



TIDES

THE INSTITUTE FOR DIVERSITY AND ETHICS IN SPORT

MAKING WAVES OF CHANGE

The 2023 Racial and Gender Report Card™

National Football League

by Adrien Bouchet
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Presented by:
The Institute for Diversity and Ethics in Sport™
with the DeVos Sport Business Management Program
in the College of Business Administration of the
University of Central Florida

Executive Summary	1
Report Highlights	5
Overall Grades	6
Grades By Category	7
NFL Players	7
NFL Coaches	8
Head Coaches.....	8
Assistant Coaches.....	10
NFL League Office	12
NFL Team Front Offices	14
Team Ownership.....	14
Team CEO/Presidents.....	15
General Managers.....	16
Executive Leadership.....	17
Team Vice Presidents.....	18
Team Senior Administration.....	20
Team Professional Staff.....	22
NFL Diversity and Inclusion Initiatives	24
How Grades Were Calculated	25
Methodology and About the Report Card	26
The Institute for Diversity and Ethics in Sport	27
DeVos Sport Business Management Program	27
Appendix I - NFL Diversity and Inclusion Initiatives	28
Appendix II - Data Tables	45

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THE 2023 RACIAL AND GENDER REPORT CARD: **National Football League**

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Executive Summary

Orlando, FL - December 14, 2023

The National Football League (NFL) received a B+ for racial hiring practices and a B for gender hiring practices in the 2023 NFL Racial and Gender Report Card released by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida (UCF). The NFL earned a combined grade of a B+. In the history of the NFL Racial and Gender Report Card, this is the best combined grade earned by the NFL.

The NFL's score for race increased to 86.2 percent, 1.2 percentage points higher than last year's score of 85.0 percent. The score for gender increased to 84.0 percent, 2.6 percentage points higher than last year's score of 81.4 percent. The NFL's overall grade increased from 83.2 percent in 2022 to 85.1 percent in 2023.

Using data from the 2023 season, provided by the NFL League Office, the Institute conducted an analysis of the racial and gender breakdown of head coaches, assistant coaches, team ownership, general managers, executive leadership, senior management, senior administration, and professional staff within the NFL League office and at the club level.

Dr. Adrien Bouchet, Director of TIDES and the primary author of the report, said, "The NFL Racial and Gender Report Card shows the NFL has continued to make progress with their hiring practices within the League Office and across their teams. However, there is still room for improvement in the disparities in the racial and

Overall Grade



B+

Racial Hiring



B+

Gender Hiring



B

gender hiring practices between the NFL League Office and the 32 teams.”

Bouchet continued, “An impressive 30.1 percent of the vice presidents and above are people of color in the League Office, up from 28.7 percent in 2022. At the team level, 20.1 percent of the vice presidents are people of color, an increase from 15.9 percent last year. This shows there is still significant room for improvement.”

“The NFL’s League Office continues in their advancement to efficiently identify and hire women and people of color. Dasha Smith and Jonathan Beane lead the NFL in creating innovative methods in building a more inclusive environment. Their combined focus on improving diversity is reflected in this Report Card where the NFL has improved in all but two categories.” This year the NFL reached multiple “all-time highs” in the following categories for race: assistant coaches, League Office, general managers, team vice presidents, senior administration, and professional staff. Additionally, the NFL had “all-time highs” in the following categories for gender: assistant coaches, League Office, team vice presidents and professional staff.

Bouchet continued, “Prior to the start of the 2023 season, the Houston Texans hired DeMeco Ryans as their head coach, and in week 8, the Las Vegas Raiders named Antonio Pierce as their interim head coach. Both head coaches are people of color and are first-time head coaches in the NFL. This year the NFL had a total of six head coaches of color at the beginning of the season, two less than the highest recorded number of eight in 2011, 2017, and 2018.”

In 2022, the NFL announced the creation of the NFL Diversity Advisory Committee, following its pledge in February 2022 to retain outside experts to review the league’s diversity policies and practices. This Committee joined two other important outside NFL advisory committees, the Fritz Pollard Alliance, and the Social Justice/Racial Equity Advisory Panel. All three of these committees are focused on lending expertise and external perspective on industry best practices and

NFL Racial and Gender Report Card at a Glance

Racial Hiring Grade for Head Coaches

C **18.8%**
People of Color

Racial Hiring Grade for Assistant Coaches

A+  **43.6%**
People of Color

Racial Hiring Grade for League Office

A-  **34.9%**
People of Color

Gender Hiring Grade for League Office

A  **42.5%**
Women

are evaluating league and club diversity, equity, and inclusion (DEI) strategies and initiatives.

Also in 2022, the NFL created the Coach and Front Office Accelerator Program. This program provides meaningful development and networking opportunities for diverse top talent across the League throughout the year. The program is designed for individuals with the potential to fulfill Head Coach, General Manager, or other senior front office executive roles in the next five years. Program participants can engage in football specific development programming, network with peers and have important exposure to Club ownership and key decision makers. Since the inaugural event, the NFL has held two additional events expanding the pool of program participants. The next program event is slated for December 2023.

Beginning in the 2021 RGRC series, TIDES started to award bonus points affecting the overall racial and gender grades based on crucial social justice initiatives and hiring milestones. The NFL had many social justice initiatives and hiring milestones that qualified for bonus points. Those initiatives and milestones included the above-mentioned initiatives. In addition to the NFL social justice initiatives, the NFL was highly invested in local communities. The NFL engages with local communities through several programs, such as the Inspire Change Social Justice Initiative, Inspire Change Changemaker Award, and the NFL Player-Owned Social Justice Working Group. The NFL also expanded its relationships with Historically Black College or Universities (HBCU), providing students with development opportunities and serve to educate and connect HBCU students to careers in football administration and the sports industry at large. They also serve to help develop a pipeline of HBCU talent for the League Office and Clubs.

The NFL also had some hiring milestones that included the Indianapolis Colts hiring Isabel Diaz, their first Harriet P. Irsay Fellow, as the first woman coach in club history.

NFL Racial and Gender Report Card at a Glance

Racial Diversity Grade for Team Owners

F **3.1%**
People of Color

Gender Diversity Grade for Team Owners

D+ **21.9%**
Women

Racial Hiring Grade for Team Vice Presidents

C+  **20.1%**
People of Color

Gender Hiring Grade for Team Vice Presidents

C  **28.3%**
Women

Starting with the 2022 Racial and Gender Report Card series, TIDES updated their grading scale to better reflect the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent.

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 2023 NFL Racial and Gender Report Card follows the publication of the reports on Major League Baseball and the National Basketball Association.



