



TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

MAKING WAVES OF CHANGE

The 2018 Racial and Gender Report Card:

National Football League

by Dr. Richard Lapchick

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Published January 23, 2019

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THE 2018 RACIAL AND GENDER REPORT CARD: NATIONAL FOOTBALL LEAGUE



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Executive Summary

Orlando, FL - January 15, 2019

The National Football League achieved an **A-** for racial hiring practices and a **C** for gender hiring practices in the 2018 NFL Racial and Gender Report Card, released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). This gave the NFL a combined **B** grade. The **A-** for racial hiring practices is the ninth consecutive year of earning an A- or higher.

The NFL's score for race was an 89.0 percent, 1.7 percentage points lower than last year's score of 90.7 in 2017. The score for gender was 74 percent, matching the score in 2017. The overall grade for the NFL decreased from 82.5 percent in 2017 to 81.6 percent in 2018, resulting in a **B**. The decreases were partially a result of a new grading scale implemented in 2017 that better represented America's changing demographics.

Richard Lapchick, Director of TIDES and the primary author of the study, said, "I have to note the NFL's impressive ninth consecutive grade of at least A- for racial hiring practices. However, we continue to see a significant disparity in racial and gender hiring practices between the League Office and their teams. People of color and women are seriously under-represented in significant decision-making positions at the team level. Among the good news for the 2018 season on the teams was that the NFL started with eight head coaches of color and increased the number of assistant head coaches of color. The noteworthy post-report news was that by the end of the season, five of the eight no longer held their positions. As of the publication of the report, none had

Overall Grade

B

Racial Hiring

A-

Gender Hiring

C

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been replaced by a coach of color.”

Using data from the 2018 season, which was provided by the NFL League Office, the Institute conducted an analysis of the racial and gender breakdown of general managers, coaches, top team management, senior administration, professional administration. In 2017, the NFL Player Personnel Department used a different approach to collecting the player demographic information. They created a "Player Information Form" which went to every player, for them to self-identify their demographic information. The Player Personnel Department has indicated that they have not consolidated the information from the completed Player Information Forms so they cannot update the demographics for this report card. Therefore, we will continue to use the player data from the 2016 NFL RGRC. The percentage of players of color is so high that any slight change would not affect the grade. We will update the report card on the website should we receive the new data.

Lapchick continued, “The NFL’s League Office successfully recruited people of color at the vice president and above level but the teams need to do more in this area. At the League Office, 21.7 percent of the vice presidents and above are people of color. At the teams, only 11.7 percent are people of color. The NFL still needs to improve their overall commitment to recruit women at the League Office and at the team level, especially in senior decision-making positions. At the League Office, 28.7 percent of the vice president and above positions are represented by a woman while only 18.2 percent of the vice president and above positions at the team level are filled by a woman. In the League Office, as a result of both hiring and promotions, the number of women and people of color at or above the vice president level continued to increase. The number of people of color at or above the Vice President level increased from 31 in 2017 to 38 in 2018. Similarly, the number of women at or above the Vice President level increased dramatically from 45 in 2017 to 50 in 2018.”

The percent of women at the management level in the League Office decreased slightly to 35.0 percent in 2018 from 35.4 percent in 2017 which was the highest percent in the report’s history. The percent of people of color at the management level decreased by 0.1 percentage point, from 28.4 percent in 2017 to 28.3 percent in 2018.


Lapchick continued, “As noted above, for the second year in a row, the NFL began the 2018 regular season

NFL RGRC at a Glance

Racial Hiring - NFL League Office

28.4%		28.3%
People of Color		People of Color
2017		2018

Gender Hiring - NFL League Office

35.4%		35.0%
Women		Women
2017		2018

Racial Hiring - NFL League Office

31		38
VP and Above		VP and Above
2017		2018

Gender Hiring - NFL League Office

45		50
VP and Above		VP and Above
2017		2018

Racial Hiring Grade for League Office

A-

"For the second year in a row, the NFL began the 2018 regular season with eight coaches of color."

with eight coaches of color. There had been considerable concern among NFL officials and advocates for increased head coaching opportunities for people of color for several years going back to 2014 when there were only five people of color in head coaching positions. There were six coaches of color in 2015 and 2016. The all-time record is eight coaches of color which was first achieved in 2011 and then again in 2017. I am hopeful that the rebound after this year's post season firings will come more quickly as a result of the strengthened Rooney Rule, as noted below."

At the start of the 2018 season, there were four people of color who were general managers or performing the role of general manager, a decrease from six in 2017 and five in 2016.

The percent of people of color who were senior administrators at the NFL team level decreased for the third straight year. They have decreased from 18.7 percent in 2016, to 18.2 percent in 2017, to 16.2 percent in 2018. Women held 22.1 percent of the senior administrator positions during the 2018 NFL season, which was an increase of 2.1 percentage points from 2017.

Lapchick continued, "We should be concerned that the already low percentages decreased for people of color on NFL teams in senior administrator positions. Although there was improvement in 2018, the percentages for women at the team level remain significantly below those at the League level."

In an effort to make more progress in their diversity and inclusion efforts, the NFL strengthened the Rooney Rule. Teams are now required to go outside their own organizations to interview a candidate of color or to interview a candidate who is on the League's career development advisory panel list.

Also, in March of 2019, the League Office will wel-

NFL RGRC at a Glance

Racial Hiring - Head Coaches

8 People of Color 2017	8 People of Color 2018
-------------------------------------	-------------------------------------

Racial Hiring - Assistant Coaches

31.3% People of Color 2017		35.5% People of Color 2018
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Racial Hiring - Team VP and Above

10.8% People of Color 2017		11.7% People of Color 2018
---	---	---

Gender Hiring - Team VP and Above

20.0% Women 2017		18.2% Women 2018
-------------------------------	---	-------------------------------

come a new Chief Diversity and Inclusion Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role is a new position and highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion in the workplace and in all aspects of its business.

The Report Card asks, "Are we playing fair when it comes to sports? Does everyone, regardless of race or gender, have a chance to score a touchdown or operate the business of professional football?" The answer is largely yes for racial hiring practices and not yet for gender hiring practices.

The Institute for Diversity and Ethics in Sport (TIDES), located at the University of Central Florida (UCF), publishes the Racial and Gender Report Card annually to indicate areas of improvement, stagnation, and regression in the racial and gender composition of professional and college sports personnel and to contribute to the improvement of integration in front office and college athletic department positions. The publication of the 2018 NFL Racial and Gender Report Card follows the publication of the reports on the National Basketball Association, the Women's National Basketball Association and Major League Baseball. The College Sport RGRC will be the last in the series for 2018.

It should be made clear that in 2017 TIDES 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 2018 grades for the 2018 NFL Racial and Gender Report have been calculated at the new 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.




NFL RGRC at a Glance

Racial Hiring - Senior Administration

18.2% People of Color 2017		16.2% People of Color 2018
---	---	---

Gender Hiring - Senior Administration

20.0% Women 2017		22.1% Women 2018
-------------------------------	---	-------------------------------

Racial Hiring - Professional Admin

27.3% People of Color 2017		26.9% People of Color 2018
---	---	---

Gender Hiring - Professional Admin

35.9% Women 2017		35.0% Women 2018
-------------------------------	---	-------------------------------

Report Highlights

- In March of 2019, the League Office will welcome a new Chief Diversity and Inclusion Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role is a new position and highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion in the workplace and in all aspects of its business.
- In 2018, the NFL League Office had two milestone promotions. Maryann Turcke was promoted to Chief Operating Officer, the highest executive position held by a woman in the League office. Jocelyn Moore was promoted to Executive Vice President, Communications, the highest executive position held by a woman of color in the League Office.
- At the start of the 2018 season, there were eight head coaches of color, the same as last season's total. The eight head coaches matched the all-time record of eight recorded in 2011 and 2017.
- The Rooney Rule was strengthened late in the 2018 season. Teams are now required to go outside their own organizations to interview a candidate of color, or to interview a candidate who is on the League's career development advisory panel list.
- At the start of the 2018 season, there were four people of color who were general managers or performing the role of GM, a significant decrease from six in 2017 and five in 2016.
- In the League Office, the number of women and people of color at or above the vice president level continued to increase. In 2016, there were 24 people of color at or above the Vice President level. In 2017, there were 31 and in 2018, that number jumped to 38 people of color. Similarly, the number of women at or above the Vice President level increased from 45 to 50 in 2018.
- The percent of women at the management level in the League Office decreased to 35.0 percent in 2018 from 35.4 percent in 2017 which was the highest percent in the report's history.
- The Jacksonville Jaguars (Shad Khan) and Buffalo Bills (Kim Pegula) have majority owners of color. There were six women who were principal owners of an NFL franchise and 23 women with ownership interests greater than 5 percent.
- The percentage of assistant coaches of color increased from 31.4 percent in 2017 to 35.5 percent in the 2018 season. Katie Sowers completed her second season as an assistant wide receivers coach for the 49ers. She is also the first open LGBT coach in NFL history. At the start of the 2018 season, the Oakland Raiders hired Kelsey Martinez as the first female assistant coach in the franchise's history. She was also the only female in the NFL working as a strength and conditioning coach this past season.
- In 2017, only nine teams employed multiple vice presidents of color. This number increased to 11 teams in 2018. In 2017, 28 teams employed multiple women vice presidents. However, the number declined to 23 teams in 2018.
- People of color declined in the important category of team senior administrators from 18.2 percent in 2017 to 16.2 percent in 2018. This was the third consecutive year for a decline in this category. Women held 22.1 percent of the senior administrator positions during the 2018 NFL season, which was an increase of 2.1 percentage points from 2017.
- The number of people of color and the number of women decreased in the category of team professional administrators. The percent of people of color in team professional administrative positions decreased slightly from 27.3 percent in 2017 to 26.9 percent in 2018. Women in these positions also decreased slightly from 35.9 percent in 2017 to 35.0 percent in 2018.
- The NFL had 37 game officials of color and one female official in 2018. This was a slight decrease from the all-time high of 38 officials of color in 2016.

and 2017.

- League Office diversity and inclusion initiatives continued to include the success of a Women's Interactive Network, as well as a partnership with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women in Sports and Events. The League Office practices diversity training across the organization, diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.



Overall Grades

The National Football League achieved an **A-** for racial hiring practices, the ninth consecutive year of earning an A- or higher, and a **C** for gender hiring practices in the 2018 NFL Racial and Gender Report Card. This gave the NFL a combined **B** grade.


The NFL's score for race was 89.0 percent, which is below the 90.7 percent score in 2017. The score for gender was 74 percent, matching 2017's score. The overall grade for the NFL decreased from 82.5 percent in 2017 to 81.6 percent in 2018, resulting in a **B**.

For race, the NFL received an **A+** for both players and assistant coaches, an **A-** for professional administrators, the League Office and head coaches, a **B-** for team senior administrators, a **D+** for team general managers, and a **D** for team vice presidents.

The NFL received an **A+** for Diversity Initiatives.




Racial Hiring:

90.7		89.0
-2017-		-2018-

Gender Hiring:

74.0	74.0
-2017-	-2018-

Overall Score:

82.5		81.6
-2017-		-2018-

Grades by Category

NFL Players

As stated in the Executive Summary, in 2017, the NFL Player Personnel Department used a different approach to collecting the player demographic information. They created a "Player Information Form," which went to every player, for them to self-identify their demographic information. The Player Personnel Department has indicated that they have not consolidated the information from the completed Player Information Forms so they cannot update the demographics for this report card. Therefore, we will continue to use the player data from the 2016 NFL RGRC. The percentage of players of color is so high that any slight change would not affect the grade. We will update the report card on the website should we get the new data.

