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The 2011 Racial and Gender Report Card: National Football League

By Richard Lapchick
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At The Institute for Diversity and Ethics in Sport
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EXECUTIVE SUMMARY

Orlando, FL – September 15, 2011... The National Football League achieved its second consecutive **A** grade on racial hiring practices and its second consecutive **C** on gender hiring practices in the 2011 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 NFL's score for race decreased slightly from 90.6 in the previous report to 90.4 points out of 100. The score for gender increased slightly from 69.5 to 69.6.

Using data from the 2010 season, the Institute conducted an analysis of the demographics of the players, managers and coaches. In addition, the Report includes a racial and gender breakdown of top team management, senior administration, professional administration, physicians, head trainers and broadcasters. Coaches, general managers, presidents and owners were updated as of September 1, 2011.

While the NFL had to focus on labor issues, Commissioner Roger Goodell continued to emphasize the importance of diversity and inclusion in the League Office. Robert Gulliver, Executive Vice President for Human Resources and Chief Diversity Officer, helped lead the initiatives regarding hiring and promotions that resulted in the total number of diverse employees at or above the VP level increasing by 30 percent, from 20 in 2010 to 26 in 2011. The number of female employees at or above the VP level increased by 36 percent, from 11 in 2010 to 15 in 2011. The number of ethnically diverse employees at or above the VP level increased by 44 percent, from nine in 2010 to 13 in 2011. The League Office set a

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standard for the teams, which were far behind regarding both women and people of color. The League continued to offer a substantial package of programs that have focused on diversity and inclusion initiatives.

In 2011, Mike Tomlin helped lead the Pittsburgh Steelers to their second Super Bowl appearance in his tenure. In doing so, he became the first African-American head coach to lead any team to two Super Bowls. He also became the fifth African-American head coach in the last five Super Bowls. There were African-American general managers involved in the 2008 and 2009 Super Bowls. The 2011 NFL season started with a record number of eight head coaches who were either African-American or Latino.

Tables for the report are included in Appendix I.

It is imperative that sports teams play the best athletes they have available to win big games. The Institute for Diversity and Ethics in Sport (TIDES) strives to emphasize the value of diversity to sports organizations when they choose their team on the field and in the office. Diversity initiatives, such as diversity management training, can help change attitudes and increase the applicant pool for open positions. It is clearly the choice of the organization regarding which applicant is the best fit for its ball club, but TIDES wants to illustrate how important it is to have a diverse organization involving individuals who happen to be of a different race and/or gender. This element of diversity can provide a different perspective and possibly a competitive advantage for a win in the boardroom, as well as on the field.

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 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 2011 NFL Racial and Gender Report Card follows the publication of the reports on MLB, the NBA and the WNBA. The remaining reports for this year will be for Major League Soccer and college sport.

REPORT HIGHLIGHTS

The NFL matched 2010's best-ever overall grades in the history of the NFL Racial and Gender Report Card with an **A** for race and a **C** for gender with an overall grade of B.

- The percentage of white players increased slightly from 30 percent in 2009 to 31 percent in 2010, while the percentage of African-American players remained at 67 percent.
- In the League Office, as a result of both hiring and promotions, the total number of diverse employees at or above the VP level increased by 30 percent, from 20 in 2010 to 26 in 2011. The number of female employees at or above the VP level increased by 36 percent, from 11 in 2010 to 15 in 2011. The number of ethnically diverse employees at or above the VP level increased by 44 percent, from nine in 2010 to 13 in 2011.
- League Office initiatives included the creation of a Women's Network, Diversity Accountabilities and Diversity Training.
- Overall, the percentage of professional staff in the League Office who were people of color increased from 24.7 percent to 25.2 percent. Women made up 27.6 percent of the professionals, up slightly from 27.5 percent in 2010.
- No person of color has ever held majority ownership of an NFL team.
- Amy Trask of the Oakland Raiders remains the only female president/CEO of a team in the NFL, a position she has held since 2005. There has never been a person of color serving as president or CEO of a team in the history of the NFL.
- There were eight people of color as head coaches at the start of the 2011 NFL season. That is an all-time record for the NFL. Five of the six African-American head coaches in 2010 remained in their capacity at the start of the 2011 season. Mike Singletary was fired by the San Francisco 49ers at the end of the 2010 season. For the 2011 season, the Oakland Raiders hired African-American head coach Hue Jackson, while the Minnesota Vikings hired African-American head coach Leslie Frazier. Also, the Carolina Panthers hired the NFL's only Latino head coach, Ron Rivera.
- The NFL started the 2011 season with five African-American general managers for the fifth consecutive season. One of the five, Jerry Reese, became the first African-American general manager to win a Super Bowl when the New York Giants won in 2008.
- When Pittsburgh won the 2009 Super Bowl, Mike Tomlin became the second African-American head coach to lead his team to a Super Bowl championship in three years. Tony Dungy coached the Indianapolis Colts to a victory in the 2007 Super Bowl.
- Seven out of the last 10 Super Bowl teams have had either an African-American head coach or general manager: coaches Tony Dungy (Colts), Lovie Smith (Bears), Mike Tomlin (Steelers, twice) and Jim Caldwell (Colts) and GMs Jerry Reese (Giants) and Rod Graves (Cardinals).

- The number of female vice presidents on NFL teams remained at 25. Pamela Browner-White of the Philadelphia Eagles remains the only woman of color to hold a vice president position on an NFL team.
- People of color held 16 percent of senior administrator positions on NFL teams in 2010, compared to 17 percent in 2009. The percentage of the total senior administrator positions on NFL teams held by women increased to 21 percent in 2010 from 17 percent in 2009.
- The percentage of women in professional administrative positions increased 1 percentage point to 29 percent in 2010, marking the third consecutive year it was recorded below 30 percent.
- Latino and African-American radio and television broadcasters both decreased for the second consecutive year. Latinos decreased from 16 percent to 13 percent, while African-Americans decreased from 11 percent to 8 percent.

OVERALL GRADES

The National Football League achieved its second consecutive **A** grade on racial hiring practices and its second consecutive **C** on gender hiring practices in the 2011 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 NFL's score for race decreased slightly from 90.6 in the previous report to 90.4 points out of 100. The score for gender increased slightly from 69.5 to 69.6. The combined grade was 80 points. Overall, the NFL matched its grades in the 2010 RGRC.

For race, the NFL received an **A+** for players, assistant coaches and NFL Diversity Initiatives; an **A** for the League Office and head coaches; a **B/B+** for general managers and team senior administrators, and a **B** for team professionals and team vice-presidents.

The NFL received **C's** for gender hiring practices in the League Office and for team professional administrators. Those categories combined for 70 percent of the weight of the overall grade. It received an **A+** for gender Diversity Initiatives.

GRADES BY CATEGORY

Players

During the NFL's 2010 season, the percentage of African-American players remained at 67 percent. The all-time high for African-American players was in 2003 at 69 percent. The percentage of whites increased by 1 percentage point from 30 percent in 2009 to 31 percent in 2010. The percentage of Latinos and Asian/Pacific Islanders remained at 1 percent and 2 percent, respectively. Of all the professional leagues in the United States, the NFL continues to have the smallest percentage of international players at 1 percent in 2010 (down from 2 percent in 2007, 2008 and 2009).

NFL Grade for Players: **A+**

See Table 1.

NFL League Office

The NFL League Office continued to show leadership and vision for a more diverse and inclusive NFL. Robert Gulliver, Executive Vice President for Human Resources and Chief Diversity Officer, moved initiatives ahead in spite of turmoil around labor issues that dominated the offseason. These included the creation of a Women's Network, Diversity Accountabilities and Diversity Training.

Due to hiring and promotions, the total number of diverse employees at or above the VP level increased by 30 percent, from 20 in 2010 to 26 in 2011. The number of female employees at or above the VP level

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increased by 36 percent, from 11 in 2010 to 15 in 2011. The number of ethnically diverse employees at or above the VP level increased by 44 percent, from nine in 2010 to 13 in 2011. The NFL established its first ever Women's Network. This affinity group is open to all employees and is designed to provide a forum for networking, best practice sharing and active dialogue on strategies to drive career growth and development. The Women's Interactive Network (WIN) was launched this spring and has over 130 members.

Overall, the percentage of management positions for people of color in the League Office increased to 25.2 percent in 2011 from 24.7 percent in 2010. African-Americans slightly decreased from 8.7 percent to 8.0 percent, while whites slightly decreased from 75.1 percent to 74.8 percent, and Latinos slightly increased from 4.6 percent to 5.0 percent. Asians increased from 9.4 percent to 10.1 percent. Native Americans decreased from 0.2 percent to 0.1 percent, and "other" people of color increased from 1.8 percent to 2.0 percent.

The percentage of women in management positions also increased slightly from 27.5 percent to 27.6 percent. The dramatic increase for women at the VP level augurs well and is considered to be an important sign that there will be more women hired into professional positions at the League level in the immediate future.

There were 13 people of color who served as vice presidents in the League Office, an increase of four from last year. Nine were African-American males, two were Asian males, one was an African-American female and one was a Latina, and they are included in the following list:

African-American:

- Raymond E. Anderson, executive vice president, Football Operations
- Adolpho A. Birch, senior vice president, Law & Labor Policy, Player Development
- Robert Gulliver, executive vice president, Human Resources, Chief Diversity Officer
- Merton Hanks, vice president, Football Operations
- Harold R. Henderson, Special Advisor to the Commissioner
- Natara Holloway, vice president, Corporate Development
- Carl J. Johnson, vice president, Officiating
- Kenneth W. Pimpton, vice president, Internal Audit
- Rory Verrett, vice president, Talent Acquisition & Management
- Troy Vincent, vice president, Active Player Programs

Asian:

- Aniruddha Bose, vice president, Broadcast Operations
- Vishal Shah, vice president, Digital Media

Latino:

- Belinda Lerner, vice president, Alumni Affairs & Retired Player Programs

There were 15 women who served as vice presidents in the League Office. Thirteen were white, one was African-American and one was Latina. They were:

- Mary Pat Augenthaler, vice president, Event Production
- Tracey Bleczynski, vice president, Consumer Products
- Anastasia Danias, vice president, Legal
- Nancy Galietti, vice president, Information Technology
- Natara Holloway, vice president, Corporate Development
- Dena V. Kaplan, vice president, Consumer Marketing
- Jennifer Langton, vice president, Business Ventures Finance
- Belinda Lerner, vice president, Alumni Affairs & Retired Player Programs
- Kim McFadden, vice president, Human Resources
- Tracy Perlman, vice president, Entertainment Marketing & Promotions
- Rosemary Roser, vice president, Controller
- Kennie C. Smith, Executive in Charge of Project Management*
- Sarah Swanson, vice president, Marketing & Promotions, NFL Network
- Jamie K. Weston, vice president, Brand Creative
- Kimberly A. Williams, senior vice president & COO, NFL Network

*This title at NFL Network, NFL.com and NFL Films is equivalent to corporate vice president.

