African-American		3%	1		African-American	3%	1
	Latino		3%	1		Latino	0%	0
	Asian		0%	0				
	Women		0%	0				
<b>2005</b>					<b>1996</b>			
	White		93%	28		White	96%	27
	African-American		3%	1		African-American	3%	1
	Latino		3%	1		Latino	0%	0
	Asian		0%	0				
	Women		0%	0				
<b>2004</b>					<b>1995</b>			
	White		94%	28		White	96%	27
	African-American		3%	1		African-American	4%	1
	Latino		3%	1		Latino	0%	0
	Asian		0%	0				
	Women		0%	0				
					<b>1994</b>			
	White		94%	28		White	96%	27
	African-American		3%	1		African-American	4%	1
	Latino		3%	1		Latino	0%	0
	Asian		0%	0				
	Women		0%	0				

**Table 8**

Vice Presidents							
			%	#			
<b>2010</b>					<b>2004</b>		
	White	90.1%	247		White	89%	199
	African American	4.0%	11		African-American	4%	11
	Latino	4.0%	11		Latino	4%	10
	Asian	1.8%	5		Asian	3%	5
	Women	18.2%	50		Women	14%	32
<b>2009</b>					<b>2002</b>		
	White	83.3%	250		White	89%	178
	African American	7.6%	23		African-American	5%	9
	Latino	6.6%	20		Latino	4%	7
	Asian	2.3%	7		Asian	2%	4
	Women	18.6%	56		Women	12%	23
<b>2008</b>					<b>2000</b>		
	White	90.0%	246		White	90%	170
	African American	4.0%	10		African-American	6%	10
	Latino	4.0%	11		Latino	3%	6
	Asian	2.0%	5		Asian	1%	2
	Women	17.0%	45		Women	6%	12
<b>2007</b>					<b>1999</b>		
	White	90.0%	225		White	92%	176
	African American	3.6%	9		African-American	5%	9
	Latino	4.4%	11		Latino	2%	4
	Asian	2.0%	5		Asian	1.60%	3
	Women	16.0%	39		Women	8%	16
<b>2006</b>					<b>1998</b>		
	White	87.0%	223		White	92%	123
	African American	4.3%	11		African-American	5%	7
	Latino	5.1%	13		Latino	<2%	2
	Asian	3.1%	8		Asian	<2%	2
	Women	15.0%	37		Women	5%	6
<b>2005</b>							
	White	88%	218				
	African-American	4%	10				
	Latino	5%	12				
	Asian	3%	8				
	Women	13%	31				

**Table 9**

Senior Administrators					
	%	#		%	#
<b>2010</b>			<b>2006</b>		
White	85%	395	White	84%	248
African-American	5%	22	African-American	7%	20
Latino	8%	36	Latino	7%	22
Asian	2%	9	Asian	1%	3
Other	<1%	2	Other	0%	1
Women	18%	84	Women	20%	59
<b>2009</b>			<b>2005</b>		
White	84%	370	White	84%	246
African-American	5%	22	African-American	8%	22
Latino	8%	36	Latino	6%	18
Asian	2%	9	Asian	2%	6
Other	<1%	2	Other	0%	0
Women	19%	83	Women	18%	52
<b>2008</b>			<b>2004</b>		
White	83%	323	White	83%	217
African-American	7%	26	African-American	10%	25
Latino	8%	31	Latino	5%	12
Asian	2%	8	Asian	2%	6
Other	<1%	1	Other	0%	0
Women	18%	70	Women	14%	36
<b>2007</b>			<b>2001</b>		
White	82%	290	White	86%	x
African-American	8%	28	African-American	10%	x
Latino	9%	32	Latino	4%	x
Asian	1%	4	Asian	<1%	x
Other	0%	1	Women	24%	x
Women	19%	67	<b>2000</b>		
			White	84%	x
			African-American	8%	x
			Latino	6%	x
			Asian	3%	x
			Women	24%	x

x = data not recorded

**Table 10**

Team Professional Administration		
	%	#
<b>2010</b>		
White	87%	529
African-American	6%	35
Latino	6%	36
Asian	1%	6
Other	<1%	2
Women	32%	197
<b>2009</b>		
White	86%	522
African-American	8%	46
Latino	5%	33
Asian	<1%	6
Other	<1%	2
Women	31%	187
<b>2008</b>		
White	86%	407
African-American	8%	37
Latino	5%	22
Asian	1%	6
Other	<1%	3
Women	29%	136
<b>2007</b>		
White	89%	357
African-American	5%	22
Latino	4%	17
Asian	1%	6
Other	0%	1
Women	29%	115
<b>2006</b>		
White	85%	273
African-American	5%	16
Latino	8%	25
Asian	2%	6
Other	0%	1
Women	24%	78
<b>2005</b>		
White	90%	243
African-American	4%	10
Latino	5%	14
Asian	1%	3
Other	0%	0
Women	30%	80
<b>2004</b>		
White	85%	537
African-American	7%	42
Latino	7%	41
Asian	1%	9
Other	0%	0
Women	28%	174
<b>2002</b>		
White	87%	x
African-American	7%	x
Latino	4%	x
Asian	1%	x
Other	1%	x
Women	22%	x
<b>2000</b>		
Minorities	23%	x
Women	32%	x
x= Data not recorded, totals may not equal 100% due to rounding.		