During the NFL's 2016 season, the percent of African-American players increased from 69.2 percent in the 2015 season to 69.7 percent in 2016. The percent of white players decreased from 27.9 percent in 2015 to 27.4 percent in 2016.

Latinos, Asian/Pacific Islanders, and those classified as "other" made up 0.8 percent, 1.9 percent, and 0.2 percent of 2016 NFL rosters, respectively.

It is expected that the 2018 percentages will be very similar.

NFL Grade for Players

A+ **72.6%**
Players of Color

See Table 1

NFL League Office

The leadership of the NFL League Office has laid the groundwork for a diverse and inclusive organization throughout all levels of the League.

In 2018, the NFL League Office had two milestone promotions. Maryann Turcke was promoted to Chief Operating Officer, the highest executive position held by a woman in

the League Office. Jocelyn Moore was promoted to Executive Vice President, Communications, the highest executive position held by a woman of color in the League Office.

In March of 2019, the League Office will welcome a new Chief Diversity and Inclusion Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role is a new position and highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion as a workplace and in all aspects of its business.

As a result of both hiring and promotions, the number of women and people of color in the League Office at or above the vice president level continued to increase. The number of people of color at or above the vice president level increased from 31 in 2017 to 38 in 2018. Similarly, the number of women at or above the vice president level increased dramatically from 45 in 2017 to 50 in 2018.

Overall, the percent of management positions for people of color in the League Office decreased to 28.3 percent in 2018, down slightly from 28.4 percent in 2017. In 2018, 6.0 percent of individuals in management positions did not list their racial identity. The percent of African-Americans increased from 8.9 percent in 2017 to 9.9 percent in 2018. Latinos increased slightly from 7.5 percent in 2017 to 7.6 percent in 2018 and Asians increased from 8.6 percent in 2017 to 9.3 percent in 2018. Native-Americans, Alaska Native, Native Hawaiian and other Pacific Islanders holding management positions remained at less than one percent in 2018. In 2018, personnel of two or more races held 1.1 percent of the management positions.

The percent of management positions held by women decreased slightly from 35.4 percent in 2017, the highest percent in the report's history, to 35.0 percent in 2018.

The League Office continued to maintain and introduce diversity initiatives each year. A full list of initiatives is outlined at the end of this report. They included the women's interactive network, partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance and Women In Sports and Events, diversity training across the League Office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

In 2018, of the 38 people of color who served at or above the vice president level in the League Office, there were 17 African-American males, five African-American females, seven Asian males, one Asian female, two Latinos, five Latinas, and one male of two or more races. They include:

African-Americans (22):

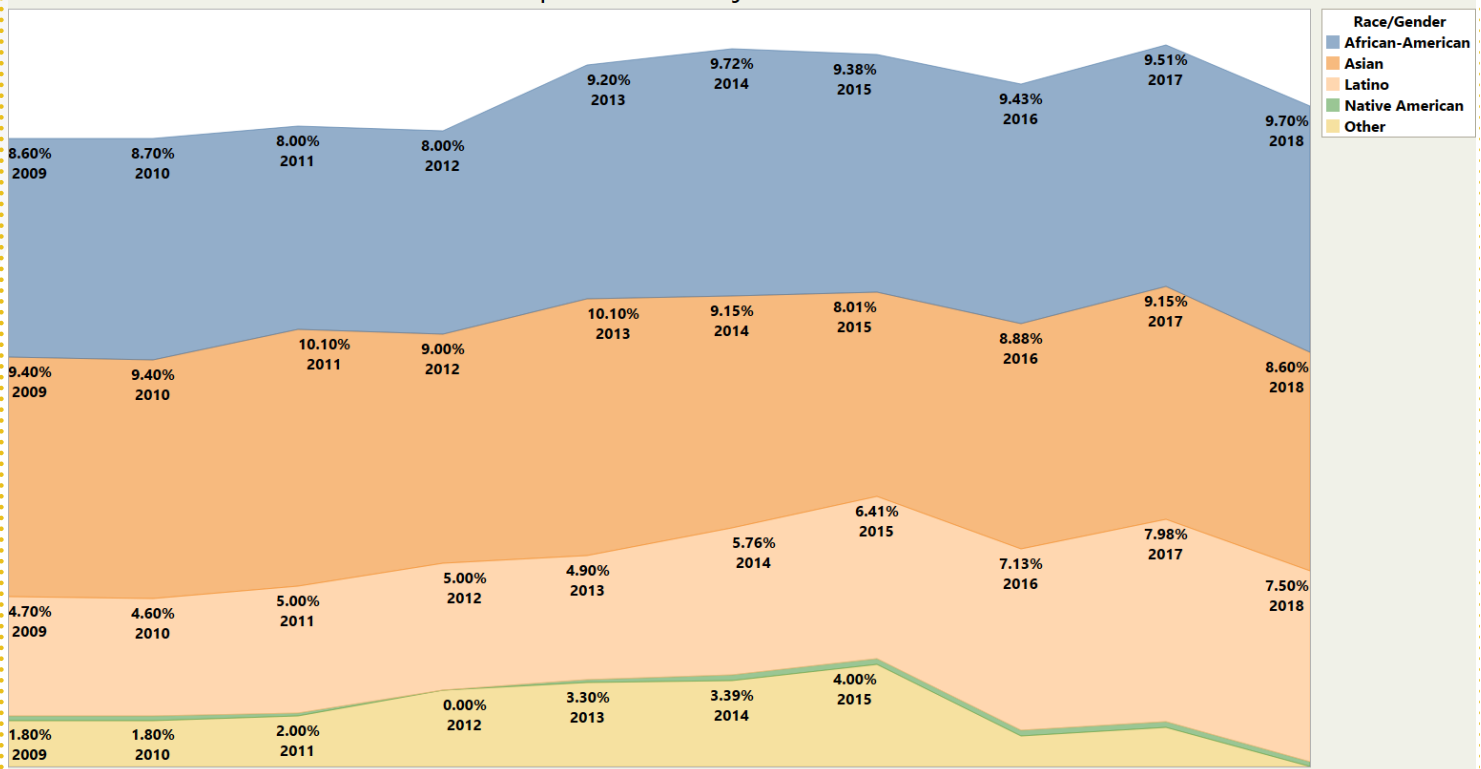
- Nana-Yaw Asamoah, Vice President, New Business Development
- Tedescung “Lenny” Bandy, Vice President, Security Services
- Traci Blunt, Senior Vice President, Public/Media Relations
- Adolpho Birch III, Senior Vice President, Labor Policy and League Affairs
- Kimberly Fields, Senior Vice President, Officer of the Commissioner
- Brook F. Gardiner, Vice President, Labor Relations
- Galen Gordon, Vice President, Talent Management
- Roderick Graves, Senior Vice President, Head of Football Administration and Club Services
- Robert Gulliver, Executive Vice President, Chief Human Resources Officer
- Rachel Hoagland, Vice President, Head of Gaming and eSports

- Natara Holloway, Vice President, Youth Football
- Byron “Todd” Jones, Senior Vice President, Security and Conduct
- Damani Leech, Senior Vice President, Football Strategy and Business Development
- Brian Lockhart, Vice President and Senior Coordinating Producer
- Wayne Mackie, Vice President, Training and Education (Officiating)
- Arthur McAfee, Senior Vice President, Player Engagement
- Jocelyn Moore, Senior Vice President, Head of Government Affairs
- Michael Palmer, Vice President, Chief Information Security Officer
- Roman Oben, Vice President, Youth Football
- Kenneth Pimpton, Senior Vice President, Internal Audit and Risk Advisory Services
- Troy Vincent, Executive Vice President, Football Operations
- Jesse Wallace, Vice President, NFLN Affiliate Sales and Distribution

Asians (8):

- Aniruddha Bose, Vice President, Event Operations

People of Color in the NFL League Office



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- William Deng, Vice President, Media Strategy and Business Development
- Iwao Fusillo, Senior Vice President, Head of Data and Analytics
- Akash Jain, Vice President, Commercial Development
- Rapti Khurana, Vice President, Head of Talent Assessment and Development
- Robert Morrissey, Vice President, Program Strategy and Operations
- Vimal Tejawani, Vice President, Senior Data Architect and Analytics
- Charlie Yook, Vice President, Senior Coordinating Producer

Latinos/Latinas (7):

- Jackeline Diaz, Vice President, IT Business Partnering
- Marissa Fernandez, Vice President, Fan Strategy and Marketing
- Amanda W. Herald, Vice President, Digital Media Business Development
- Belinda Lerner, Vice President, Alumni Affairs and Retired Player Programs
- Arturo Olive, Vice President, Managing Director NFL Mexico Director
- Alberto Riveron, Senior Vice President, Officiating

- Allison Villafane, Vice President, Legal

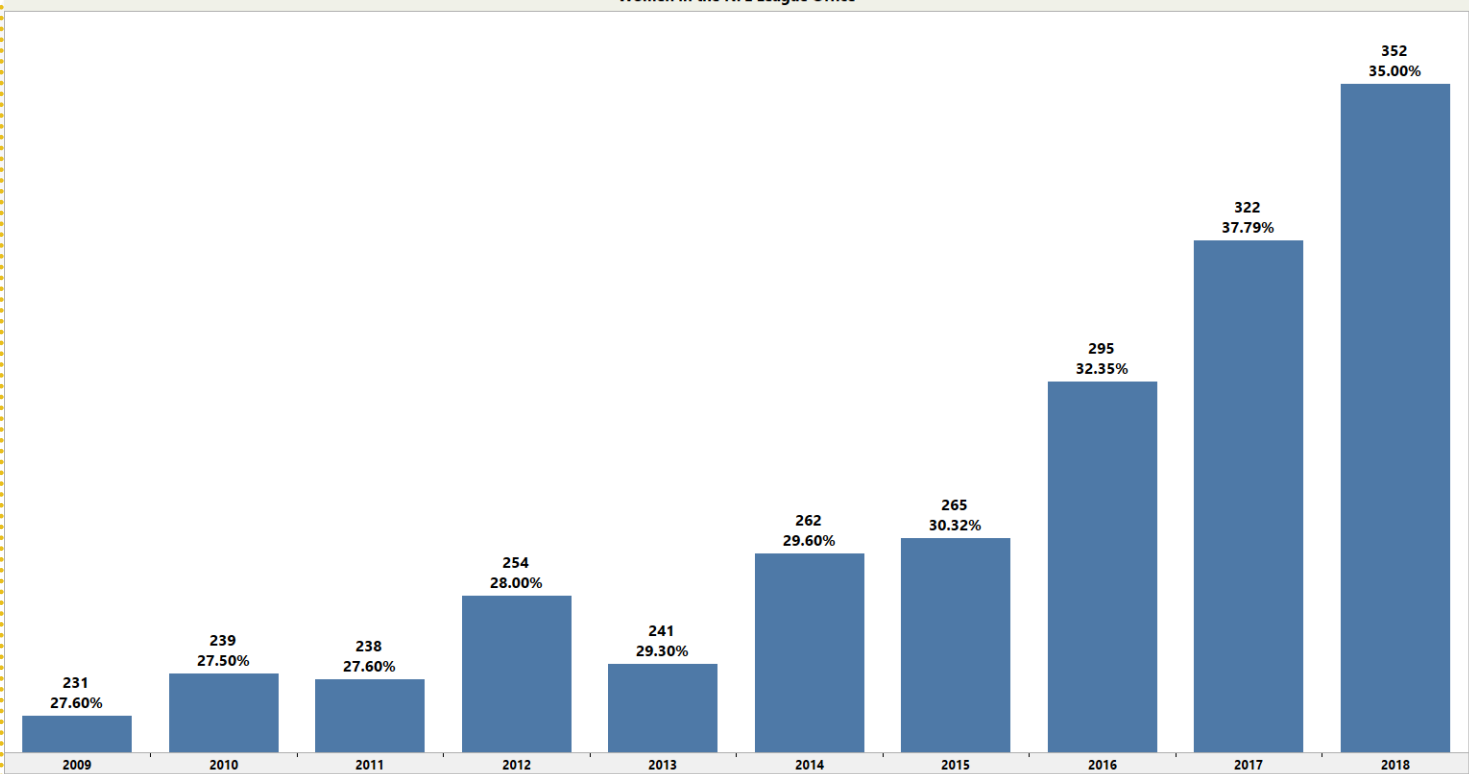
Two of More Races (1):