2011 was the third consecutive year that the NFL agreed to supply data concerning its league office demographics.

NFL Grade for League Office:

Race:	A
Gender:	C

See Table 2.

Diversity Initiatives

The NFL received an **A+** for its programs involving diversity initiatives.

See Appendix II.

Ownership

There has never been a majority owner of color in the NFL.

The primary female owners of NFL teams are Denise DeBartolo York, of the San Francisco 49ers, and Virginia McCaskey, of the Chicago Bears.

In August 2009, Serena and Venus Williams purchased a small minority ownership of the Miami Dolphins, becoming the first female African-Americans to be part owners of an NFL team. Gloria and Emilio Estefan also bought a small share in the Dolphins in June 2009, becoming the first Cuban-

American minority owners of an NFL team while Marc Anthony, who is of Puerto Rican descent, purchased a small share of the Dolphins in July 2009.

See Table 3.

Head Coaches

There were eight people of color as head coaches at the start of the 2011 NFL season. That is an all-time record for the NFL.

In 2011, Mike Tomlin helped lead the Pittsburgh Steelers to their second Super Bowl appearance in his tenure. In doing so, he became the first African-American head coach to lead any team to two Super Bowls. He also became the fifth African-American head coach in the last five Super Bowls. In 2010, Jim Caldwell helped lead the Indianapolis Colts to the Super Bowl in his first season as head coach. The Indianapolis Colts and Chicago Bears faced off in the 2007 Super Bowl with Tony Dungy and Lovie Smith, two African-Americans, leading their respective teams. It was the first time this had happened in the NFL. It has only happened once in the NBA, and it has never happened in Major League Baseball.

There were seven African-American head coaches at the start of the 2011 season, up one from 2010.

- Jim Caldwell, Indianapolis Colts
- Marvin Lewis, Cincinnati Bengals
- Raheem Morris, Tampa Bay Buccaneers
- Lovie Smith, Chicago Bears
- Mike Tomlin, Pittsburgh Steelers
- Leslie Frazier, Minnesota Vikings
- Hue Jackson, Oakland Raiders

Eric Studesville, an African-American, was the interim head coach for the last four games for the Denver Broncos in 2010, and he was not rehired as head coach in 2011. Studesville remains the Broncos' running backs coach. Leslie Frazier, an African-American, was the interim head coach for the last six games for the Minnesota Vikings, and he was rehired in the offseason to become the team's head coach.

Ron Rivera was the only Latino head coach in 2011. He became the third Latino head coach in NFL history when hired by the Carolina Panthers. Tom Flores was the league's most recent Latino head coach but Tom Fears became 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, have brought about a dramatic change in the head coaching landscape. Former players formed the Fritz Pollard Alliance to add pressure and create more momentum for change.

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 coaches 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 six each year since 2007. The Rooney Rule was named after Steelers owner Dan Rooney, who is the head

of 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 progress that the NFL has made since the adoption of the Rooney Rule in 2002 is particularly significant considering that historically there has been virtually no college pipeline for African-American coaches.

No former NFL head coach who is African-American has ever been hired as a major college head coach. Notable African-American former NFL coaches who routinely took their NFL teams to the playoffs or championship games include:

- Dennis Green (took the Vikings to the playoffs eight out of 10 years)
- Ray Rhodes (took the Eagles to the playoffs and was NFL Coach of the Year)
- Art Shell (took the Raiders to the playoffs including a Championship game)
- Herman Edwards (took both the Jets and the Chiefs to the playoffs)
- Tony Dungy (career record of 139-69 and won Super Bowl XLI with the Colts)

None of these successful former NFL head coaches have been selected to lead a college team, while coaches with far less success in the NFL such as Butch Davis, Dennis Erickson, Lane Kiffin and Al Groh have all been selected to lead college teams.

NFL Grade for Head Coaches: A

See Tables 4 and 5.

Assistant Coaches

The percentage of assistant coaches of color decreased by 4 percentage points from 36 percent in 2009 to 32 percent in 2010. There were a total of 170 assistant coaches of color in 2010, up from 157 in 2009.

Starting the 2011 NFL season, there were nine African-Americans holding coordinator positions:

- Romeo Crennel, Kansas City Chiefs, Defensive Coordinator
- George Edwards, Buffalo Bills, Defensive Coordinator
- Perry Fewell, New York Giants, Defensive Coordinator
- Jerry Gray, Tennessee Titans, Defensive Coordinator
- Ray Horton, Arizona Cardinals, Defensive Coordinator
- Curtis Modkins, Buffalo Bills, Offensive Coordinator
- Jimmy Raye, San Francisco 49ers, Offensive Coordinator
- Clarence Shelton, San Diego Chargers, Offensive Coordinator
- Mel Tucker, Jacksonville Jaguars, Defensive Coordinator

Also in 2011, Juan Castillo was named the league's only Latino defensive coordinator after spending the past 13 seasons as the Philadelphia Eagles' offensive line coach.

Starting the 2011 NFL season, there were seven African-Americans holding assistant head coach positions:

- Todd Bowles, Miami Dolphins
- Maurice Carthon, Kansas City Chiefs
- John Mitchell, Pittsburgh Steelers
- Winston Moss, Green Bay Packers
- Mike Singletary, Minnesota Vikings
- Bobby Turner, Washington Redskins
- Steven Wilks, San Diego Chargers

NFL Grade for Assistant Coaches: A+

See Table 6.

Top Management

CEOs/Presidents

Amy Trask, of the Oakland Raiders, is the only female president/CEO in the NFL.

There has never been a president/CEO of color in the NFL.

See Table 7.

General Manager/Principal-in-Charge

For the third consecutive year, whites hold 84 percent of general manager positions in the NFL, while African-Americans hold 16 percent at the start of the 2011 season. In 2010 there were five African-Americans serving in the role of general manager, and that number has remained steady for the start of the 2011 season.

The African-American general managers starting the 2011 season were:

- Rod Graves, Arizona Cardinals
- Martin Mayhew, Detroit Lions
- Ozzie Newsome, Baltimore Ravens
- Jerry Reese, New York Giants
- Rick Smith, Houston Texans

The African-American general managers starting the 2010 season were the same as those listed above for the 2011 season.

Jerry Reese helped lead the Giants to a Super Bowl victory in 2008. Rod Graves helped lead the Cardinals to the Super Bowl in 2009.

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

See Table 8.

Team Vice Presidents

During the 2010 NFL season, there was a slight increase in the percentage of vice presidents who were people of color, and the percentage of female vice presidents increased from 15 percent in 2009 to 16 percent in 2010. African-American vice presidents increased to 10 percent in 2010 from 9 percent in 2009. The number of white vice presidents decreased by 2 percentage points from 90 percent to 88 percent. There were 16 African-American vice presidents in 2010, up by one from 2009. There was one Latino represented in 2010, which was an increase from zero in 2009. The following are the 16 African-Americans who held vice president positions at the teams in 2010:

- Ronnie Barnes, vice president of medical services, New York Giants
- Pamela Browner-White, senior vice president of public affairs and government relations, Philadelphia Eagles
- Joey Clinkscales, vice president of college scouting, New York Jets
- Rod Graves, vice president of football operations and general manager, Arizona Cardinals
- Will Lewis, vice president of football operations, Seattle Seahawks
- Martin Mayhew, senior vice president and general manager, Detroit Lions
- Reggie McKenzie, director of football operations, Green Bay Packers*
- Nat Moore, vice president/special advisor, Miami Dolphins
- Ozzie Newsome, general manager and executive vice president, Baltimore Ravens
- Lloyd Richards, vice president of football operations, Houston Texans
- Reggie Roberts, vice president of football communications, Atlanta Falcons
- Cedric Saunders, vice president of football operations, Detroit Lions
- Keena Turner, vice president of football affairs, San Francisco 49ers
- Bob Wallace, executive vice president and general counsel, St. Louis Rams
- Kevin Warren, vice president of operations and legal counsel, Minnesota Vikings
- Tony Wyllie, senior vice president, Washington Redskins

* In the Packers organization, McKenzie's position carries the same responsibilities as a Vice President of Football Operations in other clubs.

Paraag Marathe, vice president of football operations for the San Francisco 49ers, was the only Asian team VP. In February 2010, he was promoted to executive vice president of football and business operations.

Rob Alberino, vice president of media and marketing for the Kansas City Chiefs, was the only Latino team vice president. Alberino was hired by the Chiefs on March 15, 2010.

The Detroit Lions were the only team with more than one vice president of color.

Women held 25 (16 percent) of the vice president positions at the teams during the 2010 season, the same as in 2009. There was one woman of color out of the 25 female vice presidents. The following 25 women held these positions:

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- Dawn Aponte, vice president of football administration, Miami Dolphins
- Rita Benson LeBlanc, executive vice president, New Orleans Saints
- Pamela Browner-White, senior vice president of public affairs and government relations, Philadelphia Eagles
- Susan Darrington, vice president, facility operations and services, Seattle Seahawks
- Gabrielle Dow, vice president of marketing, Baltimore Ravens
- Casey Irsay Foyt, vice president, Indianapolis Colts
- Tammy Fruits, vice president of sales and marketing, Kansas City Chiefs
- Gretchen Geitter, vice president of community relations, Buffalo Bills
- Carlie Irsay Gordon, vice president, Indianapolis Colts
- Molly Higgins, vice president of corporate communications, St. Louis Rams
- Tery Howard, senior vice president/chief technology officer, Miami Dolphins
- Kalen Irsay, vice president, Indianapolis Colts
- Jenneen Kaufman, vice president/controller, Tennessee Titans
- Cindy Galloway Kellogg, vice president, community relations, Denver Broncos
- Elisabeth Lang, vice president, communications, San Francisco 49ers
- Marilan Logan, vice president and controller, Houston Texans
- Allison Maki, vice president of finance and administration, Detroit Lions
- Lisa Manning, vice president, marketing, Arizona Cardinals
- Betsy Mitchell, vice president of player/staff development, New Orleans Saints
- Vicky Neumeyer, vice president and general counsel, New Orleans Saints
- Mary Owen, vice president, strategic planning, Buffalo Bills
- Kim Shreckengost, executive vice president, chief of staff, Atlanta Falcons
- Jill Strafaci, senior vice president, finance and administration, Miami Dolphins
- Suzie Thomas, senior vice president/general counsel/chief administrative officer, Houston Texans
- Kelly Urquhart, vice president of events, Detroit Lions

Detroit, Indianapolis, Miami and New Orleans were the only teams in the NFL with more than one woman as a vice president.