NFL Racial and Gender Report Card at a Glance

Racial Hiring Grade for Team Senior Administration

C+  **21.4%**
People of Color

Gender Hiring Grade for Team Senior Administration

C  **27.5%**
Women

Racial Hiring Grade for Team Professional Staff

B+  **31.2%**
People of Color

Gender Hiring Grade for Team Professional Staff

B  **36.3%**
Women

Report Card Highlights

- The NFL achieved “all-time highs” in six categories for race and four categories for gender.
- The overall percentage of people of color in the NFL League Office was at an all-time high of 34.9 percent in 2023, an increase of 1.2 percentage points from 33.7 percent in 2022, the previous all-time high.
- The overall percentage of women in the NFL League Office was at an all-time high of 42.5 percent in 2023, an increase of 1.2 percentage points from 41.3 percent in 2022. This is a significant improvement from a decade ago when only 29.3 percent of women held these positions in 2013.
- At the start of the 2023 season, there were nine people of color in a general manager position, representing 30.0 percent of all general managers. This was an increase of 5.0 percentage points from 2022 and 14.4 percentage points in 2021.
- The percentage of people of color who were vice presidents at the team level reached its highest mark ever at 20.1 percent in 2023, a 2.1 percentage point increase from the previous all-time high of 18.0 percent in 2022.
- The percentage of women that were vice presidents at the team level reached its highest mark ever at 28.3 percent in 2023, a 4.9 percentage point increase from 23.4 percent in 2022 and eclipsing the previous all-time high of 25.1 in 2021.
- The overall percentage of people of color in an assistant coaching position was at an all-time high of 43.6 percent in 2023, an increase of 0.8 percentage points from 42.8 percent in 2022. This is a significant improvement from a decade ago when only 31.8 percent of people of color held these positions in 2013.
- The percentage of people of color in a professional staff position at the team level reached its highest mark ever at 31.2 percent in 2023, a 2.5 percentage point increase from the previous all-time high of 28.7 percent in 2022.
- The percentage of women in a professional staff position at the team level reached its highest mark ever at 36.3 percent in 2023, a 4.1 percentage point increase from the previous all-time high of 32.2 percent in 2022.
- The total number of NFL head coaches of color remained at 18.8 percent in 2023.
- DeMeco Ryans, a person of color and a first-time NFL head coach, was hired to be the head coach of the Houston Texans.
- In Week 8 of the NFL Season, the Las Vegas Raiders fired Josh McDaniels, and named a person of color, Antonio Pierce, as the interim head coach. Additionally, the Las Vegas Raiders fired David Ziegler and hired Anthony “Champ” Kelly, a person of color, as the interim general manager.
- The Indianapolis Colts hired Isabel Diaz, their first Harriet P. Irsay Fellow, as the first woman coach in club history.
- Currently, the NFL has 10 full-time on-field women coaches, six of whom were women of color. These women are Angela Baker (New York Giants), Callie Brownson (Cleveland Browns), Kaelyn Buskey (Baltimore Ravens), Jill Constanza (Detroit Lions), Isabel Diaz (Indianapolis Colts), Maral Javadifar (Tampa Bay Buccaneers), Jennifer King (Washington Commanders), Autumn Lockwood (Philadelphia Eagles), Lori Locust (Tampa Bay Buccaneers) and Haley Roberts (Tennessee Titans).

Overall Grades

The National Football League received a **B+** for racial hiring practices, and a **B** for gender hiring practices in the 2023 NFL Racial and Gender Report Card. The NFL earned a combined grade of a **B+**. In the history of the NFL Racial and Gender Report Card, this is the best combined grade earned by the NFL.

The NFL's score for race was 86.2 percent, an increase from 85.0 percent in 2022. The score for gender was 84.0 percent, a 2.6 percentage point increase from 81.4 percent in 2022. The overall grade for the NFL increased from 83.2 percent in 2022 to 85.1 percent in 2023.

For race, the NFL received an A+ for players and assistant coaches, an A- for League Office, a B+ for General Managers and Professional Staff, a C+ for team vice presidents, and senior administration, a C for team CEO or president and head coaches, and an F for team owners.

For gender hiring practices, the NFL received an A for League Office, B for professional staff, C for vice presidents and senior administration, D+ for team owners, a F for team CEO or president.

The grades for executive leadership were not used in the calculation of the final grade. The NFL received a C+ for racial hiring practices and a C for gender hiring practices in this category.

The 2023 Racial and Gender Report Card series was the second year TIDES is using the updated grading scale that is reflective of the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. For issues of race, an A will be earned if 35.1 percent of the employees are people of color, B for 26.1 percent, C for 17.1 percent, D for 9.1 percent and F for anything at 9.0 percent or below. For issues of

gender, an A will be earned if 42.5 percent of the employees are women, B for 34.0 percent, C for 26.5 percent, D for 20.0 percent and F for anything 19.9 percent and below.

It is important to note that beginning in the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for team ownership was calculated into the final grades.

OVERALL GRADE AND SCORE

B+  **85.1**

Racial Hiring Grade and Score

B+  **86.2**

Gender Hiring Grade and Score

B  **84.0**

Grades by Category

NFL PLAYERS

The total percentage of players of color decreased from 69.3 percent in the 2022 season to 66.7 percent in the 2023 season. The percentage of white players has decreased slightly from 24.9 percent in 2022 to 24.4 percent in 2023. The percentage of Black or African-American players decreased from 56.4 percent in 2022 to 53.5 percent in 2023. The percentage of Hispanic or Latino players increased slightly from 0.4 percent in 2022 to 0.5 percent in 2023. The percentage of Native Hawaiians or other Pacific Islanders increased slightly from 1.5 percent in 2022 to 1.8 percent in 2023. Asians, and American Indian or Alaska Native players each represented 0.1 percent in 2023, respectively. In 2023, 10.9 percent of players identified as two or more races, an increase from 10.5 percent in 2022. Players that chose not to specify their race increased from 5.7 percent in 2022 to 8.9 percent in 2023.

Racial Diversity Grade for NFL Players

A+  **66.7**

See Table 1.

NFL COACHES

Head Coaches

There were six people of color, representing 18.8 percent of all NFL head coaches at the start of the 2023 NFL season. They were:

- **DeMeco Ryans**, Houston Texans
- **Mike McDaniel**, Miami Dolphins
- **Ron Rivera**, Washington Football Team
- **Robert Saleh**, New York Jets
- **Mike Tomlin**, Pittsburgh Steelers
- **Todd Bowles**, Tampa Bay Buccaneers

Following week eight of the 2023 NFL season, the Las Vegas Raiders fired Josh McDaniels, a white head coach. The team named Antonio Pierce, a Black or African American, as interim head coach. The total of seven head coaches of color in 2023 is close to the highest recorded number of eight in 2011, 2017, and 2018. As of the publication date of the 2023 NFL Racial and Gender Report Card, 21.9 percent of the NFL head coaches are coaches of color.

The percentage of Black or African-American head coaches in the NFL was 21.9 percent during the 2017 and 2018 NFL seasons. That percentage significantly dropped in 2019 with Black or African-American head coaches holding only 9.4 percent of NFL head coaching jobs. The percentage of Black or African-American head coaches has remained at 9.4 percent for both the 2021, 2022, and 2023 NFL seasons. This remains concerning when you compare the number of Black or African-American head coaches to the number of Black or African-American players in the NFL in 2023, which is 53.5 percent.

In 2017, the NFL tied a previous NFL all-time high that was set in 2011 with 25.0 percent of NFL head coaches being persons of color. However, the total number of NFL head coaches of color dropped by half from the end of 2018 to the start of 2019. In 2019 and 2020, people of color only comprised 12.5 percent of all NFL head coaching positions. The total number of NFL head coaches of color increased from 15.6 percent in 2021 to 18.8 percent at the start of the 2022 season. In 2019,

Miami Dolphins owner Stephen Ross hired Brian Flores making Flores the first head coach of color in Dolphins' franchise history. Mike Tomlin became the Pittsburgh Steelers head coach in 2007, and he is currently the second longest tenured coach in the league. Ron Rivera of the Washington Commanders is still the only NFL head coach of Hispanic or Latino descent. Since his first head coaching job in 2011 with the Carolina Panthers, he has gone on to win NFL Coach of the Year in both 2013 and 2015 and led the Panthers to a Super Bowl 50 appearance. In the 2021 NFL season, Robert Saleh (New York Jets) and David Culley (Houston Texans), both people of color, were hired as first-time NFL head coaches. In the 2022 NFL season, Mike McDaniel (Miami Dolphins), a person of color, was hired as a first-time NFL head coach. In week eight of the 2023 NFL season, Antonio Pierce (Las Vegas Raiders), a person of color, was hired as a first-time NFL head coach.