- Marc Van Norden, Vice President, Engineering

There were 50 women who served as vice presidents in the League Office (up from 45 in 2017); 38 were white, five were African-American, five were Latinas, one was Asian and one chose not to report racial identity. They were:

- Renie Anderson, Senior Vice President, Sponsorship and Consumer Products
- Mary Pat Augenthaler, Vice President, Event Production
- Meredith Battin Shumard, Vice President, Integrated Sales
- Traci Blunt, Senior Vice President, Corporate Communications
- Melissa Brown, Vice President, International, Direct Marketing
- Anastasia Danias Schmidt, Senior Vice President, Chief Litigation Officer
- Jackeline Diaz, Vice President, IT Business Partnering
- Dolores Dibella, Vice President, Legal
- Dawn Difortuna-Aponte, Senior Vice President, Football Operations and Chief Football Administration Of-

Women in the NFL League Office



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- Marissa Fernandez, Vice President, Fan Strategy and Marketing
- Kimberly Fields, Senior Vice President, Office of the Commissioner
- Maria Franklin, Vice President, International Event Planning
- Lisa Friel, Senior Vice President, Special Counsel-Investigations
- Amanda Gibbison-Briggs, Vice President, Business Enterprise Solutions
- Katherine Green, Vice President, Account Executive, Club Business Development
- Julie Haddon, Senior Vice President, Media Marketing
- Amanda W. Herald, Vice President, Digital Media Business Development
- Rachel Hoagland, Vice President, Head of Gaming and eSports
- Natara Holloway, Vice President, Youth Football
- Anna Isaacson, Senior Vice President, Social Responsibility
- Laura Jordan, Vice President, Human Resources Operations Leader
- Rapti Khurana, Vice President, Head of Talent Assessment and Development
- Jennifer Langton, Senior Vice President, Player Health and Safety
- Cathy Lanier, Senior Vice President, Head of Security
- Ronit Larone, Vice President, Content and News Editors
- Belinda Lerner, Vice President, Alumni Affairs and Retired Player Programs
- Jennifer Love, Vice President, NFL Network Production
- Rhiannon Madden, Vice President, Licensing/Merchandising
- Rachel L. Margolies, Vice President, Legal
- Kim McFadden, Vice President, Human Resources Business Partner
- Michelle Micone, Senior Vice President, Consumer Products
- Julie Moeller, Vice President, Digital Media Business Development
- Jocelyn Moore, Senior Vice President, Head of Government Affairs
- Leighann Pandora, Vice President, Employee Relations
- Sabrina Perel, Vice President, Chief Compliance Officer

- Julie Perlish, Vice President, Marketing Operations
- Tracy Perlman, Senior Vice President, Entertainment Marketing and Promotions
- Jill Pike, Vice President, Public Affairs
- Tracie Rodburg, Vice President, Partnership
- Sara Schultz, Vice President, Senior Human Resources Business Partner
- Amy Steadman, Vice President, Digital Media Business Development
- Sarah Swanson, Vice President, NFL London
- Melissa Thompson, Vice President, Media Sales
- Maryann Turcke, Executive Vice President, President, Chief Operations Officer, Digital Media and NFL Network
- Christine Vicari, Vice President, Labor Finance
- Allison Villafane, Vice President, Legal
- Kelly Viseltear, Vice President, Production Operations
- Maryann Wimberly, Vice President, Production Operations
- Tara Wood, Vice President, Employee Relations
- Catherine Yancy, Vice President, Broadcasting

Racial Hiring Grade for NFL League Office

A-  **28.3%**
People of Color

Gender Hiring Grade for NFL League Office

B-  **35.0%**
Women

See Table 2

NFL TEAMS

Ownership

The Jacksonville Jaguars and Buffalo Bills were the only NFL franchises to have a majority owner of color. Shad Khan, a Pakistani-born American businessman, joined NFL ownership on January 4, 2012. Kim Pegula, an Asian American woman, joined NFL ownership on October 10, 2014.

The following women were principal owners in NFL fran-

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chises:

- Kim Pegula, Buffalo Bills
- Martha Ford, Detroit Lions
- Janice S. McNair, Houston Texans
- Gayle Benson, New Orleans Saints
- Marie Denise DeBartolo York, San Francisco 49ers
- Jody Allen, Seattle Seahawks

In addition to the six women stated above, there are 23 women with ownership interests greater than 5 percent.

**Ownership is not graded.*

Head Coaches

The NFL tied its all-time record for head coaches of color this year with eight head coaches who were people of color at the start of the 2018 season. There were seven African-American head coaches at the start of the 2018 season. The seven African-American head coaches at the start of the 2017 season were:

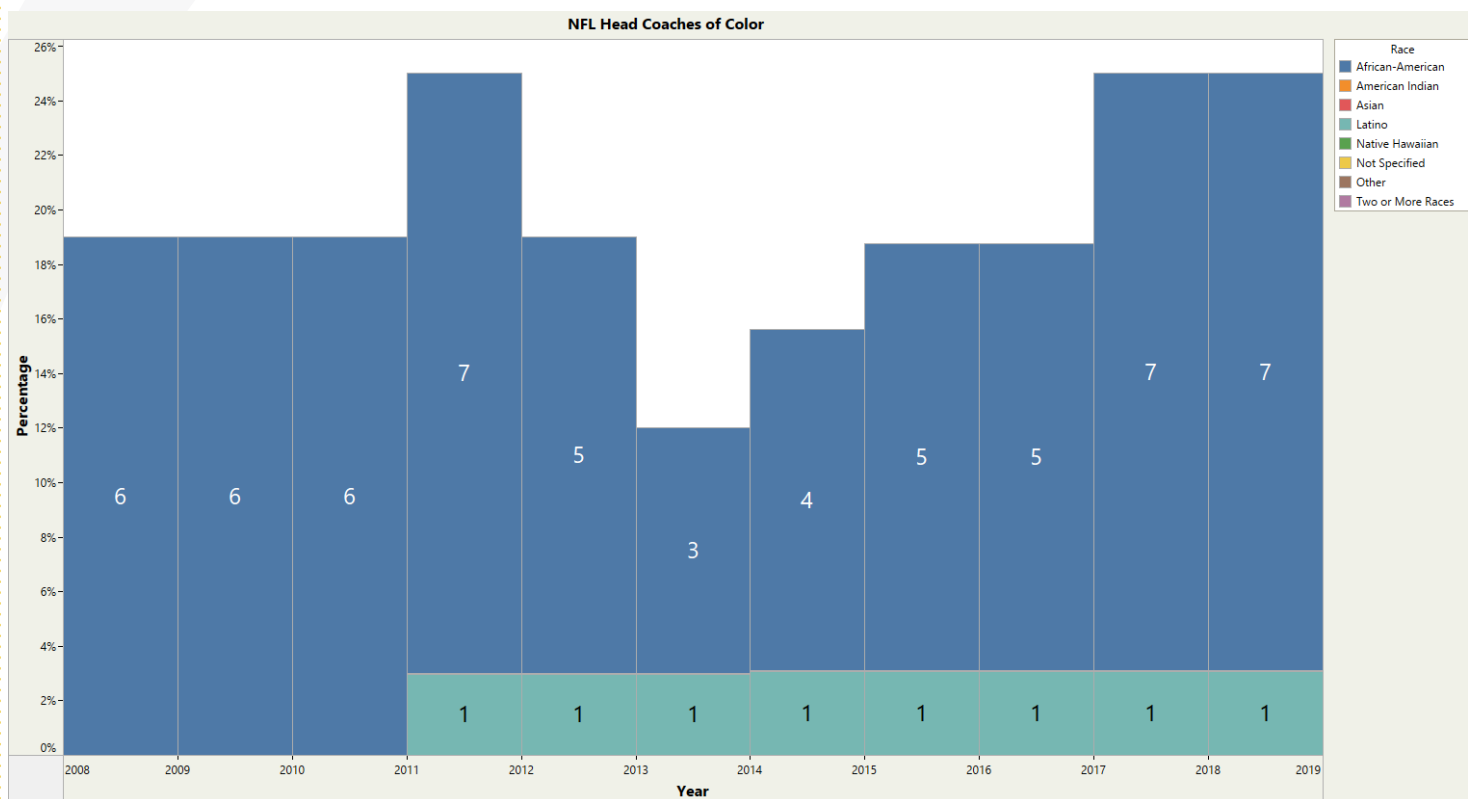
- Steve Wilkes, Arizona Cardinals
- Marvin Lewis, Cincinnati Bengals
- Hue Jackson, Cleveland Browns

- Vance Joseph, Denver Broncos
- Anthony Lynn, Los Angeles Chargers
- Todd Bowles, New York Jets
- Mike Tomlin, Pittsburgh Steelers

Ron Rivera was the only Latino head coach in 2018. When hired in 2011 by the Carolina Panthers, Ron Rivera became the third Latino head coach in NFL history. Tom Fears was the NFL's first Latino head coach when he took over the New Orleans Saints in 1967.

The efforts of the Commissioner, as well as the diversity groups appointed by the NFL in the past several years, had brought about a dramatic change in the head coaching landscape. Former players formed the Fritz Pollard Alliance to add pressure to the League and create more momentum for change. Progress seemed to not only stagnate but reversed after an all-time high of eight head coaches of color lead teams in 2011. Getting back up to eight in 2017 and 2018 was a significant achievement.

The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, helped triple the number of African-American head coach-



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es in the NFL from two in 2001 to six in 2005. There were seven African-American head coaches in 2006, and there have been at least three African-American head coaches each year since 2007. The Rooney Rule was named after the late Steelers owner Dan Rooney, who also headed the League's diversity committee. The NFL's policy is similar to the approach adopted earlier by Major League Baseball in 1999 under Bud Selig, which helped triple the number of managers of color in MLB in the first few years after implementation.

The Rooney Rule was strengthened late in the 2018 season. Teams are now required to go outside their own organizations to interview a candidate of color, or to interview a candidate who is on the league's career development advisory panel list.

Racial Hiring Grade for NFL Head Coaches

A- **25.0%**
People of Color

See Tables 3 and 4

Assistant Coaches

The percent of assistant coaches of color increased significantly from 31.3 percent to 35.5 percent in 2018.

In 2015, Jen Welter became the first female member of an NFL coaching staff when she joined the Arizona Cardinals through the Bill Walsh Fellowship Program as an assistant coaching intern for training camp and the preseason.

In 2016, the Buffalo Bills hired Kathryn Smith as Quality Control Coach for Special Teams. She became the NFL's first female full-time coach when she was promoted from administrative assistant to Bills' Head Coach Rex Ryan. In 2018, Katie Sowers completed her second season as an assistant wide receivers coach for the 49ers. She is also the first open LGBT coach in NFL history.

In 2018, the Oakland Raiders hired Kelsey Martinez as a full-time strength and conditioning assistant. Kelsey Martinez and Katie Sowers were the only female assistant coaches in 2018.