NFL Grade for Team Vice Presidents:

Race:	B
Gender:	F

See Table 9.

Senior Administration

This category includes the following titles but is not restricted to: directors, assistant general managers, chief legal counsel, salary cap manager, public relations director and director of community relations.

People of color held 16 percent of all NFL senior administration positions, down from 17 percent the previous season. African-Americans decreased 1 percentage point to 13 percent, Asians remained the

same at 1 percent and Latinos remained the same at 2 percent. Whites increased 1 percentage point to 84 percent of these positions.

Women occupied 21 percent of the senior administrator positions during the 2010 NFL season, which is a 4 percentage point increase from 2009.

NFL Grade for Senior Administration:

Race: B/B+
Gender: D-

See Table 10.

Professional Administration

This category includes the following titles but is not restricted to: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors and managers. In the NFL, white professional administrators increased in 2010 by 2 percentage points to 86 percent of the total. African-Americans remained the same at 10 percent, while Latinos decreased 1 percentage point to 3 percent and Asians remained the same at 1 percent, respectively.

Women increased 1 percentage point to 29 percent. It was the third consecutive year women were recorded to have dropped below 30 percent.

NFL Grade for Professional Administration:

Race: B
Gender: C

See Table 11.

Physicians

In 2010, 86 percent of NFL team physicians were white, a slight drop from 89 percent in 2009. African-Americans and Latinos remained the same at 5 percent and 2 percent, respectively, while Asians increased 2 percentage points to 4 percent.

The percentage of female team physicians remained the same at 3 percent in 2010.

See Table 12.

Head Trainers

In 2010, white head trainers in the NFL remained the same at 83 percent, while African-Americans also remained the same at 17 percent of the total. There were again no Latino, Asian or women head trainers in 2010.

See Table 13.

Radio/TV Broadcasters

With the spread of popularity of the NFL within the Latino community, more teams have been featuring game broadcasts on Spanish-speaking radio stations. This has significantly increased the number of Latino radio/TV broadcasters with NFL teams between 2005 and 2008 when it peaked at 18 percent. It has leveled off and even decreased slightly in the last two reports.

For the 2010 season, 79 percent of broadcasters were white, 8 percent were African-American and 13 percent were Latino. That represented an increase of 6 percentage points for whites and a decrease of 3 percentage points for African-Americans. Latino radio/TV broadcasters decreased by 3 percentage points.

Women held 3 percent of the total broadcasting positions in the NFL, which was a decrease of 1 percentage point from a year ago.

See Table 14.

Stacking

Most observers agree that the issue of stacking in the NFL is no longer a major concern. In the 2010 NFL season, African-Americans held the same 16 percent of the quarterback positions as they had in the previous season. Quarterback is football's central "thinking" position. Historically, the positions of running back, wide receiver, cornerback and safety have had disproportionately high percentages of African-Americans. The latter positions rely a great deal on speed and reactive ability. The quarterback position was the primary concern since it was so central to the game and now that African-Americans have broken down that barrier, concern about stacking has been greatly diminished.

The breakdown of all positions for African-Americans and whites is listed in Tables 15, 16 and 17.

National Football League - Game Officials

In recent years, the NFL has increased diversity in the ranks of its game officials. Carl Johnson, Vice President of Officiating, is an African-American, as is David Coleman, Director of Officiating. In both 2010 and 2011, nearly 28 percent of the officials were either African-American, Latino or Native American. Both represented an all-time high for the NFL. The number of diverse referees who lead officiating crews has increased from one to three during that same time period. Prior to the 2007 season, there was a five-year period where no diverse officials served on the Super Bowl officiating crew. The 2008 Super Bowl (Giants vs. Patriots) had three African-American officials, referee Mike Carey and officials Carl Johnson and Boris Cheek. The 2009 Super Bowl (Cardinals vs. Steelers) had two African-American

officials, Roy Ellison and Mike Banks. The 2010 Super Bowl (Saints vs. Colts) also had two African-American officials, Undrey Wash and Greg Steed. The 2011 Super Bowl (Packers vs. Steelers) had one African-American official, Chad Brown, and one Native American official, Mike Weatherford.

See Table 18.

HOW GRADES WERE CALCULATED

As in previous reports, the 2011 Racial and Gender Report Card data shows that professional sport's front office 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. The category of players was weighted at 20 percent, head and assistant coaches at 30 and 10 percent, respectively, general managers at 10 percent, team vice presidents at 5 percent, senior administration at 10 percent and professional administrators at 15 percent for race.

For gender grades, an **A** was earned if 40 percent of the employees were women, **B** for 32 percent, **C** for 27 percent, **D** for 22 percent and **F** for anything below that. The 40 percent 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 (TIDES) in the University of Central Florida's DeVos School of Sport Business Management.

Baseline data was gathered from the National Football League (NFL) media guides. The data was placed in spreadsheets; each team had its own spreadsheet, with each position broken down by race and gender. The data was then combined into one master spreadsheet and compared to data from previous years. After evaluating the data, the report text was drafted; it references changes to statistics from previous years.

The report draft was sent to the League Office, so the draft could be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during or after the seasons being reported. The report covers the 2010 and 2011 seasons for the National Football League. Listings of professional owners, general managers and head coaches were updated as of September 1, 2011. Grades, however, were calculated according to the reporting period of 2010.

ABOUT THE RACIAL AND GENDER REPORT CARD...

This is the 19th 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 the Women's National Basketball Association (WNBA), as well as in collegiate athletics departments.

This marks the seventh year the Report Card is being issued sport-by-sport. Reports for MLB, the NBA, and WNBA have already been released. The complete Racial and Gender Report Card, including all the leagues, will be issued after the release of subsequent individual reports on 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, Fla. 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, Wayne Clark, Demetrius Frazier and Christopher D. Sarpy contributed greatly to and co-authored this report. Their research efforts were invaluable.

The Institute for Diversity and Ethics in Sport (TIDES) www.tidesport.org

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. The Institute researches and publishes annual studies on hiring practices in coaching and sport management, student-athlete graduation rates and racial attitudes in sports. Additionally, The Institute 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, UCF

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 within sports. It is the only program in a business college to offer a two-degree option, allowing students to earn a Master of Business Administration (MBA) degree in addition to the Master of Sport Business Management (MSBM)

degree. The program was funded by a gift from the Richard and Helen DeVos Foundation and RDV Sports, with matching funds from the State of Florida.

APPENDIX I

Players					
		%	#		
2010				1999	
	White	31%	790		White
	African-American	67%	1714		African-American
	Latino	1%	13		Latino
	Asian	2%	39		Other
	Other	<1%	7	1998	
	International	1%	20		White
2009					African-American
	White	30%	782		Latino
	African-American	67%	1761		Other
	Latino	1%	24	1997	
	Asian	2%	55		White
	Other	<1%	2		African-American
	International	2%	48		Latino
2008					Other
	White	31%	805	1996	
	African-American	67%	1762		White
	Latino	1%	25		African-American
	Asian	2%	45		Latino
	Other	<1%	1		Other
	International	2%	63	1995	
2007					White
	White	31%	730		African-American
	African-American	66%	1566		Latino
	Latino	1%	30		Other
	Asian	2%	44	1994	
	Other	<1%	1		White
	International	2%	43		African-American
2006					Latino
	White	31%	532		Other
	African-American	67%	1131	1993	
	Latino	0.5%	8		White
	Asian	1.5%	25		African-American
	Other	0%	0		Latino
	International	1%	24	1992	
2005					White
	White	31.50%	537		African-American
	African-American	65.50%	1116		Latino
	Latino	<1%	10		Other
	Asian	2%	34	1991	
	Other	<1%	1		White
	International	1%	18		African-American
2003					Latino
	White	29%	516	1990	
	African-American	69%	1228		White
	Latino	1%	9		African-American
	Asian	1%	22		Latino
	Other	0%	0		White
2000					African-American
	White	x	x		Latino
	African-American	x	x		
	Latino	x	x		
	Other	x	x		

x=Data not recorded

Table 1

League Office: NFL									
	Office Management		Support Staff Personnel			Office Management		Support Staff Personnel	
	%	#	%	#		%	#	%	#
2011					2000				
White	74.8%	644	65.8%	48	White	77%	140	57%	31
African-American	8.0%	69	19.2%	14	African-American	14%	25	22%	12
Latino	5.0%	43	9.6%	7	Latino	<3%	5	19%	10
Asian	10.1%	87	1.4%	1	Asian	7%	12	2%	1
Native American	0.1%	1	0.0%	0	Other	0%	0	0%	0
Other	2.0%	17	4.1%	3	Women	29%	53	56%	30
Women	27.6%	238	56.2%	41	Total		182		54
Total		861		73	1998				
2010					White	79%	131	70%	40
White	75.1%	653	71.3%	67	African-American	15%	25	19%	11
African-American	8.7%	76	17.0%	16	Latino	2%	3	9%	5
Latino	4.6%	40	6.4%	6	Asian	4%	6	2%	1
Asian	9.4%	82	1.1%	1	Other	0%	0	x	x
Native American	0.2%	2	0.0%	0	Women	26%	43	75%	43
Other	1.8%	16	4.3%	4	Total		165		57
Women	27.5%	239	52.1%	49	1997				
Total		869		94	White	80%	119	68%	34
2009					African-American	15%	22	22%	11
White	75.2%	629	77.4%	82	Latino	2%	3	8%	4
African-American	8.6%	72	12.3%	13	Asian	3%	4	2%	1
Latino	4.7%	39	4.7%	5	Other	0%	0	x	x
Asian	9.4%	79	2.8%	3	Women	26%	39	84%	42
Native American	0.2%	2	0.0%	0	Total		148		50
Other	1.8%	15	2.8%	3	1996				
Women	27.6%	231	46.2%	49	White	82%	93	81%	56
Total	2.0%	836		106	African-American	14%	16	12%	8
2003-2008					Latino	<1.0%	1	4%	3
White					Asian	2%	2	3%	2
African-American					Other	<1.0%	1	x	x
Latino	NFL did not supply data				Women	22%	25	64%	44
Asian					Total		113		69
Other					1995				
Women					White	79%	62	85%	68
Total					African-American	15%	12	8%	6
2002					Latino	<2%	1	5%	4
White	74%	150	51%	42	Asian	3%	2	3%	2
African-American	14%	28	25%	21	Other	<2.0%	1	x	x
Latino	4%	9	19%	16	Women	21%	16	58%	46
Asian	8%	16	5%	4	Total		78		80
Other	0%	0	0%	0					
Women	26%	53	54%	45					
Total		203		83					