The efforts of the Commissioner, the Diversity, Equity, and Inclusion Committee, as well as the diversity groups working with the NFL over the last several years, have kept a focus on the head coaching position. Former coaches, scouts and front office personnel formed the Fritz Pollard Alliance in 2003 to advise and consult the League and create more momentum for change.

Initially adopted in 2003, the Rooney Rule required that at least one person of color be interviewed as a part of the hiring process for every NFL head coaching vacancy. In turn, the Rooney Rule helped to triple the number of Black or African-American head coaches in the NFL from two in 2001 to six in 2005. The Rooney Rule was named after the late Steelers owner Dan Rooney, who was also the chairman for the League's diversity committee. Over the years, the Rooney Rule has been adjusted several times to increase its impact.

The latest adjustment was made in May 2022. NFL teams are now required to conduct outside interviews with a minority and/or female candidate for vacant quarterback coach positions. This ruling was made to increase efforts in the hiring of minority head coaches since many prospective coaches jumpstart their careers in the quarterback room. This follows changes made in October 2021, when the NFL added a few requirements to the Rooney Rule. NFL clubs were required to conduct

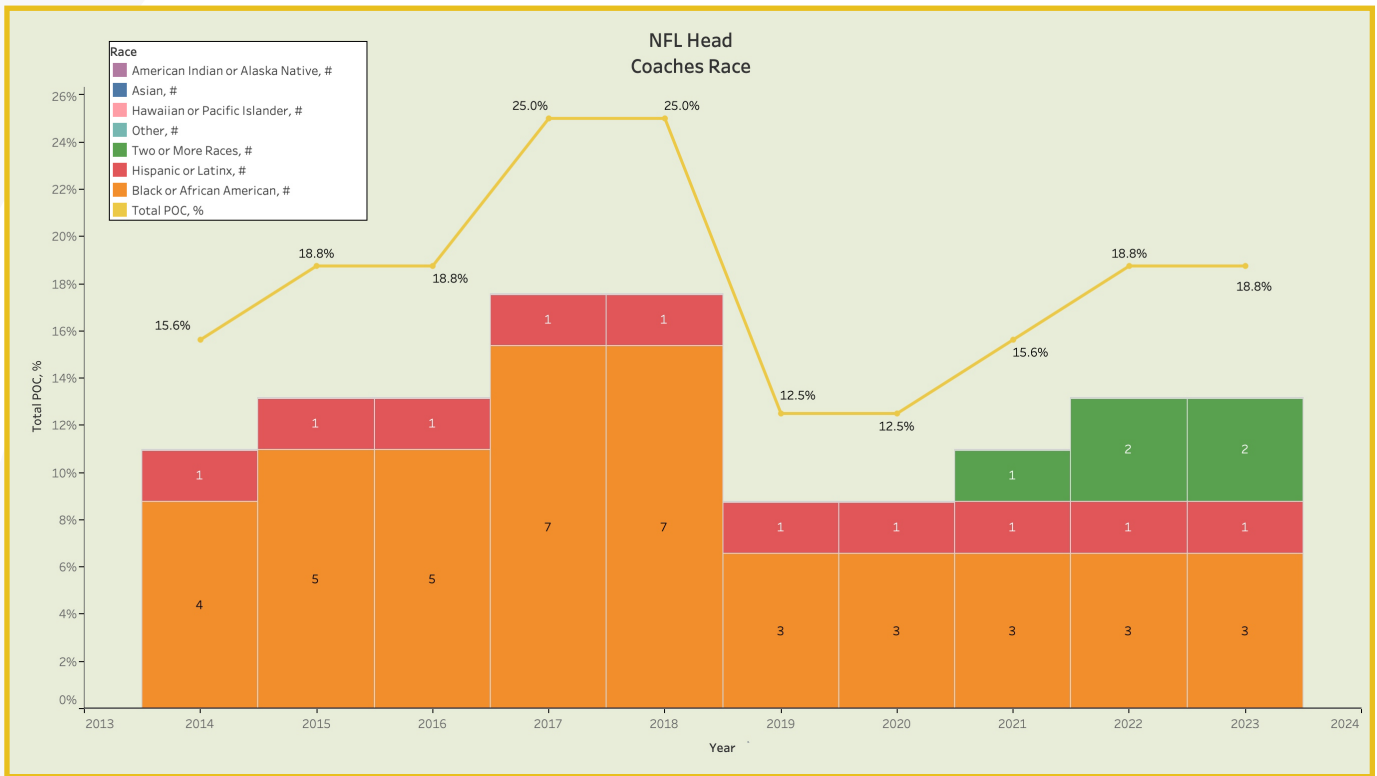
in-person interviews for at least two external minority candidates for any head coach, general manager, and coordinator role openings. All coordinator and assistant general manager candidates could be interviewed virtually, but in-person is strongly encouraged. In November 2020, the NFL passed a proposal that provides rewards to teams to cultivate minority and women candidates for head coach and general manager positions. If those minority and women candidates, who have worked at the club for two full seasons, are hired away for a primary football executive or head coach position, teams would be compensated with future 3rd round compensatory draft picks.

Racial Hiring Grade for Head Coaches

C

18.8%
People of Color

See Tables 2 and 3.



Assistant Coaches

The assistant coaches category consists of titles such as assistant head coach, offensive coordinator, defensive coordinator, special team's coordinator, offensive line coach, head strength and conditioning coach, etc. This section primarily highlights team personnel that are directly involved in player development and game plan preparation and execution.

The NFL Football Operations Department administers a successful fellowship program known as The Bill Walsh NFL Diversity Coaching Fellowship. This annual program is designed as a vocational tool to increase the number of full-time minority coaches and all 32 NFL clubs have participated since the program's inception in 1987. The program's objective is to use NFL clubs' training camps, off-season workout programs and minicamps to give talented diverse and minority coaches opportunities to observe, participate, gain experience, and ultimately gain a full-time NFL coaching position.

The percentage of assistant coaches of color increased from 42.8 percent in 2022 to 43.6 percent in 2023, an all-time high for the NFL. Blacks or African-Americans held 36.6 percent of the assistant coaching positions in 2023. The percentage of white assistant coaches in 2023 was 53.0 percent, a decrease from 55.1 percent in 2022.

Prior to the start of the 2022 NFL season, 11 NFL teams had 16 women in a coaching position during training camp. At the start of the season, there were 10 women in an on-field full-time coaching position and six were women of color. This trend of female assistant coaches started in 2015 when Jen Welter became the first female member of an NFL coaching staff. She joined the Arizona Cardinals through the Bill Walsh Fellowship Program as an assistant coach intern during training camp and the preseason.

In 2016, the Buffalo Bills hired Kathryn Smith as quality control coach for special teams. She became the NFL's first female full-time coach when she was promoted from administrative assistant to this position under Bills' Head Coach Rex Ryan.

In 2017, the San Francisco 49ers hired Katie Sowers who became the first openly LGBTQ+ coach in NFL history.

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

In 2019, the Tampa Bay Buccaneers and San Francisco 49ers both had a woman in an assistant coaching position on their full-time coaching staff. In the same year, Katie Sowers became the first female to coach in a Super Bowl (Super Bowl LIV).

An historic moment occurred during week three of the 2020 season when, for the first time in NFL history, there were two female assistant coaches, Jennifer King, and Callie Brownson, on the sidelines and a female official, Sarah Thomas, on the field. In week 12, Callie Brownson became the first woman to serve as an interim positions coach making her the highest-ranking female coach in NFL history.