Racial Hiring Grade for NFL Assistant Coaches

A+  **35.5%**
People of Color

See Table 5

NFL Team Management

Chief Executive Officers/Team Presidents

At the start of the 2018 season, Kim Pegula, an Asian female, became the team president for the Buffalo Bills.

Kevin Warren is currently the Chief Operations Officer of the Minnesota Vikings. He is the high-est-ranking African-American executive working on the business side for an NFL team.

Paraag Marathe became the President of the San Francisco 49ers in 2015 and was the only person of color as CEO/President at the start of the 2015 season. Marathe is also filling the role of the Chief Strategy Officer and Executive Vice President of Football Operations.

Racial Hiring Grade for CEOs/Presidents

F  **9.38%**
People of Color

Gender Hiring Grade for CEOs/Presidents

F  **3.1%**
Women

See Table 6

**This grade is not included in the overall grade calculations.*

General Managers/Principals-in-Charge

At the start of the 2018 season, there were four people of color who were general managers or performing the role of GM, a decrease from six in 2018. Two of these teams did not have an official general manager position and appointed a senior executive to make personnel decisions. Both of these executives were African-American and are included here.

The African-American general managers starting the 2018 season were:

- Ozzie Newsome, General Manager, Baltimore Ravens
- Chris Grier, General Manager, Miami Dolphins
- Reggie McKenzie, General Manager, Oakland Raiders
- Doug Williams, Senior Vice President, Player Personnel, Washington

Racial Hiring Grade for NFL General Managers

D+  **12.5%**
People of Color

See Table 7

Team Vice Presidents

The percent of people of color serving as at or above a team vice president level increased from 10.8 percent in 2017 to 11.7 percent in 2018, while the percent of women who were at or above the vice president level continued to decrease from 21.1 percent in 2016, to 20.0 percent in 2017, to 18.2 percent in 2018. African-American vice presidents and above decreased from 6.9 percent in 2017 to 6.1 percent in 2018. The percent of white vice presidents and above increased from 89.5 percent in 2017 to 88.3 percent in 2018. Hispanic vice presidents decreased slightly from 1.3 percent in 2017 to 1.1 percent in 2018. Those who were classified as “two or more” represented 0.7 percent of vice presidents in the NFL, an increase from 0.6 percent in 2016. Asian vice presidents represented 3.6 percent in 2018, a significant increase from 1.9 percent in 2017. Native Hawaiian/Other Pacific Islander, and American Indian/Alaska Native were less than 0.5 percent combined.

There were 29 African-American vice presidents at the start of the 2018 season, an increase of three from the 2017 season.

There were four Latino vice presidents at the start of the 2018 season, a decrease of two from the 2017 season.

There were 14 Asian vice presidents at the start of the 2018 season, an increase from six in 2017.

There were two vice presidents of two or more races at the

start of the 2018 season, matching the number from 2017.

The Baltimore Ravens, Cleveland Browns, Jacksonville Jaguars, Los Angeles Rams, Miami Dolphins, Minnesota Vikings, New York Giants, San Francisco 49ers, Seattle Seahawks, Tampa Bay Buccaneers and Washington were the only teams with two or more vice presidents and above of color.

Women held 74 of the vice president positions in 2018, an increase of three from 2017. Without the Raiders, Bengals, and Packers which did not participate in the data gathering for the report, there were four women of color who served as a vice president in 2018, which was an increase of two women of color who served as a vice president in 2017.

The Atlanta Falcons, Baltimore Ravens, Buffalo Bills, Cleveland Browns, Dallas Cowboys, Detroit Lions, Houston Texans, Indianapolis Colts, Jacksonville Jaguars, Kansas City Chiefs, Los Angeles Rams, Los Angeles Chargers, Miami Dolphins, Minnesota Vikings, New England Patriots, New York Jets, New York Giants, Philadelphia Eagles, San Francisco 49ers, Seattle Seahawks, Tampa Bay Buccaneers, Tennessee Titans and Washington all had two or more women as a vice president.

Racial Hiring Grade for Team Vice Presidents

D  **11.7%**
People of Color

Gender Hiring Grade for Team Vice Presidents

F  **18.2%**
Women

See Table 8

Senior Administration

Both people of color and women declined in this important category of team senior administrators. This category includes the following titles but is not restricted to: directors, assistant general managers, chief legal counsel, salary cap managers, public relations directors, and directors of com-

munity relations.

The percent of people of color who held senior administrator positions at the NFL team level decreased for the third straight year. They have decreased from 18.7 percent in 2016, to 18.2 percent in 2017, to 16.2 percent in 2018. Those who decided not to specify their race represented 1.1 percent. The percent of African-Americans in these categories decreased for the third straight year. They have decreased from 12 percent in 2016, to 11.3 percent in 2017, to 9 percent in 2018. Latinos decreased slightly from 3.8 percent in 2017 to 3.7 percent and Asians increased slightly from 2.3 percent in 2017 to 2.8 percent in 2018. Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and personnel that are two or more races were less than one percent combined.

Women held 22.1 percent of the senior administrator positions during the 2018 NFL season, which was an increase of 2.1 percentage points from 2017.

Racial Hiring Grade for Senior Administration

B- ↓ **16.2%**
People of Color

Gender Hiring Grade for Senior Administration

F ↑ **22.1%**
Women

See Table 9

Professional Administration

The category of Professional Administration includes, but is not limited to, positions such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

The percent of people of color in team professional administrative positions decreased slightly from 27.3 percent in 2017 to 26.9 percent in 2018. Those who decided not to specify their race represented 1.3 percent. The percent of African-American professional administrators increased slightly from 10.1 percent in 2017 to 10.6 percent in 2018. Latino professional administrators decreased slightly from

8.9 percent in 2017 to 8.7 percent in 2018. Asians in these same positions decreased slightly from 4.4 percent in 2017 to 4.3 percent in 2018. Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and personnel that are two or more races were 3.4 percent combined.

Women in these positions decreased from 35.9 percent in 2017, the highest percent of women in professional administration positions since 2007, to 35.0 percent in 2018.

Racial Hiring Grade for Professional Administration

A ↓ **26.9%**
People of Color

Gender Hiring Grade for Professional Administration

B- ↓ **35.0%**
Women

See Table 10

NFL Game Officials

The NFL continues to have a diverse group of game officials as the number of African-American, Latino and Native American officials was 37, a slight decrease from the all-time high of 38 recorded in 2016 and 2017.

The League also reported that the 2018 Officiating Development Program, the pipeline for NFL game officials, consisted of 36 male officials and 3 female candidates. Of the 39 candidates, 18 were people of color.

See Table 11

**Game Officials is not graded.*

NFL Diversity Initiatives

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the League's core

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values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each member of the NFL family must take ownership of the diversity initiative in order to achieve full organizational success.

In March of 2019, the League Office will welcome a new Chief Diversity and Inclusion Officer to strategically lead all of the various initiatives related to diversity and inclusion across the NFL. This role is a new position and highlights the increased emphasis on continuing the League's progress when it comes to improving diversity and inclusion in the workplace and in all aspects of its business.

Below is a summary of various ways the NFL currently seeks to promote diversity and inclusion:

NFL Employee Programs and Employee Teams:

- **The NFL Diversity Council:** The NFL Diversity Council was established in 2002. Its mission is to collaborate with the Commissioner and NFL executive team to design and implement policies and programs to build diversity awareness and to foster an inclusive work environment. Council membership and executive sponsors include employees from across the League Office representing three U.S. locations (New York, New Jersey and California) and our international offices (United Kingdom, Mexico, Canada and China). The NFL Diversity Council is comprised of three subcommittees: Recruitment and Partnerships, Programs and Growth and Integration and Outreach. The Council provides leadership and learning opportunities for its members as they lead important League Diversity initiatives. Additionally, the Council studies the business of all departments to integrate diverse practices into decision making and provides a vehicle for all employees to have their voices heard. The NFL Diversity Council represents, supports and celebrates diversity at all levels.

- **Women's Interactive Network (WIN):** In the spring of 2011, the Diversity Council and Human Resources launched the League's first women's affinity group. The mission of WIN is to help accelerate the career advancement of women at the NFL while deepening the engagement of all employees at the League. WIN (1) allows an opportunity for male and female employees in all office locations to educate each other on gender and diversity issues in the workplace; (2) provides a peer network for participants and (3) helps fos-

ter the hiring, retention, career development and promotional opportunities of female employees. All NFL locations have WIN groups who continue to build on the NFL WIN mission and host events including leadership discussion, "Lunch & Learn" sessions with senior leaders, health and wellness classes and panels, and networking events. There are now more than 280 WIN members from across the NFL's offices.

As part of its partnership with Women In Sports & Events (WISE), members of WIN receive a free WISE membership, with access to all WISE events and programming, free of charge. WISE supports women in the business of sports and events industries and provides resources for them to grow and advance in their careers. The NFL partnership marked the first time WISE formed a year-long partnership with a single entity. Through the partnership, WISE and the NFL collaborate on programming and other targeted platforms to benefit the WISE membership and NFL employees including organized networking events for WIN and WISE members.

The NFL has also continued to send high potential Vice Presidents to the Wise Executive Leadership Institute at the Tuck School of Business at Dartmouth College. This selective and intensive executive education program is designed to help women sports leaders continue growing in their respective careers.

- **Black Engagement Network (BEN):** In the summer of 2016, the Diversity Council and Human Resources team launched the Black Engagement Network, an affinity group open to all NFL employees designed to strengthen employee engagement. The planning for BEN started early in 2016, when a group of employees came together to seek the formal establishment of an employee affinity group, in line with the NFL Diversity Council guidelines. BEN operates as a vehicle for executive management to engage in topics concerning diversity, serve as an Employee Resource Group (ERG) to solve business challenges, and identify opportunities to expand diversity and inclusion in the organization. BEN members will have the opportunity to participate in diversity and inclusion programs and initiatives that will include: Professional Development, Career Management, Mentorship, Community Outreach and Networking.

- **NFL Pride:** In the summer of 2017, the Diversity Council and Human Resources team along with an Executive Sponsorship team launched the NFL Pride Network. NFL Pride is an affinity group open to all NFL employees as an internal

resource an engagement network for the LGBTQ community and its allies. The group was established to enhance the NFL's commitment to diversity as well as promote an inclusive environment in the workplace and throughout our sport. NFL Pride will act as an advisory council to the executive team on how the League can best support the LGBTQ community in communications, marketing/product integrations, workplace best practices, and other challenges or opportunities. This summer's kickoff event included a panel comprised of an impressive group of former athletes from across the sports world, Ryan O'Callaghan, Billy Bean and Jason Collins. The panel was moderated by the founder of OutSports, Cyd Zeigler.

In the summer of 2018, the NFL participated in its first ever New York City Pride Parade by sponsoring a float hosted by NFL Pride leaders, League employees as well as former NFL players. This important initiative will continue in 2019 and beyond.

- **Human Resources Annual Meeting:** The NFL hosted its Human Resources leaders from the League Office and all 32 clubs for a two-day business summit. The League Office strives to maintain a closely aligned network across its club counterparts. The annual meeting is focused on engaging discussion surrounding best practices in creating a productive and healthy workplace environment as well as optimizing and revolutionizing the personal and professional growth of employees.
- **Flexible Work Arrangements:** The NFL offers Flexible Work Arrangements (FWAs) as a benefit to support diversity and inclusion, help employees address work/life balance challenges and to leverage diverse talent and perspectives. The FWAs help the NFL attract and retain diverse talent who can effectively manage their careers and personal needs. The NFL's use of FWAs also facilitates the League's ability to address the evolving needs of our multi-generational workforce. Our FWAs offer employees the option to alter the time/place to do their work on a temporary/regular basis. This benefit also provides the possibility of working from home, modifying the start/end times of the work day or working on a part-time basis.
- **Mentoring:** The NFL introduced a formal mentoring program in 2003. The mentoring program is designed to support the NFL's retention, development and advancement initiatives by creating a structured program in which ex-

perienced executives (mentors) can share their business insights and experiences with less experienced professionals (protégés).