Note: Data provided by the NFL league office.
 x= Data not recorded

Table 2

Majority Owners							
		%	#				
2011	White	100%	32	2005	White	100%	32
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	6%	2		Women	9%	3
2010	White	100%	32	2003	White	100%	32
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	9%	3
	Women	6%	2				
2009	White	100%	32	2001	White	100%	31
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	10%	3
	Women	6%	2				
2008	White	100%	32	1999	White	100%	31
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	10%	3
	Women	6%	2				
2007	White	100%	32	1998	White	100%	30
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	10%	3
	Women	9%	3				
2006	White	100%	32	1997	White	100%	30
	African-American	0%	0		African-American	0%	0
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	10%	3
	Women	9%	3				

Table 3

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-present	46-49-1
Lovie Smith	Chicago	2004-present	45-35
Romeo Crennel	Cleveland	2005-2008	24-40
Mike Tomlin	Pittsburgh	2007-present	22-10
Mike Singletary	San Francisco	2008-2009	18-21
Perry Fewell	Buffalo	2009	3-4 (interim head coach)
Jim Caldwell	Indianapolis	2009-present	24-8
Raheem Morris	Tampa Bay	2009-present	13-19
Eric Studesville	Denver	2010	1-3 (interim head coach)
Leslie Frasier	Minnesota	2011	First year
Hue Jackson	Oakland	2011	First year

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

Table 4

Head Coaches							
		%	#		%	#	
2011	White	75%	24	2001	White	94%	30
	African-American	22%	7		African-American	6%	2
	Asian	0%	0		Asian	0%	0
	Latino	3%	1		Latino	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0		2000	White	90%
2010	White	81%	26	African-American		10%	3
	African-American	19%	6	Asian		0%	0
	Asian	0%	0	Latino		0%	0
	Latino	0%	0	Women		0%	0
	Other	0%	0	1999	White	94%	29
	Women	0%	0		African-American	6%	2
2009	White	81%	26		Asian	0%	0
	African-American	19%	6		Latino	0%	0
	Asian	0%	0	Women	0%	0	
	Latino	0%	0	1997	White	90%	27
	Other	0%	0		African-American	10%	3
Women	0%	0	Asian		0%	0	
2008	White	81%	26		Latino	0%	0
	African-American	19%	6	Women	0%	0	
	Asian	0%	0	African-American	10%	3	
	Latino	0%	0	Latino	0%	0	
	Other	0%	0	1995	White	90%	27
Women	0%	0	African-American		10%	3	
2007	White	81%	26		Latino	3%	1
	African-American	19%	6	1994	White	93%	28
	Asian	0%	0		African-American	7%	2
	Latino	0%	0		Latino	0%	0
	Other	0%	0	1993	White	89%	25
Women	0%	0	African-American		7%	2	
2006	White	78%	25		Latino	<4%	1
	African-American	22%	7	1992	White	89%	25
	Asian	0%	0		African-American	7%	2
	Latino	0%	0		Latino	<4%	1
	Other	0%	0	1991	White	93%	26
Women	0%	0	African-American		7%	2	
2005	White	81%	26		Latino	0%	0
	African-American	19%	6	1990	White	96%	27
	Asian	0%	0		African-American	4%	1
	Latino	0%	0		Latino	0%	0
	Women	0%	0	2003	White	91%	29
White	91%	29	African-American		9%	3	
African-American	9%	3	Asian		0%	0	
Asian	0%	0	Latino		0%	0	
Latino	0%	0	Women		0%	0	
Other	0%	0					
Women	0%	0					

Table 5

Assistant Coaches							
		%	#				
2010	White	68%	364	2001	White	71%	333
	African-American	31%	165		African-American	28%	132
	Latino	0%	2		Latino	<1%	6
	Asian	1%	3		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
2009	White	64%	283	1999	White	72%	330
	African-American	34%	148		African-American	28%	127
	Latino	1%	4		Latino	0%	0
	Asian	1%	5		Asian	0%	0
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
2008	White	64%	279	1997	White	73%	311
	African-American	34%	148		African-American	26%	113
	Latino	2%	7		Latino	1%	3
	Asian	1%	5		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0		Women	0%	0
2007	White	62%	284	1996	White	74%	307
	African-American	36%	162		African-American	25%	102
	Latino	1%	5		Latino	<1%	3
	Asian	1%	5		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0				
2006	White	62%	269	1995	White	76%	289
	African-American	35%	151		African-American	23%	88
	Latino	2%	10		Latino	0%	0
	Asian	1%	4		Asian	0%	0
	Other	0%	0		Other	<1%	4
	Women	0%	0				
2005	White	66%	316	1994	White	77%	249
	African-American	32%	154		African-American	23%	73
	Latino	1%	5		Latino	<1%	1
	Asian	1%	3		Asian	<1%	1
	Other	0%	0		Other	0%	0
	Women	0%	0				
2003	White	67%	341	1993	White	76%	217
	African-American	30%	153		African-American	23%	73
	Latino	2%	8		Latino	<1%	1
	Asian	0%	1		Other	0%	0
	Other	1%	7				
	Women	0%	0				
				1992	White	80%	264
					African-American	20%	65
					Latino	0%	0
					Other	0%	0
				1991	White	84%	289
					African-American	16%	54

x= Data not recorded

Table 6

CEO/President					
		%	#		
2011				2005	
	White	100%	32		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		
2010				2003	
	White	100%	27		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	4%	1		
2009				2000	
	White	100%	27		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	4%	1		
2008				1999	
	White	100%	29		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		
2007				1998	
	White	100%	30		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Asian
	Other	0%	0		Women
	Women	3%	1		
2006				1997	
	White	100%	35		White
	African-American	0%	0		African-American
	Latino	0%	0		Latino
	Asian	0%	0		Other
	Other	0%	0		Women
	Women	3%	1		

x= Data not recorded

Table 7

General Manager/Director of Player Personnel							
		%	#				
2011	White	84%	27	2003	White	94%	30
	African-American	16%	5		African-American	6%	2
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	0%	0
	Women	0%	0	2001	White	94	30
2010	White	84%	26		African-American	6	2
	African-American	16%	5		Latino	0	0
	Latino	0%	0		Asian	0	0
	Asian	0%	0		Women	0	0
	Other	0%	0	1999	White	87%	27
	Women	0%	0		African-American	13%	4
2009	White	84%	27		Latino	0%	0
	African-American	16%	5		Asian	0%	0
	Latino	0%	0		Women	0%	0
	Asian	0%	0	1998	White	87%	27
	Other	0%	0		African-American	13%	4
	Women	0%	0		Latino	0%	0
2008	White	83%	25		Asian	0%	0
	African-American	17%	5		Women	0%	0
	Latino	0%	0	1997	White	87%	26
	Asian	0%	0		African-American	13%	4
	Other	0%	0		Latino	0%	0
	Women	0%	0		Asian	0%	0
2007	White	84%	26		Women	0%	0
	African-American	16%	5	1996	White	83%	25
	Latino	0%	0		African-American	17%	5
	Asian	0%	0		Latino	0%	0
	Other	0%	0	1995	White	87%	26
	Women	0%	0		African-American	13%	4
2006	White	87%	28		Latino	0%	0
	African-American	13%	4	1994	White	86%	25
	Latino	0%	0		African-American	14%	4
	Asian	0%	0		Latino	0%	0
	Other	0%	0	1993	White	86%	25
	Women	0%	0		African-American	10%	3
2005	White	87%	27		Latino	4%	1
	African-American	13%	4				
	Latino	0%	0				
	Asian	0%	0				
	Women	0%	0				

x= Data not recorded

Table 8

Vice Presidents							
			%	#			
2010					2001		
	White	88%	137		White	92%	118
	African-American	10%	16		African-American	7%	9
	Latino	1%	1		Latino	1%	1
	Asian	1%	1		Asian	0%	0
	Other	0%	0		Women	9%	11
	Women	16%	25	1999			
2009					1997		
	White	90%	146		White	92%	130
	African-American	9%	15		African-American	8%	11
	Latino	0%	0		Latino	0%	0
	Asian	1%	1		Asian	0%	0
	Other	0%	0		Women	7%	10
	Women	15%	25	1996			
2008					1995		
	White	93%	137		White	90%	97
	African-American	7%	11		African-American	10%	11
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	7%	8
	Women	14%	20	1994			
2007					1993		
	White	92%	141		White	93%	56
	African-American	8%	12		African-American	7%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	0%	0		Women	6%	4
	Women	11%	17	1992			
2006					1991		
	White	92%	152		White	95%	70
	African-American	8%	13		African-American	5%	4
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Other	0%	0
	Other	0%	0		Women	6%	5
	Women	12%	18	1990			
2005					1989		
	White	90%	143		White	96%	64
	African-American	10%	16		African-American	4%	3
	Latino	0%	0		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	8%	13		Women	4%	3
2004					1988		
	White	89%	131		White	93%	56
	African-American	10%	14		African-American	7%	4
	Latino	1%	2		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Women	7%	10		Women	6%	4