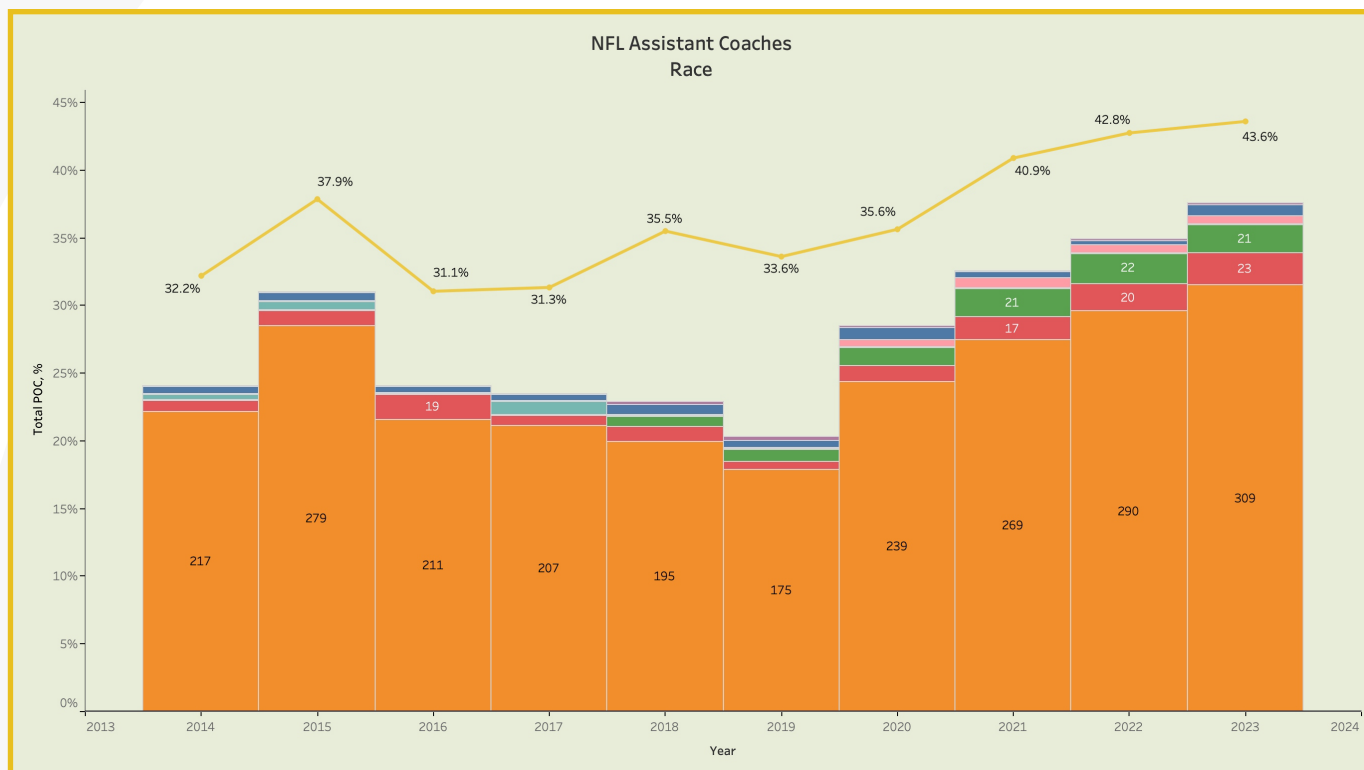
The ten NFL full season/full-time women coaches in 2023 are:

- **Angela Baker**, New York Giants
- **Callie Brownson**, Cleveland Browns
- **Maral Javadifar**, Tampa Bay Buccaneers
- **Jennifer King**, Washington Commanders
- **Autumn Lockwood**, Philadelphia Eagles
- **Lori Locust**, Tampa Bay Buccaneers
- **Isabel Diaz**, Indianapolis Colts
- **Haley Roberts**, Tennessee Titans
- **Jill Constanza**, Detroit Lions
- **Kaelyn Buskey**, Baltimore Ravens

Racial Hiring Grade for Assistant Coaches

A+  **43.6%**
People of Color

See Table 4.



NFL LEAGUE OFFICE

The NFL League Office has been a model of diversity and inclusion for the NFL teams to follow.

The percentage of women in the NFL League Office reached an all-time high of 42.5 percent in 2023, increasing from last year’s previous all-time high of 41.3 percent. This category has improved at a rate of 1.3 percentage points per year since 2013.

Overall, the percentage of people of color in the NFL League Office increased from 33.7 percent in 2022 to 34.9 percent in 2023. The percentage of whites holding these positions in 2023 was 60.2 percent compared to 63.3 percent in 2022. Blacks or African-Americans increased from last year’s all-time high of 11.9 percent to 12.3 percent in 2023. Hispanics or Latinos/Latinas decreased slightly from 6.0 percent in 2022 to 5.7 percent in 2023. Asians also decreased slightly from 10.9 percent in 2022 to 10.7 percent in 2023. Native Americans and Alaska Natives combined with Native Hawaiians and other Pacific Islanders holding management positions were still less than 1.0 percent in 2023. In 2023, League Office personnel who identified as two or more races held 5.7 percent of the management positions, an increase from 4.8 percent in 2022. In 2023, 4.9 percent of individuals in management positions chose not to specify their racial identity. This is an increase from 3.0 percent in 2022.

Compared to 2022, the League has also improved upon the percentage of people of color in the League Office at or above the vice president level, increasing from 28.7 percent in 2022 to 30.1 percent in 2023. The percentage of women in vice president and above positions increased from 34.2 percent in 2022 to 34.6 percent in 2023.

The NFL League Office continues to maintain and introduce diversity initiatives each year. The full list of initiatives are outlined at the end of this report. They include the NFL Diversity Advisory Council (DAC), partnerships with leading diversity advocacy organizations such as the Fritz Pollard Alliance, their Stanford and NYU leadership development programs,

diversity training across the NFL League Office, establishment of diversity accountabilities for all senior leaders, enhancement of diversity recruitment resources, and the creation of talent management programs.