- **NFL Special Teams:** The NFL Special Teams initiative was created by the NFL Diversity Council to provide a unique opportunity for NFL employees to build their skills, advance their career potential, and make greater contributions to the NFL. Each team is composed of employees from different departments, levels and demographic groups working inclusively toward a common goal - putting the NFL's principles of inclusion, teamwork and innovation into practice. Teams work on project assigned by an internal "client." At the end of the engagement, the team presents its recommendations to the Commissioner and executive team. Team projects to date have included increasing communication with fans; NFL Network programming for Black History Month; increasing numbers and engagement of female fans; Hispanic marketing; improving the game day experience; developing an annual employee recognition program; leading League action planning around Engagement Survey outcomes and Super Bowl 50 planning.

NFL Employee Training and Development:

- **NFL Performance Management:** All Executive Vice Presidents, Senior Vice Presidents and Vice Presidents who lead departments are evaluated on how they have incorporated diversity and inclusion into their organizations through the Performance Management review process. NFL Diversity Council members, in partnership with NFL Human Resources, are paired with senior staff to work hand-in-hand to set diversity-related goals and track and measure progress against these objectives throughout the year.
- **NFL Talent Review:** Throughout the year the NFL's executive team identifies and reviews top performing employees at the director level and above who have demonstrated clear potential to assume broader responsibilities and more complex assignments. The NFL Talent Review process enables senior leadership to get a broad assessment and knowledge of the leadership "bench" focusing on a diverse pool of high performing and high potential talent. Now institutionalized at the League Office, our talent review process yields formal development plans, rotational and stretch assignments and executive coaching for our high potential employees, including women and minority executives.

- **NFL Talent Mobility Initiative:** The purpose of our Talent Mobility Initiative is two-fold. First, it strengthens the resources available to departments by expanding their talent pool to employees in other NFL areas with the appropriate skills and talents. Second, the initiative provides an opportunity for interested, high-performing employees to enhance their careers by gaining experience in new roles at the NFL. A diversity lens is applied to all talent mobility discussions, analysis and decisions.

- **NFL Leadership Training:** The NFL has enlisted the expertise of Gallup to further our Employee Engagement efforts by conducting two-day leadership development training and key strengths assessments. The goal of the program is to foster engaged leaders who can then go and lead highly engaged and productive teams across the NFL organization.

- **Leadership Lecture Series:** The NFL Leadership Lecture Series is an informative career development program that serves as one of the NFL's core Talent Management initiatives. The series is designed to provide practical career and development guidance for NFL employees at all levels.

NFL Sponsored Training, Development and Partnerships:

- **NFL Women's Summit - "In the Huddle to Advance Women in Sport" at the Super Bowl:** Leading up to Kick-off of the Super Bowl LII, the NFL hosted the second NFL Women's Summit to highlight and promote the critical role sports can play in developing leadership and career advancement. The event brought together prominent leaders from sports, government, media and a variety of other fields—all of whom believe in the power of sports to support the future success of young women both personally and professionally. The goal of the Summit was to reinforce the power of sports and to encourage broad support—from men and women alike—for girls' athletic participation.

- **Respect at Work Program:** Players, coaches, athletic trainers and other football staff of all 32 NFL clubs were required to attend a Respect in the Workplace Meeting designed to better educate participants about the importance of creating a culture of respect and reinforce the need for excellence in workplace conduct. NFL Ambassadors are former players who were trained to facilitate the conversations about creating a culture of respect which embraces diversity and inclusion in the locker room, on the field and

while working in the NFL.

- **The NFL Career Advisory Panel:** This panel comprised of eight former coaches and general managers helps to identify top coaching candidates for these positions, with a special emphasis on diverse candidates. The list is designed to complement the other resources clubs utilize when filling such positions. As such, teams looking to fill these positions may request the list and discuss the recommendations with panel members.

- **Bill Walsh Diversity Fellowship Program:** The Bill Walsh NFL Diversity Coaching Fellowship is an annual program administered by the NFL Management Council and NFL Football Operations Department. In 2017, the Fellowship rebranded itself from "Minority" to "Diversity" to ensure an emphasis on both racial and gender diversity. The program's objective is to use NFL clubs' training camps, off season workout programs and mini camps to give talented diverse and minority coaches opportunities to observe, participate, gain experience and ultimately gain a full-time NFL coaching position. Designed as a vocational tool to increase the number of NFL full-time minority coaches, all 32 NFL clubs participate in the program on an annual basis. As part of the program's evolution, in 2012, the NFL announced a Bill Walsh Fellowship Advisory Council, comprised of a distinguished group of NFL coaches and general managers and as well as NFL executives who monitor the program's impact and recommend "best practices." In 2015, Jen Welter was the first female member of an NFL coaching staff when she joined the Arizona Cardinals through her participation in this program.

- **Fritz Pollard Alliance Partnership:** The Fritz Pollard Alliance was formed as an affinity group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions.

- **Wounded Warriors Career Development Initiative:** Members of the Wounded Warrior Project were invited for a professional development and networking opportunity. As part of the training, each Wounded Warrior participant identified a specific area of business interest and was the given the opportunity to shadow an NFL executive in that

particular business area for the day.

Recruitment:

- **Diverse Talent Community:** Early in 2016, the NFL launched a recruiting website dedicated to attracting top quality diverse talent. The website will act as a database of passive candidates who are interested in career opportunities across the League. Moreover, the talent acquisition team at the League Office, as well as at each of the 32 clubs, will be able to use this pool of candidates when seeking to fill specific roles.

- **Junior Rotational Program (JRP):** The League's Junior Rotational Program was introduced in 2006. JRP was designed to build a strong, diverse, entry-level pipeline for the League, attracting top undergraduates to the NFL for an unparalleled learning opportunity experienced through a series of rotational work assignments and formal training. Participants are assigned mentors, gain exposure to senior executives and network with professionals in the sports media and entertainment industry. We actively recruit candidates from diverse backgrounds for our JRP opportunities.

- **Summer Internship Program:** The League Office's summer internship program allows for upcoming college seniors to get targeted work experience in the sports industry through a nine-week structured program. Diversity recruiting and hiring is a strong component of this program. In addition, NFL Films continues to offer an educational on the job internship program, hosting two sessions of interns from a diverse population throughout the year.

- **Military Hiring Partnership:** The NFL partners with the U.S. Army on the Army Training with Industry (TWI) program which provides competitively selected officers and noncommissioned officers with an opportunity to have a one-year work experience in corporate America. The goal of TWI is to expose military personnel to private-sector procedures and practices not available through military training. Recently, two Staff Sergeants worked in the Communications department, sharing their military public affairs experience and expertise while learning the NFL approach to public and community relations.

- **Business of Sports School Networking Workshop:** The NFL hosted a day long Networking Skills Workshop for a team of students from the Business of Sports School, a

NYC public high school, which specializes in teaching students about the fundamentals of business and entrepreneurship for success in college and the professional world. The students were coached and trained on effective interviewing techniques, provided in one-on-one mock interviewing and invited to network with NFL executives.

- **Digital Diversity Organization:** The NFL has an on-going relationship with the Digital Diversity Organization based in Los Angeles California. The League utilizes this website and networks with executives on the board when filling unique openings in the digital media area.

- **NACE link, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACE link, UCAN and Experience.com each of which can target specific schools and experience allowing the League to find the best qualified diverse applicants.

- **NFL.com Career Center:** The NFL internally posts all League Office positions up through senior vice president. Postings can be accessed by external applicants via https://nfl.taleo.net/careersection/nfl_ex/jobsearch.ftl.

- **National Association of Black Journalists:** In August of 2018, the NFL attended the Annual NABJ Convention & Career Fair in Washington, DC. The NFL's recruiting team, along with employees across NFL Media, participated in panels, while hosting a career booth engaging attendees to learn about opportunities at the NFL.

- **The National Black MBA Association:** In September of 2018, the NFL attended the Annual NBMBBA Conference & Exposition in Detroit. The Conference provides an opportunity for NBMBBA members, corporate and university partners, and business leaders to explore the areas of education, leadership, career and networking opportunities that enable professional development. The NFL hosted a career booth, which allowed the League to promote some of the career opportunities available at the NFL, including internships, experienced hiring, and the Junior Rotational Program.

Diversity Supplier Program:

- **NFL Business Connect Program:** The NFL's Business Connect Program (formerly NFL Emerging Business Program) seeks to increase procurement opportunities for small,

minority and women-owned enterprises to undertake Super Bowl related work and/or to grow their businesses for future success. Several components comprise an eighteen month to two-year implementation effort. The NFL introduces participating businesses directly to the League's Super Bowl contractors. The program also hosts a series of developmental workshops in partnership with local small business development organizations and/or local higher educational institutions. This comprehensive business outreach initiative ensures minority and women owned enterprises are included in the Super Bowl procurement process and more importantly, supports their long-term growth and development.

- **Consumer Product Program:** The Consumer Products department is integrated in the NFL's initiative to promote diversity and inclusion as a means to improving the NFL's business outcomes. The team continues to assess its Consumer Products licensees and partners through the diversity thought lens and has implemented a pilot instructive program that supports small, women, player, and minority-owned businesses in their efforts to succeed in NFL licensing relationships.

NFL Grade for Diversity Initiatives

A+



How Grades Were Calculated

As in previous reports, the 2018 Racial and Gender Report Card data shows that professional sports 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 new 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.

<i>Race</i>		<i>Gender</i>	
A+	>30	A+	>45
A	28.6-30	A	44.1-45
A-	24.6-28.5	A-	41.6-44
B+	19.6-24.5	B+	39-41.5
B	17-19.5	B	37.6-38.9
B-	16.0-16.9	B-	34.6-37.5
C+	15.0-15.9	C+	32-34.5
C	14.0-14.9	C	30.6-31.9
C-	13.0-13.9	C-	27.6-30.5
D+	12.0-12.9	D+	25-27.5
D	11.0-11.9	D	24-24.9
F	<11	F	<24

Methodology

The NFL collected all data for the report and sent it to the research team at The Institute for Diversity and Ethics in Sport (TIDES). The data was separated into League Office and team categories, with each position broken down by race and gender. The Green Bay, Oakland and Cincinnati franchises did not participate so their data for team Senior Administration and Professional Administration was not included. We were able to obtain the names and identities of the presidents, general managers and coaching staffs.

Once the research team at TIDES evaluated the data and compared it to previous years, the report text was drafted. The report was sent to the League Office so the draft could be reviewed for accuracy. The listings for players, professional owners, presidents/CEOs, general managers, head coaches, vice presidents, senior administration positions, professional administration positions, head trainers and physicians were up to date as of December 2018.

About the Racial and Gender Report Card

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

This marks the 14th time the Report Card is being issued sport-by-sport. Reports for MLB, NBA, WNBA and MLS have already been released. The complete RGRC, including all the Leagues, will be issued after the release of subsequent individual reports on College Sport.