Table 9

Senior Administrators							
			%	#			
2010					2003		
	White	84%	420		White	84%	351
	African-American	13%	65		African-American	13%	52
	Latino	2%	8		Latino	<1%	3
	Asian	1%	5		Asian	<1%	4
	Other	<1%	1		Women	17%	70
	Women	21%	104	2000			
2009							
	White	83%	412		White	90%	x
	African-American	14%	69		African-American	9%	x
	Latino	2%	9		Latino	1%	x
	Asian	1%	7		Asian	<1%	x
	Other	<1%	1		Women	28%	x
	Women	17%	87	1999			
2008							
	White	82%	424		White	86%	x
	African-American	14%	71		African-American	14%	x
	Latino	2%	10		Latino	0%	x
	Asian	2%	8		Asian	0%	x
	Other	<1%	3		Women	14%	x
	Women	19%	96	1998			
2007							
	White	82%	421		White	88%	x
	African-American	14%	73		African-American	9%	x
	Latino	2%	9		Latino	2%	x
	Asian	1%	7		Asian	1%	x
	Other	<1%	2		Women	27%	x
	Women	18%	94	1997			
2006							
	White	84%	421		White	91%	x
	African-American	12%	61		African-American	9%	x
	Latino	2%	8		Other	0%	x
	Asian	2%	8		Women	16%	x
	Other	0%	1	1996			
	Women	17%	86		White	89%	x
2005							
	White	86%	424		African-American	9%	x
	African-American	12%	60		Other	<2%	x
	Latino	1%	6		Women	9%	x
	Asian	<1%	2				
	Other	<1%	2				
	Women	16%	80				

x= Data not recorded

Table 10

Professional Teams: Administration					
		%	#		
2010				1999	
	White	86%	746		White
	African-American	10%	89		African-American
	Latino	3%	24		Latino
	Asian	1%	5		Asian
	Other	<1%	3		Women
	Women	29%	254	1998	
2009					White
	White	84%	766		African-American
	African-American	10%	93		Latino
	Latino	4%	35		Asian
	Asian	1%	13		Women
	Other	<1%	3	1997	
	Women	28%	251		White
2008					African-American
	White	83%	789		Latino
	African-American	11%	108		Asian
	Latino	4%	36		Women
	Asian	1%	13	1996	
	Other	<1%	3		White
	Women	29%	272		African-American
2007					Other
	White	85%	753		Women
	African-American	10%	86	1995	
	Latino	3%	30		White
	Asian	1%	13		African-American
	Other	<1%	3		Other
	Women	34%	297		Women
2006				1994	
	White	86%	805		White
	African-American	9%	83		African-American
	Latino	3%	27		Latino
	Asian	1%	13		Asian
	Other	1%	5		Other
	Women	33%	310		Women
2005				1993	
	White	89%	873		White
	African-American	8%	79		African-American
	Latino	2%	21		Latino
	Asian	1%	10		Asian
	Other	<1%	3		Other
	Women	32%	311	1992	
2003					White
	White	87%	1024		African-American
	African-American	9%	101		Latino
	Latino	2%	20		Asian
	Asian	<1%	6		Other
	Other	2%	20		
	Women	31%	362		

x= Data not recorded

Table 11

Physicians								
			%	#				
2010					2001			
	White		86%	82		White	96%	94
	African-American		5%	5		African-American	1%	1
	Latino		2%	2		Latino	1%	1
	Asian		4%	4		Asian	1%	1
	Other		2%	2		Women	2%	2
	Women		3%	3	1998			
2009						White	95%	52
	White		89%	110		African-American	0%	0
	African-American		5%	6		Latino	4%	2
	Latino		2%	2		Asian	1%	1
	Asian		2%	3		Women	0%	0
	Other		2%	2	1997			
	Women		3%	4		White	91%	38
2008						African-American	2%	1
	White		90%	115		Latino	7%	3
	African-American		5%	6		Asian	0%	0
	Latino		2%	2		Women	0%	0
	Asian		3%	4	1996			
	Other		<1%	1		White	96%	45
	Women		3%	4		African-American	2%	1
2007						Latino	2%	2
	White		92%	112		Other	0%	0
	African-American		4%	5		Women	0%	0
	Latino		1%	1	1995			
	Asian		2%	3		White	100%	44
	Other		1%	1		African-American	0%	0
	Women		5%	6		Latino	0%	0
2006						Other	0%	0
	White		95%	109		Women	0%	0
	African-American		1%	1	1994			
	Latino		1%	1		White	100%	72
	Asian		3%	3		African-American	0%	0
	Other		1%	1		Latino	0%	0
	Women		5%	6		Other	0%	0
2005						Women	0%	0
	White		94%	117	1993			
	African-American		1%	1		White	97%	71
	Latino		2%	2		African-American	<2%	1
	Asian		2%	3		Latino	<2%	1
	Other		1%	1		Other	0%	0
	Women		7%	9	1992			
2003						White	98%	66
	White		94%	118		African-American	<2%	1
	African-American		2%	2		Latino	0%	0
	Latino		0%	0				
	Asian		2%	3				
	Other		2%	3				
	Women		2%	2				

Table 12

Head Trainers								
			%	#				
2010					2001			
	White		83%	49		White	88%	28
	African-American		17%	10		African-American	13%	4
	Latino		0%	0		Latino	0%	0
	Asian		0%	0		Other	0%	0
	Other		0%	0		Women	0%	0
	Women		0%	0	1998			
2009						White	87%	27
	White		83%	48		African-American	13%	4
	African-American		17%	10		Latino	0%	0
	Latino		0%	0		Other	0%	0
	Asian		0%	0		Women	0%	0
	Other		0%	0	1997			
	Women		0%	0		White	87%	26
2008						African-American	10%	3
	White		83%	48		Latino	0%	0
	African-American		17%	10		Other	3%	1
	Latino		0%	0		Women	0%	0
	Asian		0%	0	1996			
	Other		0%	0		White	90%	27
	Women		0%	0		African-American	10%	3
2007						Other	0%	0
	White		85%	50	1995			
	African-American		15%	9		White	89%	25
	Latino		0%	0		African-American	7%	2
	Asian		0%	0		Other	4%	1
	Other		0%	0	1994			
	Women		0%	0		White	89%	25
2006						African-American	7%	2
	White		86%	48		Other	4%	1
	African-American		13%	7	1993			
	Latino		0%	0		White	92%	26
	Asian		2%	1		African-American	4%	1
	Other		0%	0		Other	4%	1
	Women		0%	0	1992			
2005						White	92%	26
	White		88%	52		African-American	4%	1
	African-American		12%	7		Other	4%	1
	Latino		0%	0				
	Asian		0%	0				
	Other		0%	0				
	Women		0%	0				
2003								
	White		18%	26				
	African-American		16%	5				
	Latino		3%	1				
	Asian		0%	0				
	Other		0%	0				
	Women		0%	0				

Table 13

Radio and TV Announcers					
	%	#		%	#
2010			2001		
White	79%	49	White	87%	x
African-American	8%	5	African-American	10%	x
Latino	13%	8	Latino	3%	x
Asian	0%	0	Asian	0%	x
Other	0%	0	Other	0%	x
Women	3%	2	Women	2%	x
2009			1998		
White	73%	x	White	89%	x
African-American	11%	x	African-American	5%	x
Latino	16%	x	Latino	5%	x
Asian	0%	x	Asian	0%	x
Other	0%	x	Other	0%	x
Women	4%	x	Women	3%	x
2008			1997		
White	67%	x	White	82%	x
African-American	14%	x	African-American	15%	x
Latino	18%	x	Latino	3%	x
Asian	0%	x	Asian	0%	x
Other	0%	x	Other	0%	x
Women	3%	x	Women	3%	x
2007			1996		
White	77%	x	White	80%	x
African-American	11%	x	African-American	15%	x
Latino	12%	x	Latino	5%	x
Asian	0%	x	Asian	0%	x
Other	0%	x	Other	0%	x
Women	1%	x	Women	3%	x
2006			1995		
White	74%	x	White	79%	x
African-American	13%	x	African-American	7%	x
Latino	13%	x	Latino	9%	x
Asian	0%	x	Asian	0%	x
Other	0%	x	Other	5%	x
Women	2%	x	Women	2%	x
2005			1993		
White	74%	x	White	85%	x
African-American	12%	x	African-American	2%	x
Latino	14%	x	Latino	13%	x
Asian	0%	x			
Other	0%	x	1992		
Women	0%	x	White	86%	x
2003			African-American	2%	x
White	94%	x	Latino	12%	x
African-American	3%	x			
Latino	0%	x			
Asian	0%	x			
Other	0%	x			
Women	3%	x			

x= Data not recorded

Table 14

NFL Offense								
		QB	RB	WR	TE	OT	OG	C
2010	White	83%	12%	15%	54%	51%	51%	87%
	African-American	16%	86%	84%	43%	48%	43%	9%
2009	White	81%	11%	11%	58%	45%	51%	75%
	African-American	16%	87%	87%	39%	54%	42%	18%
2008	White	82%	14%	10%	58%	47%	53%	74%
	African-American	17%	85%	89%	39%	51%	42%	20%
2007	White	76%	9%	10%	56%	49%	59%	77%
	African-American	19%	89%	89%	42%	49%	35%	18%
2006	White	82%	10%	8%	54%	43%	53%	70%
	African-American	16%	88%	91%	43%	57%	42%	26%
2005	White	82%	9%	9%	57%	44%	54%	69%
	African-American	16%	89%	91%	40%	55%	39%	24%
2003	White	77%	13%	14%	55%	44%	56%	85%
	African-American	22%	86%	86%	42%	55%	41%	12%
2002	White	76%	16%	12%	56%	45%	56%	83%
	African-American	24%	82%	88%	41%	53%	41%	14%
2000	White	78%	13%	10%	56%	48%	48%	70%
	African-American	21%	86%	90%	41%	30%	50%	25%
1999	White	81%	13%	9%	55%	42%	55%	75%
	African-American	18%	86%	91%	42%	55%	42%	20%
1998	White	91%	13%	8%	55%	39%	67%	83%
	African-American	8%	87%	92%	42%	55%	29%	17%

Note: 67% of all players in the NFL are Black. 31% of all players are White. 3% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 15

NFL Defense					
	CB	S	LB	DE	DT
2010					
White	2%	15%	26%	21%	11%
African-American	98%	84%	71%	76%	82%
2009					
White	2%	16%	24%	21%	16%
African-American	98%	81%	72%	76%	79%
2008					
White	2%	14%	24%	20%	18%
African-American	97%	84%	73%	77%	77%
2007					
White	2%	13%	26%	21%	18%
African-American	97%	84%	71%	73%	76%
2006					
White	4%	14%	24%	24%	18%
African-American	96%	85%	73%	75%	75%
2005					
White	5%	14%	26%	24%	20%
African-American	95%	83%	71%	75%	75%
2003					
White	2%	19%	17%	22%	20%
African-American	98%	81%	80%	77%	76%
2002					
White	1%	13%	19%	20%	23%
African-American	98%	87%	78%	78%	78%
2000					
White	7%	13%	22%	25%	26%
African-American	93%	87%	76%	73%	73%
1999					
White	4%	10%	23%	21%	20%
African-American	96%	90%	74%	77%	68%
1998					
White	1%	9%	24%	19%	31%
African-American	99%	91%	75%	79%	63%

Note: 67 % of all players in the NFL are Black. 31% of all players are White. 3% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 16

NFL Special Teams		K/P
2011		
	White	98%
	African-American	1%
	Latino	1%
	International	13%
2010		
	White	97%
	African-American	1%
	Latino	2%
	International	8%

Note: 67 % of all players in the NFL are Black. 31% of all players are White. 3% of all players in the NFL are either Pacific Islander, Latino, or Asian American. Any totals of less than 100% are due to the third category of other.