**Table 11**

<b>Physicians</b>		
	<b>%</b>	<b>#</b>
<b>2010</b>		
White	87%	80
African American	4%	4
Latino	0%	0
Asian	7%	6
Other	2%	2
Women	5%	5
<b>2009</b>		
White	86%	85
African American	6%	6
Latino	0%	0
Asian	6%	6
Other	2%	2
Women	4%	4
<b>2008</b>		
White	87%	79
African American	5%	5
Latino	0%	0
Asian	7%	6
Other	1%	1
Women	4%	4
<b>2007</b>		
White	89%	76
African American	4%	3
Latino	1%	1
Asian	5%	4
Other	1%	1
Women	4%	3
<b>2006</b>		
White	95%	71
African American	3%	2
Latino	0%	0
Asian	3%	2
Other	0%	0
Women	1%	1
<b>2005</b>		
White	93%	77
African-American	4%	3
Latino	0%	0
Asian	2%	2
Other	1%	1
Women	2%	2
<b>2004</b>		
White	98%	55
African-American	2%	1
Latino	0%	0
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2003</b>		
White	x	x
African-American	x	x
Latino	x	x
Asian	x	x
Other	x	x
Women	x	x
<b>2002</b>		
White	96%	66
African-American	1%	1
Latino	0%	0
Asian	3%	2
Other	0%	0
Women	6%	4

x = Data not recorded

**Table 12**

<b>Head Trainers</b>		
	<b>%</b>	<b>#</b>
<b>2010</b>		
White	84%	48
African-American	7%	4
Latino	7%	4
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2009</b>		
White	84%	49
African-American	7%	4
Latino	7%	4
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2008</b>		
White	84%	49
African-American	5%	3
Latino	7%	4
Asian	3%	2
Other	0%	0
Women	0%	0
<b>2007</b>		
White	85%	52
African-American	5%	3
Latino	8%	5
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2006</b>		
White	87%	53
African-American	3%	2
Latino	8%	5
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2005</b>		
White	86%	49
African-American	4%	2
Latino	9%	5
Asian	2%	1
Other	0%	0
Women	0%	0
<b>2004</b>		
White	100%	30
African-American	0%	0
Latino	0%	0
Asian	0%	0
Other	0%	0
Women	0%	0
<b>2003</b>		
White	x	x
African-American	x	x
Latino	x	x
Asian	x	x
Other	x	x
Women	x	x

x=Data not recorded

**Table 13**



Radio and TV Announcers			
		%	
2010	White	78%	2005
	African-American	5%	
	Latino	16%	
	Asian	1%	
	Other	0%	
	Women	3%	
2009	White	78%	2004
	African-American	4%	
	Latino	17%	
	Asian	1%	
	Other	0%	
	Women	3%	
2008	White	78%	2003
	African-American	5%	
	Latino	17%	
	Asian	1%	
	Other	0%	
	Women	2%	
2007	White	80%	2002
	African-American	3%	
	Latino	16%	
	Asian	1%	
	Other	0%	
	Women	3%	
2006	White	79%	
	African-American	3%	
	Latino	17%	
	Asian	1%	
	Other	0%	
	Women	1%	