The RGRC is published by The Institute for Diversity

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and Ethics in Sport, which is part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick has authored all reports, first at Northeastern University and now at UCF. (Until 1998, the report was known as the Racial Report Card.) In addition to Lapchick, Brittany Barber, Meaghan Coleman, DeAnna Glover, Kasimu “Moe” Greenidge, Nate Harvey, Daniel Martin, William Thomas, and David Zimmerman contributed greatly to the completion of the 2018 NFL Racial and Gender 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 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,” Dr. 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, Dr. Lapchick serves as President and CEO of the Institute for Sport and Social Justice (ISSJ), a group of more than 280 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. It was formerly known as the National Consortium for Academics and Sports (NCAS).

DeVos Sport Business Management Program

College of Business Administration, University of Central Florida

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



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Appendix I

PLAYERS								
	%	#		%	#		%	#
2016			2009			1999		
White	27.4%	618	White	30%	782	White	32%	x
African-American	69.7%	1573	African-American	67%	1761	African-American	67%	x
Latino	0.8%	18	Latino	1%	24	Latino	<1%	x
Asian	1.9%	44	Asian	2%	55	Other	<1%	x
Other	0.2%	4	Other	<1%	2			
International			International	2%	48	1998		
2015			2008			White	32%	x
White	27.4%	618	White	31%	805	African-American	66%	x
African-American	69.7%	1573	African-American	67%	1762	Latino	<1%	x
Latino	0.8%	18	Latino	1%	25	Other	1%	x
Asian	1.9%	44	Asian	2%	45	1997		
Other	0.2%	4	Other	<1%	1	White	33%	x
2014			International	2%	63	African-American	65%	x
White	28.6%	813	2007			Latino	<1%	x
African-American	68.7%	1957	White	31%	730	Other	1%	x
Latino	0.7%	19	African-American	66%	1566	1996		
Asian	1.1%	31	Latino	1%	30	White	31%	x
Other	0.9%	27	Asian	2%	44	African-American	66%	x
International	1.0%	30	Other	<1%	1	Latino	<1%	x
2013			International	2%	43	Other	2%	x
White	31.0%	866	2006			1995		
African-American	67.3%	1883	White	31%	532	White	31%	x
Latino	0.6%	16	African-American	67%	1131	African-American	67%	x
Asian	0.7%	19	Latino	0.5%	8	Latino	0%	x
Other	0.5%	14	Asian	1.5%	25	Other	<2%	x
International	1.5%	43	Other	0%	0	1994		
2012			International	1%	24	White	31%	x
White	30.1%	820	2005			African-American	68%	x
African-American	66.3%	1804	White	31.50%	537	Latino	0%	x
Latino	0.7%	20	African-American	65.50%	1116	Other	1%	x
Asian	1.1%	29	Latino	<1%	10	1993		
Other	1.8%	48	Asian	2%	34	White	35%	x
International	1.4%	39	Other	<1%	1	African-American	65%	x
2011			International	1%	18	Latino	0%	x
White	31%	802	2003			1992		
African-American	67%	1721	White	29%	516	White	30%	x
Latino	1%	13	African-American	69%	1228	African-American	68%	x
Asian	2%	40	Latino	1%	9	Latino	<1%	x
Other	1%	7	Asian	1%	22	Other	1%	x
International	1%	20	Other	0%	0	1991		
2010			2000			White	36%	x
White	31%	790	White	x	x	African-American	62%	x
African-American	67%	1714	African-American	x	x	Latino	2%	x
Latino	1%	13	Latino	x	x	1990		
Asian	2%	39	Other	x	x	White	39%	x
Other	1%	7				African-American	61%	x
International	1%	20				Latino	0%	x
x=Data not recorded								

TABLE 1

LEAGUE OFFICE																	
		Office Management		Support Staff Personnel				Office Management		Support Staff Personnel				Office Management		Support Staff Personnel	
		%	#	%	#			%	#	%	#			%	#	%	#
2018																	
	White	72.7%	678														
	African-American	9.7%	94														
	Latino	7.5%	72														
	Asian	8.6%	88														
	American Indian	.2%	2			NFL did not supply data											
	Native Hawaiian	.2%	2														
	Two or More Races	1.2%	10														
	Not Specified	0.0%	60														
	Women	35.0%	352														
	Total		1006														
2017																	
	White	67.0%	610														
	African-American	8.9%	81														
	Latino	7.5%	68														
	Asian	8.6%	78			NFL did not supply data											
	Native American	0.2%	2														
	Other	1.4%	13														
	Women	35.4%	322														
	Total		910														
2016																	
	White	73.1%	667	76.5%	137												
	African-American	9.4%	86	11.7%	21												
	Latino	7.1%	65	7.3%	13												
	Asian	8.9%	81	4.5%	8												
	Native American	0.2%	2	0.0%	0												
	Other	1.2%	11	0.0%	0												
	Women	32.3%	295	38.0%	68												
	Total		912		179												
2015																	
	White	72.0%	629	75.4%	132												
	African-American	9.4%	82	12.0%	21												
	Latino	6.4%	56	5.7%	10												
	Asian	8.0%	70	6.3%	11												
	Native American	0.2%	2	0.0%	0												
	Other	4.0%	35	0.6%	1												
	Women	30.3%	265	32.6%	57												
	Total		874		175												
2014																	
	White	71.8%	635	75.1%	133												
	African-American	9.7%	86	10.7%	19												
	Latino	5.8%	51	6.2%	11												
	Asian	9.2%	81	6.8%	12												
	Native American	0.2%	2	0.0%	0												
	Other	3.4%	30	1.1%	2												
	Women	29.6%	262	30.5%	54												
2013																	
	White	72.4%	596	77.8%	144												
	African-American	9.2%	76	9.2%	17												
	Latino	4.9%	40	5.4%	10												
	Asian	10.1%	83	5.9%	11												
	Native American	0.1%	1	0.0%	0												
	Other	3.3%	27	1.6%	3												
	Women	29.3%	241	31.4%	58												
	Total		823		185												
2012																	
	White	74%	675	66%	40												
	African-American	8%	76	18%	11												
	Latino	5%	49	10%	6												
	Asian	9%	85	3%	2												
	Native American	0%	1	0%	0												
	Other	3%	26	3%	2												
	Women	28%	254	51%	31												
	Total		912		61												
2011																	
	White	75%	644	66%	48												
	African-American	8%	69	19%	14												
	Latino	5%	43	10%	7												
	Asian	10%	87	1%	1												
	Native American	0%	1	0%	0												
	Other	2%	17	4%	3												
	Women	28%	238	56%	41												
	Total		861		73												
2010																	
	White	75.1%	653	71.3%	67												
	African-American	8.7%	76	17.0%	16												
	Latino	4.6%	40	6.4%	6												
	Asian	9.4%	82	1.1%	1												
	Native American	0.2%	2	0.0%	0												
	Other	1.8%	16	4.3%	4												
	Women	27.5%	239	52.1%	49												
	Total		869		94												
2009																	
	White	75.2%	629	77.4%	82												
	African-American	8.6%	72	12.3%	13												
	Latino	4.7%	39	4.7%	5												
	Asian	9.4%	79	2.8%	3												
	Native American	0.2%	2	0.0%	0												
	Other	1.8%	15	2.8%	3												
	Women	27.6%	231	46.2%	49												
	Total		836		106												
2003-2008																	
	White																
	African-American																
	Latino																
	Asian																
	Other																
	Women																
	Total																
NFL did not supply data																	
2002																	
	White	74%	150	51%	42												
	African-American	14%	28	25%	21												
	Latino	4%	9	19%	16												
	Asian	8%	16	5%	4												
	Other	0%	0	0%	0												
	Women	26%	53	54%	45												
	Total		203		83												
2000																	
	White	77%	140	57%	31												
	African-American	14%	25	22%	12												
	Latino	<3%	5	19%	10												
	Asian	7%	12	2%	1												
	Other	0%	0	0%	0												
	Women	29%	53	56%	30												
	Total		182		54												
1998																	
	White	79%	131	70%	40												
	African-American	15%	25	19%	11												
	Latino	2%	3	9%	5												
	Asian	4%	6	2%	1												
	Other	0%	0	x	x												
	Women	26%	43	75%	43												
	Total		165		57												
1997																	
	White	80%	119	68%	34												
	African-American	15%	22	22%	11												
	Latino	2%	3	8%	4												
	Asian	3%	4	2%	1												
	Other	0%	0	x	x												
	Women	26%	39	84%	42												
	Total		148		50												
1996																	
	White	82%	93	81%	56												
	African-American	14%	16	12%	8												
	Latino	<1.0%	1	4%	3												
	Asian	2%	2	3%	2												
	Other	<1.0%	1	x	x												
	Women	22%	25	64%	44												
	Total		113		69												
TABLE 2																	

TABLE 2

HISTORICAL LISTING OF AFRICAN-AMERICAN PROFESSIONAL HEAD COACHES IN THE NFL

	Team	Year(s)	Record
Art Shell	L.A. Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota	1992-01	97-62
	Arizona	2004-2006	16-32
Ray Rhodes	Philadelphia	1995-98	29-34-1
	Green Bay	1999	8-8
Tony Dungy	Tampa Bay	1996-2001	54-42
	Indianapolis	2002-2008	85-27
Terry Robiskie	Washington	2000	1-2 (interim head coach)
	Cleveland	2004	1-4 (interim head coach)
Herman Edwards	N.Y. Jets	2001-2005	39-41
	Kansas City	2006-2008	15-33
Marvin Lewis	Cincinnati	2003-2018	113-96-2
Lovie Smith	Chicago	2004-2012	81-63
	Tampa Bay	2014-2016	14-Feb
Romeo Crennel	Cleveland/Kansas City	2005-2008/2011 [^] -2012	28-55
Mike Tomlin	Pittsburgh	2007-present	94-53
Mike Singletary	San Francisco	2008-2009	18-21
Perry Fewell	Buffalo	2009	3-4 (interim head coach)
Jim Caldwell	Indianapolis	2009-2011	26-22
	Detroit Lions	2014-2017	18-16
Raheem Morris	Tampa Bay	2009-2011	13-19
Eric Studesville	Denver	2010	1-3 (interim head coach)
Leslie Frazier	Minnesota	2010 ^{^*} - 2014	21-32-1
Todd Bowles	N.Y. Jets	2015 - 2018	8-8
Hue Jackson	Oakland	2011	8-8
	Cleveland	2016-2018	3-36
Anthony Lynn	Los Angeles (Chargers)	2017-present	21-11
Vance Joseph	Denver	2017-2018	11-21
Steve Wilks	Arizona	2018	3-13

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

[^] Romeo Crennel served as the interim head coach for final 3 games of the 2011 season