Table 17

Officials							
			%	#			
2011					2006		
	White	72%	87		White	81%	97
	African-American	26%	32		African-American	18%	21
	Latino	1%	1		Latino	1%	1
	Asian	0%	0		Asian	0%	0
	Other	1%	1		Other	1%	1
	Women	0%	0		Women	0%	0
2010					2005		
	White	72%	86		White	83%	99
	African-American	26%	31		African-American	16%	19
	Latino	1%	1		Latino	1%	1
	Asian	0%	0		Asian	0%	0
	Other	1%	1		Other	1%	1
	Women	0%	0		Women	0%	0
2009					2004		
	White	73%	88		White	81%	97
	African-American	25%	30		African-American	18%	21
	Latino	1%	1		Latino	1%	1
	Asian	0%	0		Asian	0%	0
	Other	1%	1		Other	1%	1
	Women	0%	0		Women	0%	0
2008					2003		
	White	77%	92		White	81%	97
	African-American	22%	26		African-American	18%	22
	Latino	1%	1		Latino	0%	0
	Asian	0%	0		Asian	0%	0
	Other	1%	1		Other	1%	1
	Women	0%	0		Women	0%	0
2007							
	White	78%	94				
	African-American	20%	24				
	Latino	1%	1				
	Asian	0%	0				
	Other	1%	1				
	Women	0%	0				

Notes: Two new officials were hired for 2011. One white, one African American. No officials retired after the 2010 season.

Table 18

APPENDIX II

NATIONAL FOOTBALL LEAGUE (NFL) DIVERSITY INITIATIVES - 2011

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 values and is an integral element in establishing the NFL's strategic initiatives. In 2011, all SVPs and above will be evaluated on how they have incorporated diversity and inclusion into their organizations through the Performance Management review process.

Below is a summary of various ways the NFL has sought to promote diversity and inclusion:

Employee Programs and Learning & Development

- **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 programs to build diversity awareness and to foster an inclusive work environment. The Council membership includes employees from across the league office representing three U.S. locations (New York, New Jersey and California) providing leadership and learning opportunities for members as they lead important league Diversity initiatives. In addition, the NFL Diversity Council provides a vehicle for all employees to have their voices heard and their concerns addressed.
- **Women's Interactive Network (WIN):** This Spring, 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 foster the hiring, retention, career development and promotional opportunities of female employees.
- **Diversity and Leadership Training:** This past year employees from all three office locations participated in a leadership and diversity training opportunity entitled MicroInequities. This innovative training allowed NFL leaders to further improve our workplace and culture of inclusion. The program was designed to provide participants with insights to enhance their interactions and communications across differences in the workplace. Plans include expanding this training opportunity to a broader base of employees during the fiscal year.
- **Workplace Conduct Training:** In the last quarter of 2010, all 32 Clubs participated in a Workplace Conduct, Train the Trainer Program offered by Sport in Society. This full day seminar brought together Human Resources professionals from each team and allowed for an interactive training opportunity while strengthening the Club peer network. In turn, participants subsequently administered instructional workshops on workplace conduct to players and front office staff members.

- **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 experienced executives (mentors) can share their business insights and experiences with less experienced professionals (protégés). Special training is offered to participating mentors and protégés who are paired in the mentoring relationship for six months.
- **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" for a period of approximately forty five days. At the end of the engagement, the team presents its recommendations to the Commissioner and executive team. Several special teams have been commissioned since the launch of this initiative in 2004. Team projects have included 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 (Commissioners Awards), improving the league's entry-level recruiting process, leading league efforts to become more environmentally responsible, enhancement of communication across the league offices and work on Employee Engagement throughout the league.
- **Junior Rotational Program (JRP):** The league's Junior Rotational Program was introduced in 2007. JRP was designed to build a strong 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.
- **Internship Program:** The league office (NY) reintroduced its summer internship program in 2010. The internship program allows for upcoming seniors to get targeted work experience in their areas of study in a nine week structured program. In addition, the NFL Films location continues to offer an internship program hosting 3 sessions of interns throughout the year. The Films internship program has a total of 80-plus students who go through this on the job educational program throughout the year.
- **NFL Talent Review:** Each 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. Formal development plans are put in place and provide an additional metrics and tools to assess readiness for promotion in the future.
- **NFLU Executive Training Program:** The NFLU Executive Training Program was designed to help directors identified in the 2007 Talent Review to further develop their executive skill set. The mission of this one- time year-long program was to empower and prepare participants to play a meaningful role in shaping the future of the NFL.

- **Rutgers Center for Management Development:** The NFL began working with Rutgers in 2009. The partnership has allowed us to provide learning and development opportunities in the areas of leadership for middle management level employees.
- **Business Information Sessions:** League executives regularly deliver presentations to employees aimed at increasing employees' knowledge about our business. Examples of past programs include the NFL "Mock Draft" presented by Football Operations and an overview of the NFL Collective Bargaining Agreement presented by NFL Labor Operations.

Recruitment

- The NFL has hired its first head of Talent Acquisition and Management, bringing in house an experienced executive recruiter from a top tier firm. The new Talent Acquisition and Management head will enhance the League's ability to attract diverse talent.
- **Monster.com's Emerging Workforce Program and MonsterTRAK:** Monster.com is an official sponsor of the NFL and a key component in the NFL's talent sourcing activities. MonsterTRAK enables the NFL the ability to target millions of college and entry level job seekers by targeting thousands of colleges and universities nationwide.
- **NACElink, UCAN and Experience.com:** The NFL posts entry-level opportunities on NACElink, UCAN and Experience.com each of the can target specific schools and experience allowing us to find the best qualified diverse applicants.
- **Management Leadership of Tomorrow:** The NFL is proud to be a partner of Management Leadership of Tomorrow (MLT). MLT has made groundbreaking progress addressing the under-representation of African-Americans, Hispanics, and Native Americans succeeding along the path to senior leadership positions. This partnership connects the NFL with top diverse students who are candidates for entry-level positions across the league.
- **NFL.com Career Center:** The NFL internally posts all league office positions up through vice president. Postings can be accessed by external applicants via NFL.com.
- **Power Hiring Training Program:** Training is available to NFL employees who interview candidates for employment with the NFL. "Power Hiring" training is mandatory for all employees participating as interviewers JRP and internship programs. This training helps interviewers understand the NFL's hiring policies & procedures and the competencies needed for success at the NFL. It enables participants to develop effective interviewing and assessment techniques in order to be consistent in their hiring practices. The training also provides an understanding of legal considerations in the interview process.

Diversity Supplier Program

- **NFL Emerging Business Program:** The goal of the NFL Emerging Business Program is to increase procurement opportunities for small, minority and women-owned enterprises to do Super Bowl business and/or to grow their businesses for future success. Every year, the NFL makes a

positive economic impact in the Super Bowl host cities. The NFL Emerging Business Program has become an important component of the overall impact by building direct links between the NFL and minority and women-owned businesses.

NFL Giving

Football and community are two pillars of the NFL. Whether nationally at the league level, locally at the team level or individually through the volunteerism and philanthropy of players, coaches and team owners, a powerful commitment to giving back exists throughout the NFL. NFL Giving encompasses the many ways that the National Football League, including its clubs, owners and players, strengthen communities nationwide. While representing our heritage of community commitment and charitable engagement, NFL Giving encourages long-term health and wellness in our communities; fosters community citizenship and philanthropy; advances sports-related medical research and education; and supports the health and well-being of our former NFL players.

In addition to League-wide community support programs as well as charitable dollars allocated by the 32 NFL teams and owners to community initiatives nationwide, several non-profit foundations also support the NFL Giving initiative including NFL Charities, the NFL Youth Football, NFL Disaster Relief Fund and Player Care Foundation.

- **NFL Charities:** NFL Charities is a non-profit foundation created by the 32 member clubs of the National Football League to enable the teams to collectively make grants to charitable and worthwhile causes on a national scale. Since its inception, NFL Charities has granted more than \$140 million to more than 1,400 different organizations. NFL Charities' primary funding categories include sports-related medical research and education grants; player foundation grants that support the philanthropic, non-profit work of current and former NFL players; financial assistance to former NFL players in need; youth health and fitness initiatives, including educational programs; and supplementing the charitable activities of the 32 NFL clubs.

Through NFL Charities, the NFL demonstrates its commitment to supporting medical research and enhancing the body of scientific knowledge in order to help benefit all who are actively involved in competitive sports and recreational athletic activities. Each year, \$1.5 million is allocated to the **NFL Charities Medical Grant** category to support these research endeavors and help address some of the risk factors that exist not only for football players but for all athletes and citizens with active lifestyles. NFL Charities also places emphasis on research proposals focused on concussion and traumatic brain injury, cardiovascular research and Methicillin-resistant *Staphylococcus aureus* (MRSA) infections. In 2010, NFL Charities awarded more than \$1.6 million in sports medical research grants with nearly \$1 million dedicated to the study of concussion prevention and treatment.

Through its **Player Foundation Grant** program, NFL Charities seeks to support the charitable and community service activities of both current and former NFL players. NFL Charities recognizes this important work by donating \$1 million in grants to support the charitable efforts and missions of the non-profit organizations of current and former NFL players.

The **Impact Grant** category enables NFL Charities to award non-profit organizations with grants aimed at making a big difference in communities nationwide. This program recently has been dedicated toward supporting youth health and wellness – the focus of the NFL’s PLAY 60 campaign. Impact Grants have been awarded to organizations that are leaders in the field of fighting childhood obesity, including the American Heart Association (AHA) and The Cooper Institute. NFL Charities has worked with AHA since 2006 and provided \$5 million in funding to implement programs such as the “NFL PLAY 60 Challenge” into local schools and after-school facilities in order to promote physical activity and health environments for youngsters nationwide. AHA also received a \$1 million NFL Charities grant in 2010 to continue with this important work. Additionally, NFL Charities awarded a three-year, \$1.8 million Impact Grant to The Cooper Institute in 2009 to implement its FITNESSGRAM physical fitness assessment tool which measures student health in more than 1,100 schools in the 32 NFL markets.