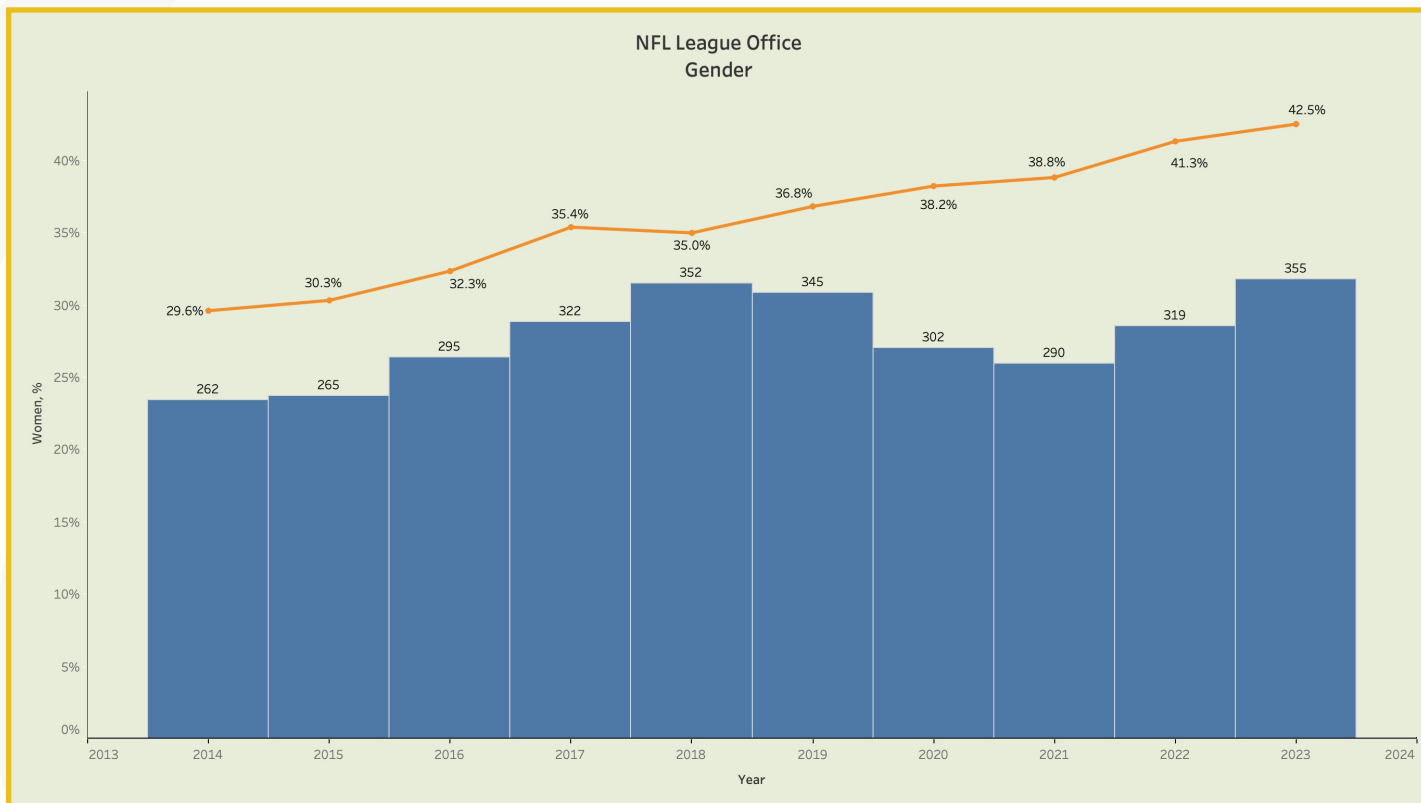
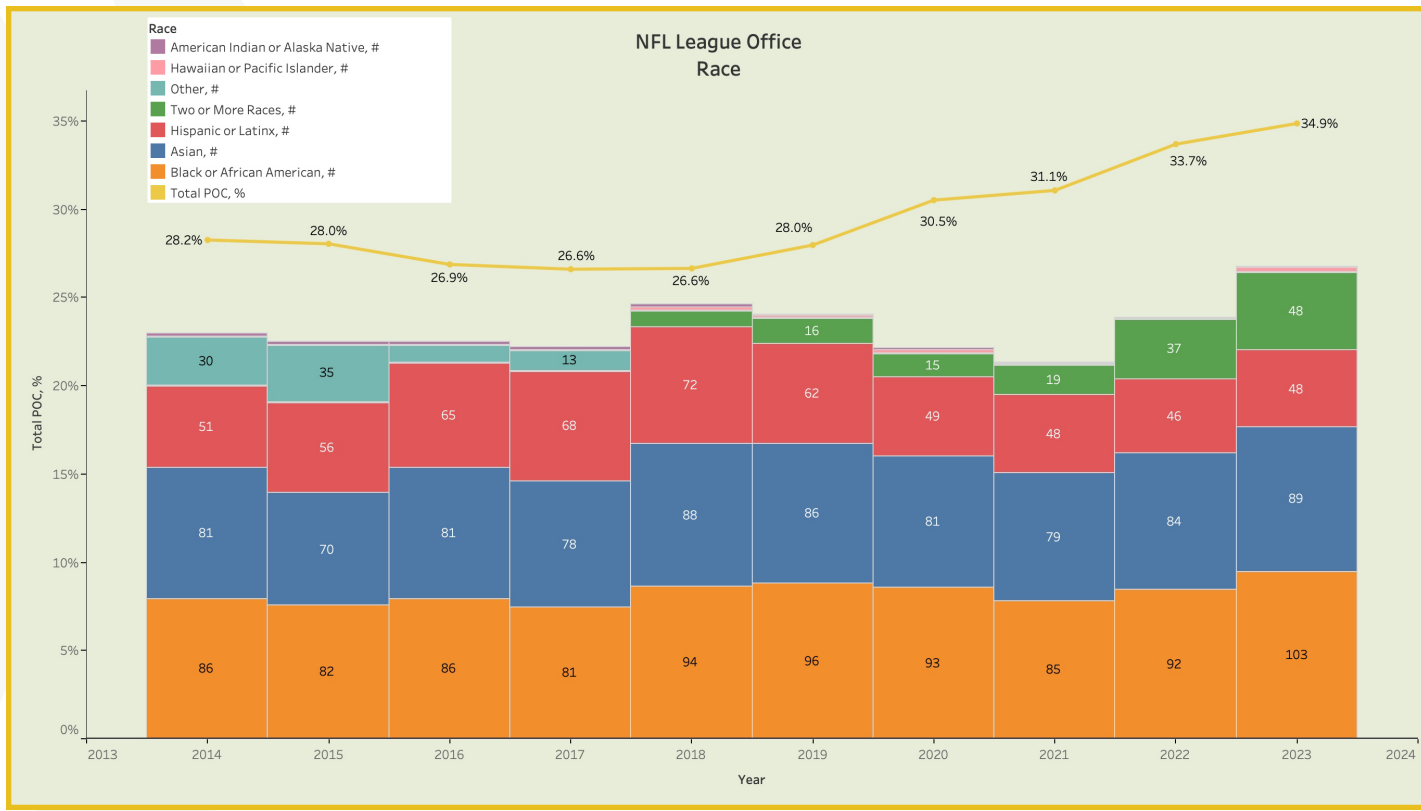
Racial Hiring Grade for NFL League Office



Gender Hiring Grade for NFL League Office



See Table 5.



TEAM FRONT OFFICES

Team Owners

The NFL has two owners of color who both own significant ownership interests of an NFL club. Shad Khan, a Pakistani-born American businessman and the principal owner of the Jacksonville Jaguars, joined NFL ownership in 2012. Kim Pegula, an Asian-American woman, is an owner of a significant interest in the Buffalo Bills, joined NFL ownership in 2014.

At the start of the 2023 season, there was one person of color and seven women in the NFL as principal owners. Across 31 teams (excluding Green Bay Packers), the NFL reports 10.0% of the total NFL team ownership group are people of color and 35.0% are women.

In August 2022, the Denver Broncos introduced the most diverse ownership group in the NFL. Four of the six members of the new ownership group are either women or people of color. The ownership group includes limited partners Condoleezza Rice, former Secretary of State, Lewis Hamilton, Formula One's winningest driver, and Mellody Hobson, Chairperson of Starbucks. In 2023, the Washington Commanders introduced a new ownership group that includes NBA Hall of Famer, Earvin "Magic" Johnson Jr. In 2023.

Racial Diversity Grade for Team Owners

F

3.1%

People of Color

Gender Diversity Grade for Team Owners

D+

21.9%

Women

It is important to note that beginning with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for Team Ownership is being calculated into the final grades.

Team CEOs/Presidents

The team CEO/President position includes the principal in charge of team business operations and is typically identified as the team president and/or chief executive officer.

Of the people in a team CEO or president position in 2023, six were people of color, the same as in 2022. Of the six people of color, five were Black or African-American, and one was Hispanic or Latino.

The six people of color who were the principal in charge of team business operations at the start of the 2023 NFL season were:

- **Hymie Elhai**, New York Jets
- **Jason Wright**, Washington Commanders
- **Sashi Brown**, Baltimore Ravens
- **Sandra Douglass Morgan**, Las Vegas Raiders
- **Damani Leech**, Denver Broncos
- **Kevin Warren**, Chicago Bears

The number of women in CEO or President positions had increased from zero in 2017 to one in 2018, two in 2019 and 2020, and four in 2021. The number of women in a CEO or President position has since decreased with three in 2022 and two in 2023.