^{^*} Served as interim head coach for last 6 games of the 2010 season

Table 3

HEAD COACHES								
	%	#		%	#		%	#
2018			2011			2003		
White	75.0%	24	White	75.0%	24	White	91%	29
African-American	21.9%	7	African-American	22.0%	7	African-American	9%	3
Latino	3.1%	1	Asian	0.0%	0	Asian	0%	0
Asian	0.0%	0	Latino	3.0%	1	Latino	0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0				2001		
Not Specified	0.0%	0	2010			White	94%	30
Women	0.0%	0	White	81.0%	26	African-American	6%	2
2017			African-American	19.0%	6	Asian	0%	0
White	75.0%	24	Asian	0.0%	0	Latino	0%	0
African-American	21.9%	7	Latino	0.0%	0	Women	0%	0
Asian	0.0%	0	Other	0.0%	0			
Latino	3.1%	1	Women	0.0%	0	2000		
Other	0.0%	0				White	90%	28
Women	0.0%	0	2009			African-American	10%	3
2016			White	81.0%	26	Asian	0%	0
White	81.3%	26	African-American	19.0%	6	Latino	0%	0
African-American	15.6%	5	Asian	0.0%	0	Women	0%	0
Asian	0.0%	0	Latino	0.0%	0			
Latino	3.1%	1	Other	0.0%	0	1999		
Other	0.0%	0	Women	0.0%	0	White	94%	29
Women	0.0%	0	2008			African-American	6%	2
Women	0.0%	0	White	81.0%	26	Asian	0%	0
2015			African-American	19.0%	6	Latino	0%	0
White	81.3%	26	Asian	0.0%	0	Women	0%	0
African-American	15.6%	5	Latino	0.0%	0			
Asian	0.0%	0	Other	0.0%	0	1997		
Latino	3.1%	1	Women	0.0%	0	White	90%	27
Other	0.0%	0	2007			African-American	10%	3
Women	0.0%	0	White	81.0%	26	Asian	0%	0
2014			African-American	19.0%	6	Latino	0%	0
White	84.4%	27	Asian	0.0%	0	Women	0%	0
African-American	12.5%	4	Latino	0.0%	0	African-American	10%	3
Asian	0.0%	0	Other	0.0%	0	Latino	0%	0
Latino	3.1%	1	Women	0.0%	0			
Other	0.0%	0	2006			1995		
Women	0.0%	0	White	78%	25	White	90%	27
2013			African-American	22%	7	African-American	10%	3
White	88.0%	28	Asian	0%	0	Latino	3%	1
African-American	9.0%	3	Latino	0%	0			
Asian	0.0%	0	Other	0%	0	1994		
Latino	3.0%	1	Women	0%	0	White	93%	28
Other	0.0%	0	2005			African-American	7%	2
Women	0.0%	0	White	81%	26	Latino	0%	0
2012			African-American	19%	6			
White	81.0%	26	Asian	0%	0	1993		
African-American	16.0%	5	Latino	0%	0	White	89%	25
Asian	0.0%	0	Women	0%	0	African-American	7%	2
Latino	3.0%	1				Latino	<4%	1
Other	0.0%	0						
Women	0.0%	0				1992		
						White	89%	25
						African-American	7%	2
						Latino	<4%	1

TABLE 4

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"

ASSISTANT COACHES

	%	#		%	#		%	#
2018			2012			2005		
White	62.6%	395	White	68%	364	White	66%	316
African-American	30.9%	195	African-American	31%	165	African-American	32%	154
Latino	1.7%	11	Latino	1%	4	Latino	1%	5
Asian	1.1%	7	Asian	1%	3	Asian	1%	3
American Indian	0.2%	1	Other	0%	1	Other	0%	0
Native Hawaiian	0.3%	2	Women	0%	0	Women	0%	0
Two or More Races	1.3%	8						
Not Specified	1.9%	12	2011			2003		
Women	0.3%	2	White	68%	332	White	67%	341
Total		631	African-American	31%	159	African-American	30%	153
			Latino	1%	2	Latino	2%	8
2017			Asian	1%	4	Asian	0%	1
White	68.7%	504	Other	0%	0	Other	1%	7
African-American	28.2%	207	Women	0%	0	Women	0%	0
Latino	1.1%	8						
Asian	0.7%	5	2010			2001		
Other	1.4%	10	White	68%	364	White	71%	333
Women	0.1%	1	African-American	31%	165	African-American	28%	132
			Latino	1%	2	Latino	<1%	6
2016			Asian	1%	3	Asian	<1%	1
White	68.9%	524	Other	0%	0	Other	0%	0
African-American	27.8%	211	Women	0%	0	Women	0%	0
Latino	2.5%	19						
Asian	0.7%	5	2009			1999		
Other	0.1%	1	White	64%	283	White	72%	330
Women	0.1%	1	African-American	34%	148	African-American	28%	127
			Latino	1%	4	Latino	0%	0
2015			Asian	1%	5	Asian	0%	0
White	62.1%	499	Other	0%	0	Other	0%	0
African-American	34.7%	279	Women	0%	0	Women	0%	0
Latino	1.5%	12						
Asian	0.9%	7	2008			1997		
Other	0.8%	6	White	64%	279	White	73%	311
Women	0.0%	0	African-American	34%	148	African-American	26%	113
			Latino	2%	7	Latino	1%	3
2014			Asian	1%	5	Asian	<1%	1
White	67.8%	497	Other	0%	0	Other	0%	0
African-American	29.6%	217	Women	0%	0	Women	0%	0
Latino	1.2%	9						
Asian	0.8%	6	2007			1996		
Other	0.5%	4	White	62%	284	White	74%	307
Women	0.0%	0	African-American	36%	162	African-American	25%	102
			Latino	1%	5	Latino	<1%	3
2013			Asian	1%	5	Asian	<1%	1
White	68.4%	440	Other	0%	0	Other	0%	0
African-American	29.1%	187	Women	0%	0			
Latino	1.1%	7				1995		
Asian	0.9%	6	2006			White	76%	289
Other	0.5%	3	White	62%	269	African-American	23%	88
Women	0.0%	0	African-American	35%	151	Latino	0%	0
			Latino	2%	10	Asian	0%	0
			Asian	1%	4	Other	<1%	4
			Other	0%	0			
			Women	0%	0	1994		
						White	77%	249
						African-American	23%	73
						Latino	<1%	1
						Asian	<1%	1
						Other	0%	0

TABLE 5

Richard E. Lapchick, Director

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“MAKING WAVES OF CHANGE”

CEO/PRESIDENT								
	%	#		%	#		%	#
2018			2012			2006		
White	90.6%	29	White	100.0%	32	White	100%	35
African-American	3.0%	1	African-American	0.0%	0	African-American	0%	0
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	6.3%	2	Asian	0.0%	0	Asian	0%	0
American Indian	0.0%	0	Other	0.0%	0	Other	0%	0
Native Hawaiian	0.0%	0	Women	3.0%	1	Women	3%	1
Two or More Races	0.0%	0	2011			2003		
Not Specified	0.0%	0	White	100.0%	32	White	100%	32
Women	3.0%	1	African-American	0.0%	0	African-American	0%	0
2017			Latino	0.0%	0	Latino	0%	0
White	100.0%	33	Asian	0.0%	0	Asian	0%	0
African-American	0.0%	0	Other	0.0%	0	Women	9%	3
Latino	0.0%	0	Women	0.0%	0	2000		
Asian	0.0%	0	2010			White	100%	x
Other	0.0%	0	White	100.0%	27	African-American	0%	x
Women	0.0%	0	African-American	0.0%	0	Latino	0%	x
2016			Latino	0.0%	0	Asian	0%	x
White	97.1%	33	Asian	0.0%	0	Women	3%	x
African-American	0.0%	0	Other	0.0%	0	1999		
Latino	0.0%	0	Women	4.0%	1	White	100%	x
Asian	3.0%	1	2009			African-American	0%	x
Other	0.0%	0	White	100.0%	27	Latino	0%	x
Women	0.0%	0	African-American	0.0%	0	Asian	0%	x
2015			Latino	0.0%	0	Women	3%	x
White	97.1%	33	Asian	0.0%	0	1998		
African-American	0.0%	0	Other	0.0%	0	White	100%	x
Latino	0.0%	0	Women	4.0%	1	African-American	0%	x
Asian	3.0%	1	2008			Latino	0%	x
Other	0.0%	0	White	100%	29	Asian	0%	x
Women	0.0%	0	African-American	0%	0	Women	3%	x
2014			Latino	0%	0	1997		
White	94.1%	32	Asian	0%	0	White	100%	x
African-American	0.0%	0	Other	0%	0	African-American	0%	x
Latino	0.0%	0	Women	3%	1	Latino	0%	x
Asian	3.0%	1	2007			Other	0%	x
Other	0.0%	0	White	100%	30	Women	0%	x
Women	0.0%	0	African-American	0%	0	TABLE 6		
2013			Latino	0%	0			
White	97.0%	31	Asian	0%	0			
African-American	0.0%	0	Other	0%	0			
Latino	0.0%	0	Women	3%	1			
Asian	3.0%	1						
Other	0.0%	0						
Women	0.0%	0						

GENERAL MANAGER / DIRECTOR OF PLAYER PERSONNEL

	%	#		%	#		%	#
2018			2012			2005		
White	87.5%	28	White	81.0%	26	White	87%	27
African-American	12.5%	4	African-American	19.0%	6	African-American	13%	4
Latino	0.0%	0	Latino	0.0%	0	Latino	0%	0
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
American Indian	0.0%	0	Other	0.0%	0	Women	0%	0
Native Hawaiian	0.0%	0	Women	0.0%	0			
Two or More Races	0.0%	0				2003		
Not Specified	0.0%	0	2011			White	94%	30
Women	0.0%	0	White	84.0%	27	African-American	6%	2
2017			African-American	16.0%	5	Latino	0%	0
White	81.2%	26	Latino	0.0%	0	Asian	0%	0
African-American	18.8%	6	Asian	0.0%	0	Women	0%	0
Latino	0.0%	0	Other	0.0%	0			
Asian	0.0%	0	Women	0.0%	0	2001		
Other	0.0%	0	2010			White	94	30
Women	0.0%	0	White	83.0%	25	African-American	6	2
2016			African-American	17.0%	5	Latino	0	0
White	84.4%	27	Latino	0.0%	0	Asian	0	0
African-American	15.6%	5	Asian	0.0%	0	Women	0	0
Latino	0.0%	0	Other	0.0%	0			
Asian	0.0%	0	Women	0.0%	0	1999		
Other	0.0%	0	2009			White	87%	27
Women	0.0%	0	White	84.0%	27	African-American	13%	4
2015			African-American	16.0%	5	Latino	0%	0
White	78.1%	25	Latino	0.0%	0	Asian	0%	0
African-American	21.9%	7	Asian	0.0%	0	Women	0%	0
Latino	0.0%	0	Other	0.0%	0			
Asian	0.0%	0	Women	0.0%	0	1998		
Other	0.0%	0	2008			White	87%	27
Women	0.0%	0	White	83.0%	25	African-American	13%	4
2014			African-American	17.0%	5	Latino	0%	0
White	75.9%	22	Latino	0.0%	0	Asian	0%	0
African-American	24.1%	7	Asian	0.0%	0	Women	0%	0
Latino	0.0%	0	Other	0.0%	0			
Asian	0.0%	0	Women	0.0%	0	1997		
Other	0.0%	0	2007			White	87%	26
Women	0.0%	0	White	84%	26	African-American	13%	4
2013			African-American	16%	5	Latino	0%	0
White	81.0%	26	Latino	0%	0	Asian	0%	0
African-American	19.0%	6	Asian	0%	0	Women	0%	0
Latino	0.0%	0	Other	0%	0			
Asian	0.0%	0	Women	0%	0	1996		
Other	0.0%	0	2006			White	83%	25
Women	0.0%	0	White	87%	28	African-American	17%	5
			African-American	13%	4	Latino	0%	0
			Latino	0%	0			
			Asian	0%	0	1995		
			Other	0%	0	White	87%	26
			Women	0%	0	African-American	13%	4
						Latino	0%	0

TABLE 7

Richard E. Lapchick, Director

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"MAKING WAVES OF CHANGE"