x=Data not recorded

**Table 14**

		MLB by Position						
		P	C	IF	OF			
<b>2010</b>								
	White	64%	63%	54%	51%			
	African-American	5%	0%	11%	29%			
	Latino	29%	36%	33%	18%			
	Asian	2%	1%	2%	2%			
<b>2009</b>								
	White	68%	64%	53%	53%			
	African-American	4%	1%	9%	28%			
	Latino	26%	33%	35%	16%			
	Asian	2%	2%	3%	3%			
<b>2008</b>								
	White	66%	62%	53%	50%			
	African-American	5%	0%	9%	32%			
	Latino	26%	35%	35%	16%			
	Asian	2%	2%	2%	3%			
<b>2007</b>								
	White	66%	58%	51%	52%			
	African-American	3%	0%	7%	28%			
	Latino	28%	41%	41%	17%			
	Asian	3%	1%	2%	3%			
<b>2006</b>								
	White	67%	61%	50%	51%			
	African-American	3%	0%	9%	28%			
	Latino	28%	37%	39%	18%			
	Asian	3%	2%	2%	3%			
<b>2005</b>								
	White	69%	62%	48%	48%			
	African-American	3%	1%	11%	26%			
	Latino	26%	36%	39%	22%			
	Asian	3%	1%	2%	3%			
		P	C	1B	2B	3B	SS	OF
<b>2004</b>								
	White	72%	65%	64%	53%	75%	28%	46%
	African-American	3%	2%	15%	15%	5%	7%	26%
	Latino	22%	33%	20%	32%	19%	64%	25%
	Asian	3%	0%	2%	0%	0%	1%	3%
<b>2002</b>								
	White	72%	61%	61%	65%	71%	29%	41%
	African-American	3%	1%	14%	21%	0%	11%	31%
	Latino	22%	37%	23%	14%	29%	60%	25%
	Asian	3%	1%	1%	0%	0%	0%	2%

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

\*2005 combines categories due to a change in terminology by MLB.

**Table 15**

## APPENDIX II

### MAJOR LEAGUE BASEBALL DIVERSITY INITIATIVES

Major League Baseball's strategic focus of formal commitments to the diversity of its game has not only included employment but also addresses supplier diversity, player development, community relations, education and philanthropic awards. MLB has been widely recognized nationally for its efforts, most notably with the 2005 CEO Diversity Leadership award presented to Commissioner Bud Selig by D.C.-based Diversity Best Practices. This entity recognizes national and global diversity leadership. In 2007, Commissioner Selig received the Global Diversity and Innovation award from the World Diversity Leadership Council. MLB is the first sport to be awarded by these organizations. Additional diversity award recognitions are listed at the end of the appendix section. These are a few program summaries highlighting MLB's commitment to diversity:

#### Employment/Workforce Diversity

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

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

#### Supplier Diversity

***Major League Baseball's Diverse Business Partner's Program*** is the leading supplier diversity program in sports. This major league procurement initiative has produced significant economic opportunity for baseball's Commissioner's office, its franchises and local communities. The strategic implementation of MLB's Diverse Business Partners Program has resulted in well over \$800 million being spent with thousands of minority- and women-owned businesses. This award-winning program has continued to enrich baseball's business case for diversity by establishing a procurement environment that economically benefits the league as well as its minority and majority business partners. The DBP program has been awarded the recognition of being listed with "America's Top 50 Organizations for Multicultural Business Opportunities" for several years running.

#### Urban Youth Initiatives

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

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

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One example of this commitment is **Major League Baseball's Urban Youth Academy** located on the campus of Compton Community College in Los Angeles, Calif. The Academy is an actual brick and mortar presence in the community. The Academy is home to four fields: two regulation baseball fields, one softball field and one youth field. In addition to offering year-round baseball and softball instruction, MLB will provide academic support and career development through after-school study programs. Baseball's return on investment for this multi-million dollar facility is the marketplace strategy that eventually thousands will participate as members of the Academy and ultimately become players, baseball operation and business operations employees, franchise leaders and fans. The Academy opened on February 28, 2006, and has supported more than 2,000 youth through camps, clinics, tournaments and scout leagues.

The Compton Urban Youth Academy continues to host the annual **Urban Invitational Tournament** that spotlights Historically Black Colleges and Universities (HBCU's) and their baseball programs in order to provide them with national exposure. During the 2009 World Baseball Classic tournament, the Compton Urban Youth Academy hosted Team USA and Team Japan workout sessions.

The Urban Youth Academy opened an additional facility in Houston, Texas. Located in north Houston, the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park features a show field, permanent seating for 500 fans with space for an additional 1,800 fans, dugouts and lights, one auxiliary field, two little league/softball fields and 1,500 square feet of office space and other facilities.

In addition to baseball and softball instruction, boys and girls attending the Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be given the opportunity to participate in free seminars on umpiring, athletic field management, scouting and player development, sports and broadcast journalism, public relations and statistics, as well as athletic sports training. The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will create a diversified program for students that will not only concentrate on baseball and softball, but educational opportunities as well. The Academy's goal is to graduate 100 percent of the youth it serves.

The Houston Astros MLB Urban Youth Academy at Sylvester Turner Park will be modeled after the first Urban Youth Academy in Compton. Opening its doors in 2006, the MLB Urban Youth Academy in Compton has proven that it can help to grow the game with more than 75 student-athletes drafted since its inception. In total, 49 student-athletes have signed professional contracts and more than 100 Academy student-athletes have gone on to participate in collegiate baseball and softball programs. In 2009, MLB signed an agreement to build another Urban Youth Academy in Hialeah, Fla.