The two women in a team CEO or President position who were the principal in charge of team business operations were Kristi Coleman, the President of the Carolina Panthers, and Sandra Douglass Morgan, the President of the Las Vegas Raiders. Morgan is a woman of color.

In previous years, the Report Card identified all people of color and women in a CEO or President position and these personnel were included in the overall grades. Starting in 2021, the Report Card only includes the principal in charge of team business operations for each team in calculation of the overall grades.

Racial Hiring Grade for Team CEO/Presidents

C

18.8%
People of Color

Gender Hiring Grade for Team CEO/Presidents

F



6.3%
Women

See Table 6.

General Manager / Primary Football Executives

The general manager position at each team is the principal in charge of team football operations.

There were nine people of color holding general manager positions, representing 30.0 percent of all general managers. This was an increase of 5.0 percentage points from 2022. All nine were men and eight of the men were Black or African-American; one was Hispanic or Latino. There has never been a woman who was a general manager in the NFL.

Andrew Berry was hired prior to the beginning of the 2020 season as the general manager of the Cleveland Browns, joining Chris Grier from the Miami Dolphins as the only two people of color in a general manager position at the start of the 2020 season.

Brad Holmes was hired as the general manager of the Detroit Lions on January 14, 2021. He joined the Lions after working with the Los Angeles Rams for the previous 19 seasons. The Detroit Lions have made progress on key racial hirings in recent years. They hired Martin Mayhew as their first Black or African-American general manager in 2009. They also hired Jim Caldwell as their first Black or African-American head coach in 2014. Mayhew and Caldwell worked two seasons together, making the Lions the second team ever to employ a Black general manager and coach at the same time.

Terry Fontenot was hired as the Atlanta Falcons' general manager on January 19, 2021. Prior to that, he had worked for the previous 18 seasons as a member of the New Orleans Saints organization in various roles. He was the Falcons' first Black general manager.

The Washington Commanders hired Martin Mayhew on January 21, 2021 as their new general manager. Mayhew came from the San Francisco 49ers where he served as vice president of player personnel.

In 2022, the Pittsburgh Steelers promoted Omar Khan to the team's general manager position. Additionally, the Minnesota Vikings hired Kwesi Adofo-Mensah and the Chicago Bears hired Ryan Poles as their team's general manager. Adofo-Mensah came from the Cleveland Browns where he served as the vice president of football operations. Poles came from the Kansas City Chiefs where he served as the executive director of player personnel.

The Tennessee Titans hired Ryan Carthon in January 2023 as their new general manager. Carthon came from the San Francisco 49ers where he served as the director of player personnel.

The nine people of color holding general manager positions at the start of the 2023 season were:

- **Kwesi Adofo-Mensah**, Minnesota Vikings
- **Andrew Berry**, Cleveland Browns
- **Ryan Carthon**, Tennessee Titans
- **Terry Fontenot**, Atlanta Falcons
- **Chris Grier**, Miami Dolphins
- **Brad Holmes**, Detroit Lions
- **Omar Khan**, Pittsburgh Steelers
- **Martin Mayhew**, Washington Commanders
- **Ryan Poles**, Chicago Bears

In week eight of the 2023 NFL season, Anthony "Champ" Kelly (Las Vegas Raiders), a person of color, was hired as the team's interim general manager.

Racial Hiring Grade for General Managers

B+  **30.0%**
People of Color

See Table 7.

Executive Leadership

This is the fifth year that TIDES has analyzed the executive leadership tier of each club as a separate category. Executive leadership refers to executive-level leaders who are among the most influential personnel ultimately responsible for developing and executing the overall strategy and business operations of the club. Prior to 2022, this category focused primarily on the C-Suite and included chief operating officer, chief financial officers, and chief information officers. Starting with the 2022 NFL Racial and Gender Report Card, TIDES expanded this category from C-Suite personnel to all personnel designated by the club to be directly responsible for the overall strategy and business operations of the club. This can include C-Suite personnel, general managers, head coaches, and executive vice president positions.

The percentage of people of color in executive leadership positions at the start of 2023 was 21.2, an increase from 19.8 percent in 2022. The percentage of whites holding these positions in 2023 was 76.2 percent.

Women held 26.5 percent of all executive leadership positions, an increase from 24.3 percent in 2022. In 2023, 6.4 percent of all executive leadership positions were held by women of color, an increase from 5.1 percent in 2022.

Racial Hiring Grade for Executive Leadership

C+  **21.2%**
People of Color

Gender Hiring Grade for Executive Leadership

C  **26.5%**
Women

See Table 8.

Team Vice Presidents

Team vice presidents include both football and business operations personnel in positions that include vice president, executive vice president, and senior vice president.

The percentage of people of color in team vice president positions reached its highest mark of 20.1 percent in 2023, an increase from 18.0 percent in 2022. Black or African-Americans in vice president positions increased from 9.6 percent in 2022 to 11.8 percent in 2023. The percentage of Hispanics or Latino(a) in this category stayed the same at 3.7 percent. There was an increase in the percentage of Asian team vice presidents from 3.3 percent in 2022 to 3.4 percent in 2023. The percentage of whites holding team vice president positions decreased from 80.1 percent in 2022 to 79.4 percent in 2023. This was the lowest percentage points of whites in NFL Racial and Gender Report Card history.

The percentage of women in team vice president positions increased to 28.3 percent in 2023. This was a substantial 4.9 percentage point increase from 23.4 percent in 2022 and eclipsed the previous high mark of 25.1 percent in 2021. Women of color in team vice president positions increased from 4.4 percent in 2022 to 6.9 percent in 2023.