VICE PRESIDENTS

	%	#		%	#		%	#
2018			2012			2006		
White	88.3%	392	White	91.0%	196	White	92%	152
African-American	6.1%	27	African-American	6.0%	13	African-American	8%	13
Latino	1.1%	5	Latino	1.0%	3	Latino	0%	0
Asian	3.6%	16	Asian	0.0%	0	Asian	0%	0
American Indian	0.2%	1	Other	1.0%	3	Other	0%	0
Native Hawaiian	0.0%	0	Women	17.0%	37	Women	12%	18
Two or More Races	0.7%	3	2011			2005		
Not Specified	0.0%	0	White	92.0%	145	White	90%	143
Women	18.2%	81	African-American	8.0%	12	African-American	10%	16
Total		444	Latino	1.0%	1	Latino	0%	0
2017			Asian	0.0%	0	Asian	0%	0
White	89.5%	272	Other	0.0%	0	Women	8%	13
African-American	6.9%	21	Women	15.0%	23	2003		
Latino	1.3%	4	2010			White	89%	131
Asian	1.9%	6	White	88.0%	137	African-American	10%	14
Two or More	0.6%	2	African-American	10.0%	16	Latino	1%	2
Women	20.0%	61	Latino	1.0%	1	Asian	0%	0
2016			Asian	0.0%	0	Women	7%	10
White	89.2%	247	Other	0.0%	0	2001		
African-American	6.9%	19	Women	15.0%	25	White	92%	118
Latino	0.4%	1	2009			African-American	7%	9
Asian	2.2%	6	White	90.0%	146	Latino	1%	1
Other	1.4%	4	African-American	9.0%	15	Asian	0%	0
Women	21.3%	59	Latino	0.0%	0	Women	9%	11
2015			Asian	1.0%	1	1999		
White	87.7%	256	Other	0.0%	0	White	92%	130
African-American	8.9%	26	Women	15.0%	25	African-American	8%	11
Latino	1.4%	4	2008			Latino	0%	0
Asian	2.7%	8	White	93.0%	137	Asian	0%	0
Other	0.7%	2	African-American	7.0%	11	Women	7%	10
Women	22.9%	67	Latino	0.0%	0	1997		
2014			Asian	0.0%	0	White	90%	97
White	88.5%	238	Other	0.0%	0	African-American	10%	11
African-American	7.4%	20	Women	14.0%	20	Latino	0%	0
Latino	1.5%	4	2007			Asian	0%	0
Asian	0.7%	2	White	92.0%	141	Women	7%	8
Other	1.9%	5	African-American	8.0%	12	1996		
Women	17.8%	48	Latino	0.0%	0	White	88%	76
2013			Asian	0.0%	0	African-American	12%	10
White	86.5%	224	Other	0.0%	0	Latino	0%	0
African-American	8.5%	22	Women	11.0%	17	Other	0%	0
Latino	1.9%	5	1995			Women	12%	10
Asian	0.0%	0	White	95%	70	1995		
Other	3.1%	8	African-American	5%	4	White	95%	70
Women	15.1%	39	Latino	0%	0	African-American	5%	4
			Asian	0%	0	Latino	0%	0
			Other	0%	0	Other	0%	0
			Women	6%	5	Women	6%	5

TABLE 8

NOTE: Some percentages may not equal 100% due to rounding

SENIOR ADMINISTRATORS

	%	#		%	#		%	#
2018			2013			2007		
White	82.7%	626	White	83.0%	595	White	82%	421
African-American	9.0%	68	African-American	12.1%	87	African-American	14%	73
Latino	3.7%	28	Latino	2.1%	15	Latino	2%	9
Asian	2.8%	21	Asian	1.4%	10	Asian	1%	7
American Indian	0.0%	0	Other	1.4%	10	Other	<1%	2
Native Hawaiian	0.5%	4	Women	18.8%	135	Women	18%	94
Two or More Races	0.3%	2	2012			2006		
Not Specified	1.1%	8	White	84.7%	510	White	84%	421
Women	22.1%	167	African-American	11.6%	70	African-American	12%	61
Total		757	Latino	1.8%	11	Latino	2%	8
2017			Asian	0.8%	5	Asian	2%	8
White	81.8%	650	Other	1.0%	6	Other	0%	1
African-American	11.3%	90	Women	19.9%	120	Women	17%	86
Latino	3.8%	30	2011			2005		
Asian	2.3%	18	White	85.0%	395	White	86%	424
Other	0.8%	6	African-American	12.0%	54	African-American	12%	60
Women	20.0%	152	Latino	2.0%	8	Latino	1%	6
2016			Asian	1.0%	6	Asian	<1%	2
White	78.7%	633	Other	<1%	2	Other	<1%	2
African-American	12.0%	97	Women	20.0%	91	Women	16%	80
Latino	2.8%	24	2010			2003		
Asian	2.6%	22	White	84.0%	420	White	84%	351
Other	1.0%	7	African-American	13.0%	65	African-American	13%	52
Women	21.0%	169	Latino	2.0%	8	Latino	<1%	3
2015			Asian	1.0%	5	Asian	<1%	4
White	80.7%	592	Other	<1%	1	Women	17%	70
African-American	14.2%	104	Women	21.0%	104	2000		
Latino	2.5%	18	2009			White	90%	x
Asian	1.6%	12	White	83.0%	412	African-American	9%	x
Other	1.1%	8	African-American	14.0%	69	Latino	1%	x
Women	22.2%	163	Latino	2.0%	9	Asian	<1%	x
2014			Asian	1.0%	7	Women	28%	x
White	83.8%	570	Other	<1%	1	1999		
African-American	11.2%	76	Women	17.0%	87	White	86%	x
Latino	2.5%	17	2008			African-American	14%	x
Asian	1.5%	10	White	82.0%	424	Latino	0%	x
Other	1.0%	7	African-American	14.0%	71	Asian	0%	x
Women	19.9%	135	Latino	2.0%	10	Women	14%	x
			Asian	2.0%	8	Women	28%	x
			Other	<1%	3			
			Women	19.0%	96			

x= Data not recorded

Note: Percentages may not equal 100 percent due to rounding

Table 9

Richard E. Lapchick, Director

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“MAKING WAVES OF CHANGE”

PROFESSIONAL ADMINISTRATION

	%	#		%	#		%	#
2018			2012			2005		
White	71.7%	4,449	White	81.0%	1033	White	89%	873
African-American	10.6%	657	African-American	11.0%	135	African-American	8%	79
Latino	8.7%	539	Latino	5.0%	66	Latino	2%	21
Asian	4.3%	268	Asian	1.0%	13	Asian	1%	10
American Indian	0.4%	22	Other	2.0%	22	Other	<1%	3
Native Hawaiian	0.6%	35	Women	29.0%	363	Women	32%	311
Two or More Races	2.4%	150	2011			2003		
Not Specified	1.3%	82	White	88.0%	749	White	87%	1024
Women	35.0%	2,170	African-American	9.0%	76	African-American	9%	101
Total		6,202	Latino	2.0%	19	Latino	2%	20
2017			Asian	1.0%	8	Asian	<1%	6
White	72.7%	4,374	Other	<1%	2	Other	2%	20
African-American	10.1%	610	Women	30.0%	259	Women	31%	362
Latino	8.9%	533	2010			1999		
Asian	4.4%	263	White	86.0%	746	White	84%	x
Other	3.4%	207	African-American	10.0%	89	African-American	15%	x
Women	35.9%	2,157	Latino	3.0%	24	Latino	<1%	x
2016			Asian	1.0%	5	Asian	<1%	x
White	76.0%	2790	Other	<1%	3	Women	19%	x
African-American	12.5%	459	Women	29.0%	254	1998		
Latino	5.5%	202	2009			White	87%	x
Asian	2.3%	84	White	84.0%	766	African-American	10%	x
Other	1.7%	63	African-American	10.0%	93	Latino	2%	x
Women	33.2%	1218	Latino	4.0%	35	Asian	1%	x
2015			Asian	1.0%	13	Women	24%	x
White	80.6%	2481	Other	<1%	3	1997		
African-American	11.1%	341	Women	28.0%	251	White	87%	x
Latino	5.4%	167	2008			African-American	10%	x
Asian	2.1%	64	White	83.0%	789	Latino	2%	x
Other	0.8%	24	African-American	11.0%	108	Asian	1%	x
Women	32.2%	992	Latino	4.0%	36	Women	34%	x
2014			Asian	1.0%	13	1996		
White	81.6%	2452	Other	<1%	3	White	90%	x
African-American	10.5%	316	Women	29.0%	272	African-American	8%	x
Latino	5.2%	157	2007			Other	2%	x
Asian	1.9%	58	White	85.0%	753	Women	18%	x
Other	0.8%	23	African-American	10.0%	86	1995		
Women	30.6%	919	Latino	3.0%	30	White	88%	x
2013			Asian	1.0%	13	African-American	11%	x
White	81.0%	2363	Other	<1%	3	Other	1%	x
African-American	11.7%	342	Women	34.0%	297	Women	15%	x
Latino	4.4%	127	2006			1994		
Asian	1.9%	55	White	86%	805	White	89%	x
Other	1.1%	32	African-American	9%	83	African-American	11%	x
Women	27.2%	794	Latino	3%	27	Latino	<1%	x
TABLE 10			Asian	1%	13	Asian	0%	x
			Other	1%	5	Other	<1%	x
			Women	33%	310	Women	12%	x
			1993			White	88%	x
			White			African-American	9%	x
			African-American			Latino	1%	x
			Latino			Asian	<1%	x
			Asian			Other	<1%	x
			Other			Women	12%	x
			Women					

x= Data not recorded

OFFICIALS

	%	#		%	#		%	#
2018			2013			2008		
White	69.4%	84	White	71.0%	85	White	77%	92
African-American	27.3%	33	African-American	28.0%	33	African-American	22%	26
Latino	1.7%	2	Latino	0.0%	0	Latino	1%	1
Asian	0.0%	0	Asian	0.0%	0	Asian	0%	0
American Indian	1.7%	2	Other	1.0%	1	Other	1%	1
Native Hawaiian	0.0%	0	Women	0.0%	0	Women	0%	0
Two or More Races	0.0%	0						
Not Specified	0.0%	0	2012			2007		
Women	0.8%	1	White	71.9%	87	White	78%	94
Total		121	African-American	26.4%	32	African-American	20%	24
2017			Latino	0.8%	1	Latino	1	1
White	69.4%	86	Asian	0.0%	0	Asian	0	0
African-American	27.4%	34	Other	0.8%	1	Other	1%	1
Latino	1.6%	2	Women	0.0%	0	Women	0%	0
Asian	0.0%	0						
Other	1.6%	2	2011			2006		
Women	0.8%	1	White	72.0%	87	White	81%	97
2016			African-American	26.0%	32	African-American	18%	21
White	69.4%	86	Latino	1.0%	1	Latino	1%	1
African-American	27.4%	34	Asian	0.0%	0	Asian	0%	0
Latino	1.6%	2	Other	1.0%	1	Other	1%	1
Asian	0.0%	0	Women	0.0%	0	Women	0%	0
Other	1.6%	2						
Women	0.8%	1	2010			2005		
2015			White	72.0%	86	White	83%	99
White	70.5%	86	African-American	26.0%	31	African-American	16%	19
African-American	27.0%	33	Latino	1.0%	1	Latino	1%	1
Latino	1.7%	2	Asian	0.0%	0	Asian	0	0
Asian	0.0%	0	Other	1.0%	1	Other	1%	1
Other	0.8%	1	Women	0.0%	0	Women	0%	0
Women	0.8%	1						
2014			2009			2004		
White	69.7%	83	White	73%	88	White	81%	97
African-American	28.6%	34	African-American	25%	30	African-American	18%	21
Latino	0.8%	1	Latino	1%	1	Latino	1%	1
Asian	0.0%	0	Asian	0%	0	Asian	0	0
Other	0.8%	1	Other	1%	1	Other	1%	1
Women	0.0%	0	Women	0%	0	Women	0%	0

Notes: 13 new officials hired for 2014 as 13 officials retired.
Stats reference regular officials, not lockout

TABLE 11

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