Another example is one of MLB's longest on-going urban youth initiatives, **Reviving Baseball in Inner Cities (RBI)**. The RBI Program is a youth outreach program for youth ages 5-18 to promote interest in baseball, softball, and encourage academic achievement. 2011 is the 22nd year of the RBI program and with over 300 leagues and 200,000 participants in more than 200 cities worldwide. In 2010, RBI launched the Jr. RBI playing divisions for children ages 5-12. Jr. RBI has had an immediate impact on the demographic make-up of the Program with 51,000 participants in 2010. For the 2011 season, the RBI Program the demographics of the RBI Program are:

**RBI Program Ages 5-18:** 45 percent African-American, 26 percent Caucasian, 25 percent Hispanic, 2 percent Asian and 2 percent Other.

**JR RBI Program Ages 5-12:** 48 percent African-American, 26 percent Caucasian, 21 percent Hispanic, 2 percent Asian, 2 percent Other and 1 percent Native American.

The 2011 RBI World Series will be hosted by the Minnesota Twins in Minneapolis, Minn. Since RBI's inception in 1989, MLB teams have drafted over 190 RBI participants.

### **Education and Philanthropy**

**"Breaking Barriers: In Sports, In Life"** is a multi-curricular character education program developed by Major League Baseball, The Major League Baseball Player's Trust for Children and Scholastic Inc. The program utilizes baseball-themed features, activities and lessons to teach children in grades 4-8 the values and traits they need to deal with the barriers and challenges in their lives. Using baseball as a metaphor for life, the curriculum is based on the nine values demonstrated by Jackie Robinson. The nine values are: Determination, Commitment, Persistence, Integrity, Justice, Courage, Teamwork, Citizenship and Excellence.

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

The RBI for RBI Scholarship provides annual scholarships of up to \$5,000 to up to 12 RBI student-athletes annually who demonstrate academic achievement, leadership qualities, and financial need. Major League Baseball Charities, Inc. established the RBI (Runs Batted In) for RBI (Reviving Baseball in Inner-Cities) Scholarship Fund in 2007 to help provide financial assistance to youth who participate in the RBI program and wish to pursue secondary education. When awarded the scholarship is renewable for up to three years or until the degree or training certificate is earned, whichever comes first, subject to satisfactory academic performance throughout that time. 29 Scholarships have been awarded since 2007, with 15 going to African-American students and eight to Hispanic students.

**Baseball Tomorrow Fund (BTF)** is a joint initiative between Major League Baseball and the Major League Baseball Player's Association. It is designed to promote and enhance the growth of the game throughout the world by funding programs, field improvements and equipment purchases to encourage and maintain youth participation in baseball and softball. Since its inception in 1999, BTF has awarded grants totaling more than \$19 million and has benefited 220,000 youth participating in more than 525 baseball and softball programs across the U.S.

In support of the ongoing commitment to increase opportunities for youth participation in baseball and softball, BTF is teaming up with MLB Clubs to host an equipment collection drive at each stadium for the seventh season in a row.

**The MLB "Wanna Play?" program.** **"Wanna Play?"** encourages boys and girls to increase their physical fitness by focusing on agility, coordination and balance while infusing baseball and softball elements throughout the program. **"Wanna Play?"** features a variety of fun and engaging activities and games to help young people improve their fitness, increase awareness of good nutrition and hydration and learn basic baseball and softball skills.

MLB also annually celebrates **Jackie Robinson Day** and **Roberto Clemente Day** as additional commemorative events during the baseball season.

### **Game & Market Development**

**The "Civil Rights Game"** The 2011 Civil Rights Game comes to Atlanta for the first time with an extended slate of exciting events culminating with the exciting on-field matchup between the Atlanta Braves and Philadelphia Phillies on Sunday, May 15, 2011. Join us as we celebrate diversity in the birthplace of the civil rights movement. The Fifth Annual Civil Rights Game promises to continue its reputation of inspiration and educational impact.

### **The Selig Business Conference**

MLB and the Atlanta Braves, along with MLB's Major and Minor League Clubs and strategic partners, will launch the inaugural Selig Business Conference at the Georgia Aquarium (May 12-13, 2011). This strategically ground-breaking event will provide a unique opportunity for career networking and entrepreneurs to connect with MLB industry representatives as well as register their resumes and business profiles on-site. The Selig Business Conference will not only capture MLB's advocacy in regards to supplier and workforce diversity, but will also present discussions that are educational, entertaining and celebratory.

### **Diversity Leadership Awards**

Commissioner Alan H. (Bud) Selig has received the following awards and recognitions:

- 2009 Multicultural Business Opportunity Award
- 2009 New York Urban League's Champions of Diversity Award
- 2009 Negro League Museum Legacy Award
- 2010 The Jackie Robinson Foundation Lifetime Achievement Award