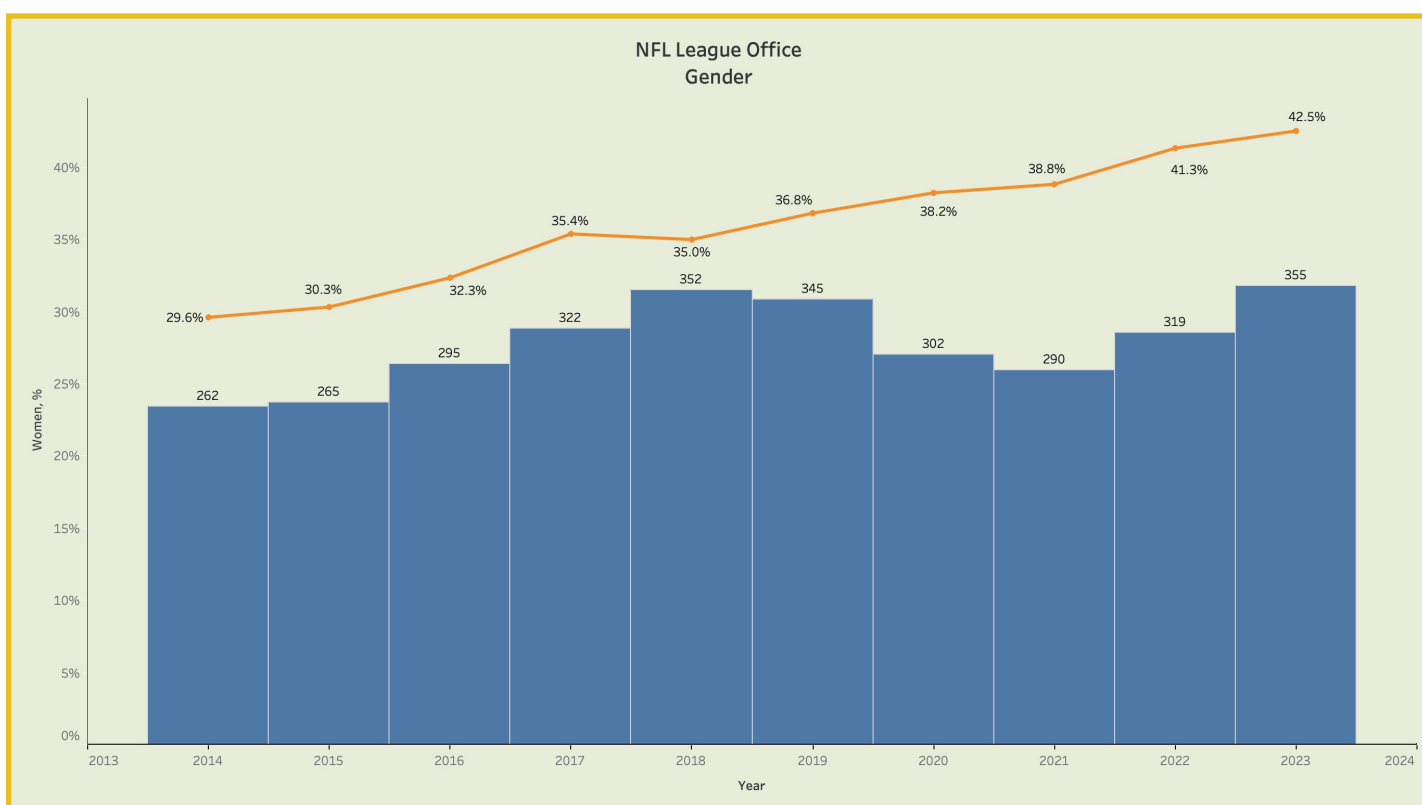
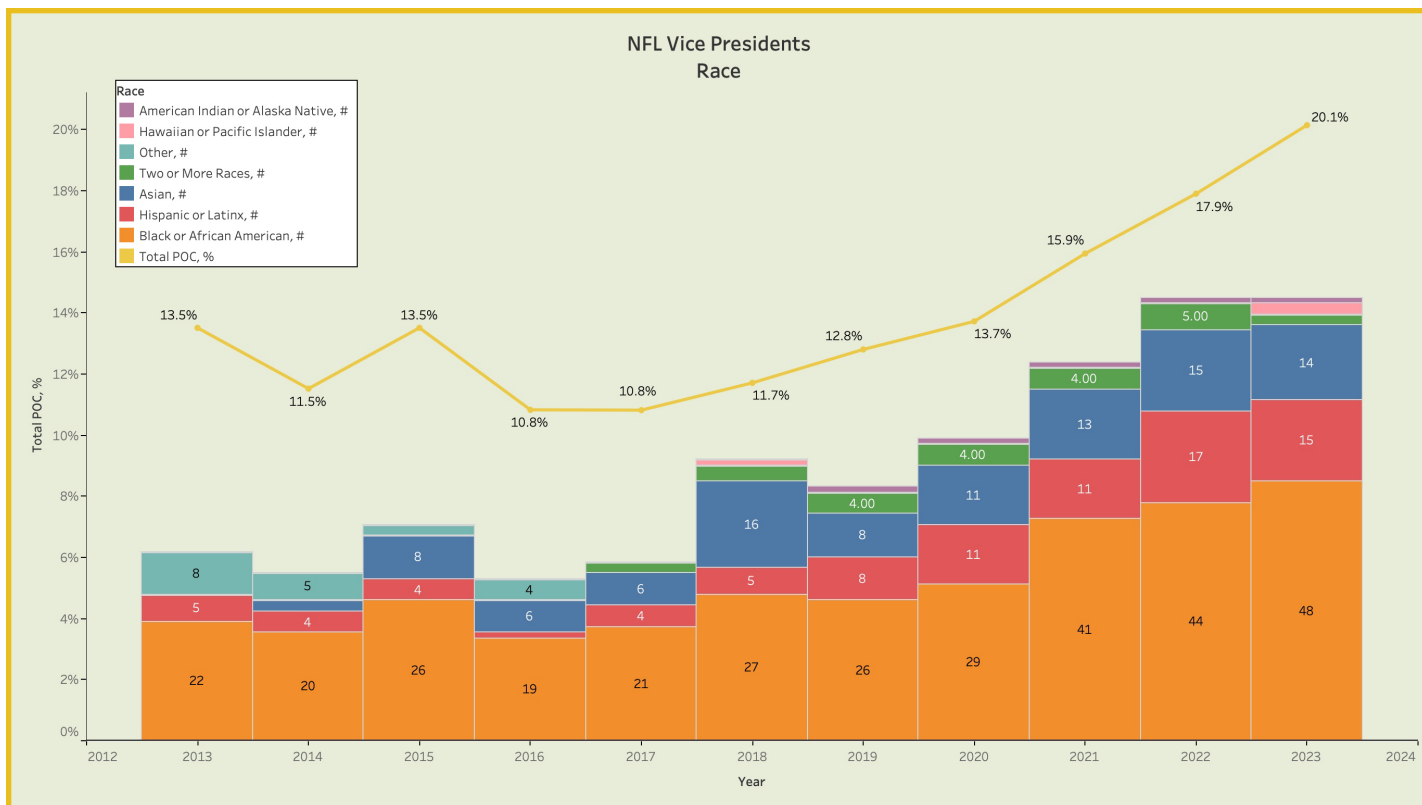
Racial Hiring Grade for Team Vice Presidents

C+  **20.1%**
People of Color

Gender Hiring Grade for Team Vice Presidents

C  **28.3%**
Women

See Table 9.



Team Senior Administration

The percentage of both people of color and women increased in this important category of team senior administration. This category includes the following positions, but is not limited to: directors, assistant general managers, senior manager, senior account executive, senior director, director of player development, and director of partnership operations.

The percentage of people of color who held senior administration positions at the team level increased from 20.4 percent in 2022 to 21.4 percent in 2023. The 21.4 percentage points in 2023 is the highest in NFL Racial and Gender Report Card history. There were no American Indian or Alaska Natives in 2023, decreasing from 0.1 percent. The percentage of Blacks or African-Americans in this category increased compared to 2022, going from 10.3 to 11.4 percent in 2023. Hispanics or Latino(a) in these roles increased to 5.4 percent in 2023 from 4.2 percent in 2022. The percentage of Asians holding senior administration roles decreased to 2.9 percent from 3.0 percent in 2022. The percentage of Native Hawaiian/Other Pacific Islanders decreased from 0.3 percent in 2022 to 0.1 in 2023. The percentage of people who are two or more races decreased from 2.4 percent in 2022 to 1.5 percent in 2023.

Women held 27.5 percent of the team senior administration positions during the 2023 NFL season, a decrease of 1.6 percentage points from 2022, when it was the all time high at 28.4 percent.

Women of color held 6.7 percent of all team senior administration positions. This is an increase of 0.4 percentage points from 2022.