The \$1.5 million **NFL Team Program Grants** category allows NFL Charities to support the community initiatives of the 32 NFL teams. These funds support the league’s national initiatives with local implementations in team markets. Such grant offerings support volunteerism initiatives including Hometown Huddle events, NFL PLAY 60 community youth health and fitness initiatives, Youth Fitness Zone builds and the National Partnership Fund which encourages broadened partnerships between NFL clubs and local non-profit organizations that support Breast Cancer Awareness and Military Appreciation.

The **Special Consideration Grant** category allows NFL Charities to consider deserving ad hoc or one-time grant requests that may arise in a given fiscal year. In 2011, NFL Charities awarded the Martin Luther King, Jr. National Memorial Foundation with a \$1 million contribution from this category to support the MLK National Memorial project on the National Mall in Washington, DC and salute Dr. King, his legacy and vision of America.

Since 1993, NFL Charities has provided Super Bowl Host cities with an annual \$1 million **Super Bowl Legacy Grant** aimed at making a lasting difference in the lives of youth in at-risk neighborhoods of that city. As part of this initiative, NFL Youth Education Towns (YETs) have been constructed in these Super Bowl cities to positively impact underserved youth while serving as lasting legacies of the game. Presently, 13 YETs exist in 11 cities nationwide and include classrooms, physical fitness zones, technology and multimedia labs, athletic and recreation fields. Each Super Bowl Host Committee collaborates with NFL Charities on the project and gains public and private support to raise the required \$1 million in match funding. Such support also helps the Host Committee establish a 10-year operating and fundraising plan to ensure that each YET remains viable in the community long after the Super Bowl has been played.

- **NFL PLAY 60:** Through NFL PLAY 60, which is the league’s commitment to youth health and fitness, the league and teams are responding to the nation’s youth obesity crisis by encouraging kids to be active for at least 60 minutes every day. One-third of our nation’s children are

overweight or obese, and with this condition comes a significantly increased likelihood for health problems such as diabetes, hypertension and heart disease. To combat the childhood obesity epidemic, the NFL and its clubs are providing in-school programming, building fields and playgrounds and reviving physical education programs, particularly in the communities most affected by the childhood obesity epidemic – low income and minority communities.

Some of our key NFL PLAY 60 programs are described below:

- **NFL PLAY 60 Challenge:** Created in partnership with the American Heart Association and funded by NFL Charities, the NFL PLAY 60 Challenge is an in-school curriculum that teaches educators to integrate health and fitness into daily classroom lessons.
 - **Fuel Up to PLAY 60:** Fuel Up to PLAY 60 serves as the nutritional arm of NFL PLAY 60 and is a partnership with the National Dairy Council. This program, which currently is in 77,000 schools in all 50 states, shows student teams how they can effectively engage key school and community leaders to create healthy school environments.
 - **Keep Gym in School:** NFL Network's Keep Gym in School program delivers high quality, daily physical education opportunities to targeted schools. In addition, schools nationwide can compete for 10 \$1,000 grants to support their physical education programs.
 - **NFL PLAY 60 Super Schools:** Annually, 34 schools will be named NFL PLAY 60 Super Schools and will receive a \$10,000 PLAY 60 health and wellness grant and a visit from an NFL player. Schools become eligible to win by participating in Back to Football Friday in September, a program that encourages elementary and middle schools nationwide to celebrate their NFL team pride leading up to the start of the football season and show the NFL how they are committed to healthy lifestyles.
 - **NFL PLAY 60 Super Bowl Contest:** This contest allows young fans the opportunity to explain how staying active helps them and their families, live better lives. 34 youth, who are selected based on the short essay they submit about the role health and wellness plays in their lives, will be named "PLAY 60 Super Kids" in their local market. One child from the 34 will be named the national "NFL PLAY 60 Super Kid" and will have the chance to run the game ball onto the field and hand it to the referee in front of millions before Super Bowl Kickoff.
 - **NFL PLAY 60 Youth Football Festivals:** At all major NFL events, including NFL Kickoff, Pro Bowl, Super Bowl and NFL Draft, PLAY 60 Youth Football Festivals bring together approximately 1,000 local, underserved youth from the host community for three days of physical activity, football skills and interaction with NFL players, coaches and leadership.
 - **NFL PLAY 60 Pro Bowl Community Blitz:** During Pro Bowl week, the NFL and its Pro Bowl players and coaches all come together for a series of simultaneous community projects across Hawaii, with an emphasis on projects that leave a sustainable legacy for youth and families across Oahu's underserved communities and military bases.
- **NFL Youth Football Fund:** The NFL Youth Football Fund (YFF) is a non-profit organization that seeks to use football as a catalyst to promote positive youth development, support youth and

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high school football needs nationwide and also ensure the health of grassroots football in future generations. The YFF has granted more than \$175 million since its inception to ensure that youngsters are provided with opportunities to learn the game of football, get physically fit and stay involved in productive, after-school activities with adult mentors. YFF initiatives and support programs also include funding contributions to USA Football – the national governing body and Official Youth Football Development Partner of the NFL.

The Youth Football Fund's **NFL Grassroots Program** provides non-profit, neighborhood-based youth organizations and high schools with financial and technical assistance to improve the quality, safety and accessibility of football fields in underserved areas. Since 1998, the YFF has contributed \$30 million through the program to refurbish 243 playing fields in more than 50 cities nationwide. In 2010, the NFL Grassroots Program awarded \$2.5 million in field grants to underserved neighborhoods in 13 NFL team cities, building new fields or renovating existing fields in need of improvement.

The YFF also works with its member clubs to support field construction and renovation projects initiated by teams in their home cities. NFL club foundations may apply for **NFL Club Matching Field Grants** up to \$250,000 to create youth football fields/stadiums at NFL team facilities dedicated to the support and development of youth and high school football, or to refurbish community youth or high school football fields located in respective team markets.

The **ATLAS & ATHENA High School Steroid Education Programs** are nationally-acclaimed, gender specific programs designed to promote healthy living and reduce the use of steroids and other drugs among male and female high school athletes. The NFL Youth Football Fund has funded ATLAS & ATHENA training programs in 80 high schools located in 14 NFL markets. The program benefited more than 35,000 student-athletes during the 2010-11 school year.

Through its **NFL Player Matching Youth & High School Football Grant Program**, **NFL Player-Coach Youth & High School Football Grant Program** and **NFL Player Youth Football Camp Grant Program**, the NFL Youth Football Fund supports youth and high school football programs across the country, as well as free youth football camps where NFL players serve as positive role models for young athletes. Between these three initiatives, the NFL Youth Football Fund invested more than \$1.2 million in 2010 to provide opportunities for youngsters to participate in youth and high school football programs nationwide.

The NFL Youth Football Fund also endows **USA Football**, an independent, non-profit organization which serves as the sport's national governing body on youth and amateur levels. As the Official Youth Football Development Partner of the NFL, USA Football helps youth and amateur football organizations keep the sport fun, safe and accessible by offering the most advanced resources focused on coaching education, league enhancement, health and safety education and officiating development. The organization hosts more than 80 football training events annually for coaches, players and youth football league commissioners, many of which involve the commitment of NFL teams, and offers youth league volunteer background check

subsidies. USA Football also manages U.S. national teams for international competition via the International Federation of American Football. The YFF also provides \$1 million to USA Football each year for the distribution of equipment grants to youth and high school football programs in need nationwide.

The **NFL's High School Player Development (HSPD) Program** is a direct link to all high school football programs serving as a resource for each of them, and is designed to address issues that face high school football programs across the United States through 5-day character development and specific football skill camps. An outgrowth of the HSPD program, the National 7-on-7 Tournament, allows skill players to showcase the skills learned in HSPD during a 3-day national competition. More than 28,000 participants throughout 24 NFL markets vied for the opportunity to be among the 288 elite players to participate in the National Tournament. HSPD partners with the National Guard through the NFL Youth Football Fund to provide this program to high school football players nationwide. In 2011, with the continued partnership of the National Guard, HSPD held 160 camps for 32,000 participants.

More than 150 different youth and high school football coaches and administrators from around the country are selected each year to attend the **NFL/USA Football Youth Football Summit** in Canton, OH. The annual event, which is funded by the YFF, includes presentations from leaders in the fields of sports medicine, sports psychology and coaching on various subjects facing youth sports including concussion education and awareness, steroid and supplement education, injury prevention, heat and hydration education, coaching education, character and life skills development, successful youth league operations, etc. The 2011 Summit also incorporated a week-long celebration and competition involving the national teams of players age 15 and younger spanning three countries. This international component consisted of cultural exchange through football, educational seminars for athletes and parents led by NFL coaches and football experts, 7-on-7 exhibitions and multi-country joint practices.

- **Youth Football:** NFL Youth Football programs teach young people skills to play the game, but even more importantly, these programs teach values and lessons to succeed in life. **NFL Punt, Pass & Kick (PPK)** is a national football skills competition in which boys and girls, ages 6-15, compete against their peers in punting, passing and place kicking contests in a fun and engaging forum. Established in 1961, the PPK program is the longest-running NFL Youth Football initiative and the nation's largest youth sports skills competition. **NFL FLAG, in partnership with USA Football** is a non-contact version of traditional football and is offered for boys and girls ages 5-17 in communities nationwide. This past year, approximately 150,000 youngsters participated in NFL FLAG which emphasizes safety, fun, teamwork, self-esteem, discipline and goal-setting. The highly successful **NFL Girls Flag Football Leadership Program, in partnership with USA Football**, identifies the growing demand for girls flag football to be legitimized and played as a high school sport and is the first program of its kind to recognize the desire of girls to be more involved in the sport of flag football. The program has led to the introduction of the sport to 25,000 high school girls in 19 cities nationwide.

- **NFL Community Tuesdays** is a program that raises awareness for volunteerism and the charitable activities of NFL players and teams. Tuesday is the traditional day off for players during the season, and on any given Tuesday, many NFL players, coaches and team executives can be found getting active in their communities, helping those in need and thanking fans for their support. Hometown Huddle is an NFL-wide day of service in partnership with United Way that is held annually on a Tuesday in October and features significant involvement by NFL players, coaches, staff and wives who participate in a variety of community service activities. In recent years, Hometown Huddle projects have focused on health and fitness as part of the NFL's PLAY 60 initiative. More than 100 PLAY 60 Fitness Zones have been built over the past three years in NFL markets as part of the Hometown Huddle initiative.
- **Hispanic Outreach:** The NFL has created a 360-degree platform of customized offerings for its strong and growing Hispanic fan base, with a special emphasis on youth and community-focused programming. Hispanic Heritage Month (September 15 – October 15) is the NFL's biggest and most visible Hispanic-focused platform, through which the NFL and its member clubs celebrate and honor Hispanic fans, players and communities nationwide. The annual month-long celebration includes League-designated national games and surrounding festivities, as well as local celebrations across NFL clubs, incorporating elements such as player visits to Hispanic-focused community centers, honoring of local Hispanic community leaders in-game, football clinics for Hispanic youth and more. The NFL also has partnered with the Hispanic Heritage Foundation to launch the NFL Hispanic Heritage Leadership Awards, which will recognize the contributions of Hispanic leaders in all 32 NFL markets during 2011 Hispanic Heritage Month. Hispanic leaders in each club market who exhibit success in elevating and empowering their local Hispanic communities are being identified and each club will recognize their local leader in-stadium during their Hispanic Heritage game. Each award recipient will select a 501(c)(3) non-profit organization of their choice that serves the local Hispanic community to receive a \$2,000 donation. One national leader will be selected and honored at the national Hispanic Heritage Awards on September 15 in Washington, DC. The NFL has also aggressively extended its NFL FLAG football program to Hispanic communities nationwide, offering more Hispanic youth the opportunity to learn football skills and the importance of fitness and exercise. Additionally, the NFL continues to enhance its customized media offerings for Hispanic fans as well. New offerings for 2011 include enhanced television partnerships with Univision and Telemundo that provide more customized NFL programming to Hispanic fans across the season.
- **One World:** An educational program designed by Scholastic, Inc., One World: Connecting Communities, Cultures and Classrooms is a multi-tiered curriculum designed to develop cross-cultural understanding among students in fourth through sixth grades. This program was funded by the NFL and the NFLPA after September 11, 2001, when educators were looking for tools to help teach tolerance and the value of diversity to their students. The One World program has

been a core part of the NFL's outreach work in Super Bowl host communities since the program was developed. In 2011, 10 fifth grade classrooms from varying ethnic and racial backgrounds from the Indianapolis area will communicate with each other through pen-pal letters, execute in-classroom curriculum focused on the ethnic and cultural diversity of Indianapolis, and participate in culturally-focused activities together at the program's culminating One World Super Huddle event during Super Bowl week. Additionally, to mark the 10th anniversary of 9/11, the NFL and Scholastic re-launched the program with new lesson plans and concepts on line and to more than 100,000 4th-6th grade teachers around the country.

- **United Way Partnership:** 2011 marks the 38th anniversary of the NFL-United Way relationship, the sports industry's longest running public service campaign. Since 1973, the National Football League and United Way have worked together to promote the importance of volunteering in local communities while showcasing the community service activities of NFL players. In addition to working with United Way to promote NFL PLAY 60, the league also promotes the United Way's LIVE United campaign. LIVE UNITED invites and inspires all communities to join a movement to advance the common good by focusing on education, income and health for all Americans.
- **NFL Player Care Foundation:** NFL owners, in partnership with the NFL Players Association, Pro Football Hall of Fame and the NFL Alumni Association, created the NFL Player Care Foundation (PCF) in 2007 in order to acknowledge and express appreciation for the enormous contributions former players have had in the development and success of NFL football. PCF is an independent organization dedicated to helping retired players improve their quality of life. It addresses all aspects of life including medical, emotional, financial, social and community, while providing programs and assistance in each area. PCF provides grants to qualified former players in need of financial and medical assistance, some of which are used to pay for the costs associated with Player Care Plan programs. These programs include screening retirees for cardiovascular risk and prostate cancer, and initiatives that provide joint replacement surgery and rehabilitation services, spinal care, assisted living arrangements and neurological care. Also offered are discounted prescription drug benefits, supplemental Medicare services and disability benefits. PCF also has funded the most expansive study on NFL retired players which will help to improve existing programs and create new programs that will benefit retired NFL players. NFL Charities provides annual funding support to PCF.
- The vision of **NFL Player Engagement (NFLPE)** is to aggressively optimize and revolutionize athletes' professional and personal growth with guidance, support and resources before, during and after their NFL experience. NFLPE provides these resources and support to three populations of athletes: Prep (high school and college), Life (active NFL players) and Next (former NFL players). NFLPE has launched educational and community outreach initiatives to serve athletes, particularly the Prep population (high school and collegiate student-athletes). Such programs include:

- **Graduation Increase Initiative and Development (GRIID):** This program uses the power of the NFL brand, NFL players and local and national corporate partners to positively influence high school youth to improve attendance, increase their GPA, increase positive behavior and create an atmosphere conducive to responsible self-determination. As part of GRIID, NFLPE will launch the **1st and 10 Program** in October 2011, which will provide life coaching, mentoring, tutoring, violence prevention and friendship to high school student athletes throughout the school year.
 - **Home Field Advantage:** This community outreach platform includes a partnership with HELP USA and aims to increase the involvement of current and former NFL players in their local communities with the goal of having players make an investment in their communities by serving as role models and offering support to the underserved. NFLPE also has plans to partner with Athletes For Hope in order to educate and assist athletes in their efforts to contribute to charitable causes, to increase public awareness of those efforts and to inspire others to do the same.
 - The **NFL Why Not Sports Career Expo** is a unique one-day sports career fair with the goal of enlightening student-athletes on a broad spectrum of off-field career opportunities within the sports industry. Students learn the importance of the personal and professional development of student-athletes as it relates to success in academics, field of play, and the elimination of social barriers beyond the field of sports.
 - The **Nike Leadership challenge** is a grassroots educational event for high school football players and is hosted at key NFL calendar events. The initiative features on-field football drills and instruction as well as a classroom component aimed at educating student-athletes about the importance of goal-setting, educational excellence, use of social media and the power of perception.
- **Breast Cancer Awareness:** The NFL's Breast Cancer Awareness campaign in October, "A Crucial Catch," in collaboration with the American Cancer Society (ACS), reminds fans about the importance of annual breast cancer screenings for women over 40. This initiative includes team community outreach in all NFL markets, special pre-game ceremonies and unique pink items on-field, in-stadium and at retail. The goals of the NFL's breast cancer campaign include raising awareness and funds for a cause that has touched the lives of so many in the NFL family and across the country. In addition, important breast health information is supplied by ACS and distributed to fans at stadiums and online. 2011 marks the second year that the campaign has been extended to the youth and high school levels so that that youth and high school football teams nationwide may copy the efforts of their counterparts in the pros and support this important cause.
 - **Prostate Cancer Awareness:** The American Urological Association (AUA) Foundation and the NFL have teamed for a third year of educating men about prostate cancer and encouraging them to join the "Know Your Stats" campaign. The AUA Foundation and the NFL started their work

together in 2007 when the NFL began implementing prostate cancer screenings for retired players conducted by the AUA Foundation. Now, with the support of NFL alumni players and prostate cancer survivors, the national campaign kicks off each September in honor of Prostate Cancer Awareness Month and takes its message to the grassroots level with more than 500 events in hospitals across the country and a series of public service announcements.

- In line with advancing sports-related medical research and education, the NFL in 2011 launched www.nflhealthandsafety.com – a website that houses information on the partnerships, programs and initiatives the NFL supports to protect the health of current and former NFL players and to promote safe play and healthy lifestyles at all levels of football and other sports.
- **Sustainability:** The NFL is committed to mitigating its environmental impacts and operating its business in an environmentally-friendly manner. The NFL's green efforts have three focus areas: (1) facilities, (2) events, and (3) clubs. NFL teams such as the Philadelphia Eagles are among the most environmentally-friendly sports organizations in the world. The Super Bowl has had a successful and ever-growing environmental initiative in place for more than 15 years. The NFL's three corporate offices – like many team headquarters – have taken numerous steps to lessen their environmental footprints, from increasing energy efficiency to using recycled paper and paper products.
- **Military Support:** For more than four decades, NFL stars have visited troops overseas as part of the NFL-USO Tours. In 2011, former NFL stars Merrill Hoge, Matt Millen and Anthony Muñoz visited servicemen and women in Afghanistan on a goodwill tour with the USO. In addition, four top coaches – Gary Kubiak, Jim E. Mora, Jim L. Mora and Ken Whisenhunt – made a trip to Iraq this offseason to meet and greet the troops. NFL teams have military support initiatives ranging from holding training camp practices on military installations to ticket donation programs for service members. Every team also implements a special military appreciation effort around Veterans Day.
- **Alcohol Responsibility:** The NFL has a comprehensive Alcohol Responsibility platform that includes player and employee programs, game day initiatives, and community relations and awareness programs that promote the importance of consuming alcohol responsibly and lawfully. Two of the NFL's alcohol responsibility partners are TEAM Coalition and Mothers Against Drunk Driving (MADD). MADD serves in an advisory role to the NFL in its work to promote responsible behavior and prevent drunk driving. MADD volunteers also are on-site at several NFL stadiums on game-day, where they encourage designated driver sign-ups and help ensure that fans have a safe ride home from the game.
- **NFL/NFLPA Disaster Relief Fund:** Created in 2001 to assist organizations directly and indirectly affected by the events of September 11, the NFL-NFLPA Disaster Relief Fund is a collaborative

endeavor of the National Football League and the NFL Players Association. Its goal is to improve the quality of life and help rebuild communities affected by large-scale tragedies. Since its inception, the NFL-NFLPA Disaster Relief Fund has provided aid to those affected by the events of September 11, 2001 as well as many other disasters including the 2004 tsunami in Southeast Asia, Hurricane Katrina, Hurricane Ike, the earthquake in Haiti, tsunami in American Samoa, etc. The Disaster Relief Fund will make another large financial contribution in 2011 to mark the 10th anniversary of 9/11 by supporting the memorials in Lower Manhattan, Shanksville, PA and at the Pentagon. The NFL also will participate in ceremonies at each of the three locations on the opening Sunday of our 2011 regular season. Commemorative player-worn jerseys on 9/11/11 will be collected and auctioned off to benefit 9/11 charities. Additional proceeds from NFL Auction sales will benefit two 9/11 charities which aim to make 9/11 the largest annual day of community service and compassion for others as well as provide support and services to 9/11 families and first responders.