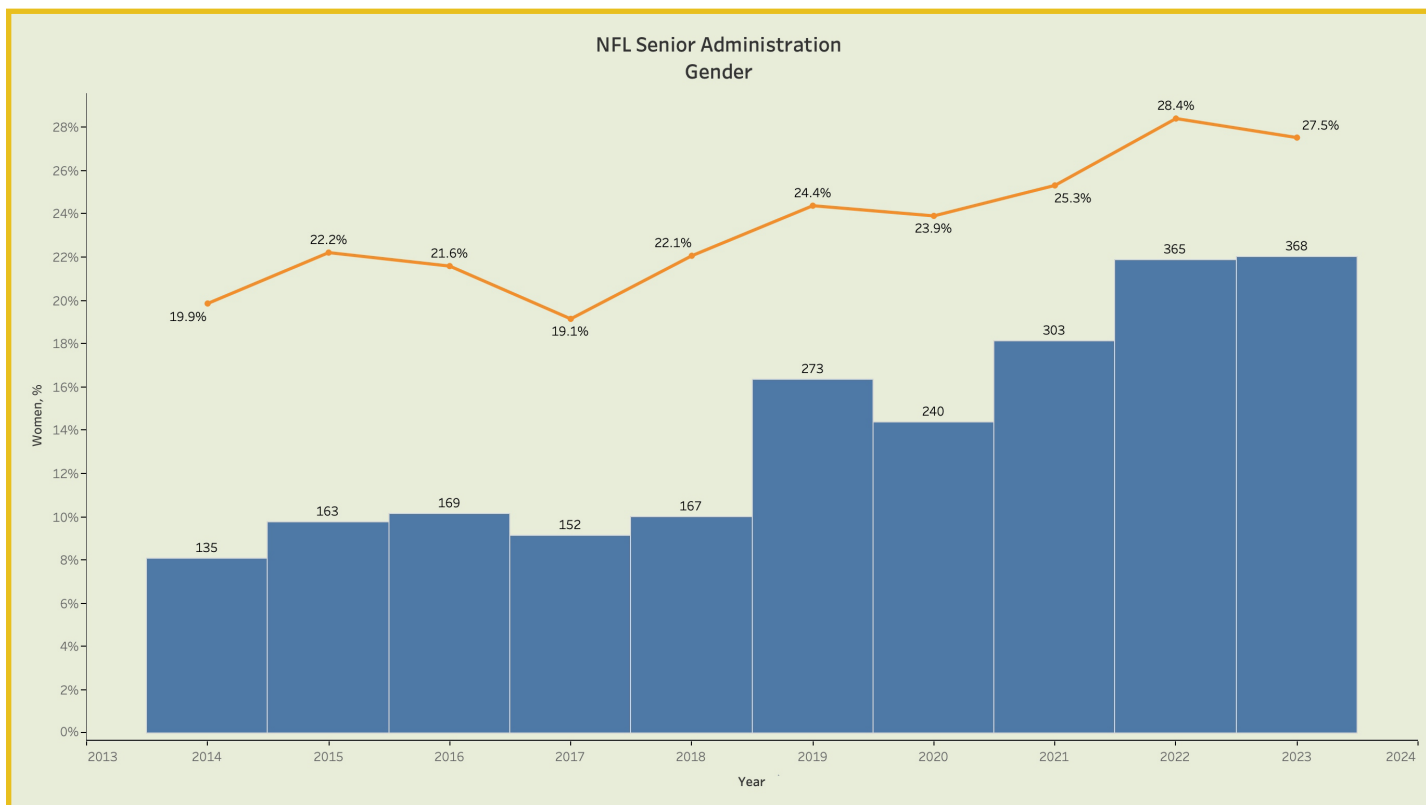
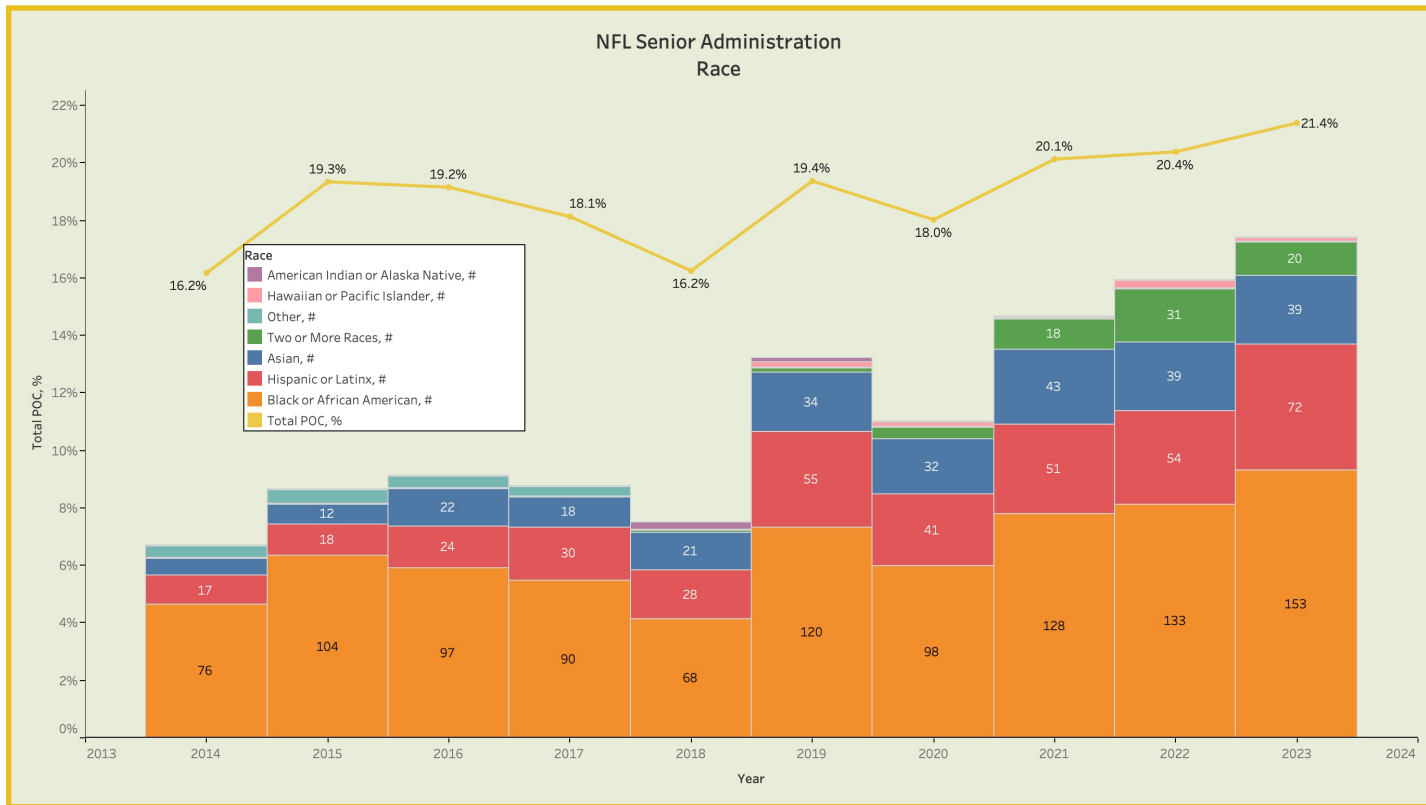
Racial Hiring Grade for Team Senior Administration

C+  **21.4%**
People of Color

Gender Hiring Grade for Team Senior Administration

C  **27.5%**
Women

See Table 10.



Team Professional Staff

The category of Team Professional Staff includes first line and middle management positions at the team level such as: assistant directors, controllers, video coordinators, equipment managers, coordinators, supervisors, and managers.

The NFL experienced an increase in the percentage of people of color in team professional staff positions. The total percentage of people of color in these positions for 2023 was 31.2 percent compared to 28.7 percent in 2022. The percentage of whites holding these positions in 2023 was 67.2 percent compared to 69.4 percent in 2022.

The percentage of Black or African-American team professional staff decreased from 14.7 percent in 2022 to 13.9 percent in 2023. There has not been over 15.0 percent in this category since the 1999 Racial and Gender Report Card. Hispanic or Latino(a) team professional staff increased from 7.2 percent in 2022 to 8.5 percent in 2023. Asians increased from 3.6 percent in 2022 to 4.5 percent in 2023. Those who chose not to specify their race represented 1.6 percent, a decrease from 1.8 percent in 2022.

Women in team professional staff positions increased substantially from 32.2 percent in 2022 to 36.3 percent in 2023.

Only 11.6 percent of the women in all team professional staff positions were women of color in 2023.

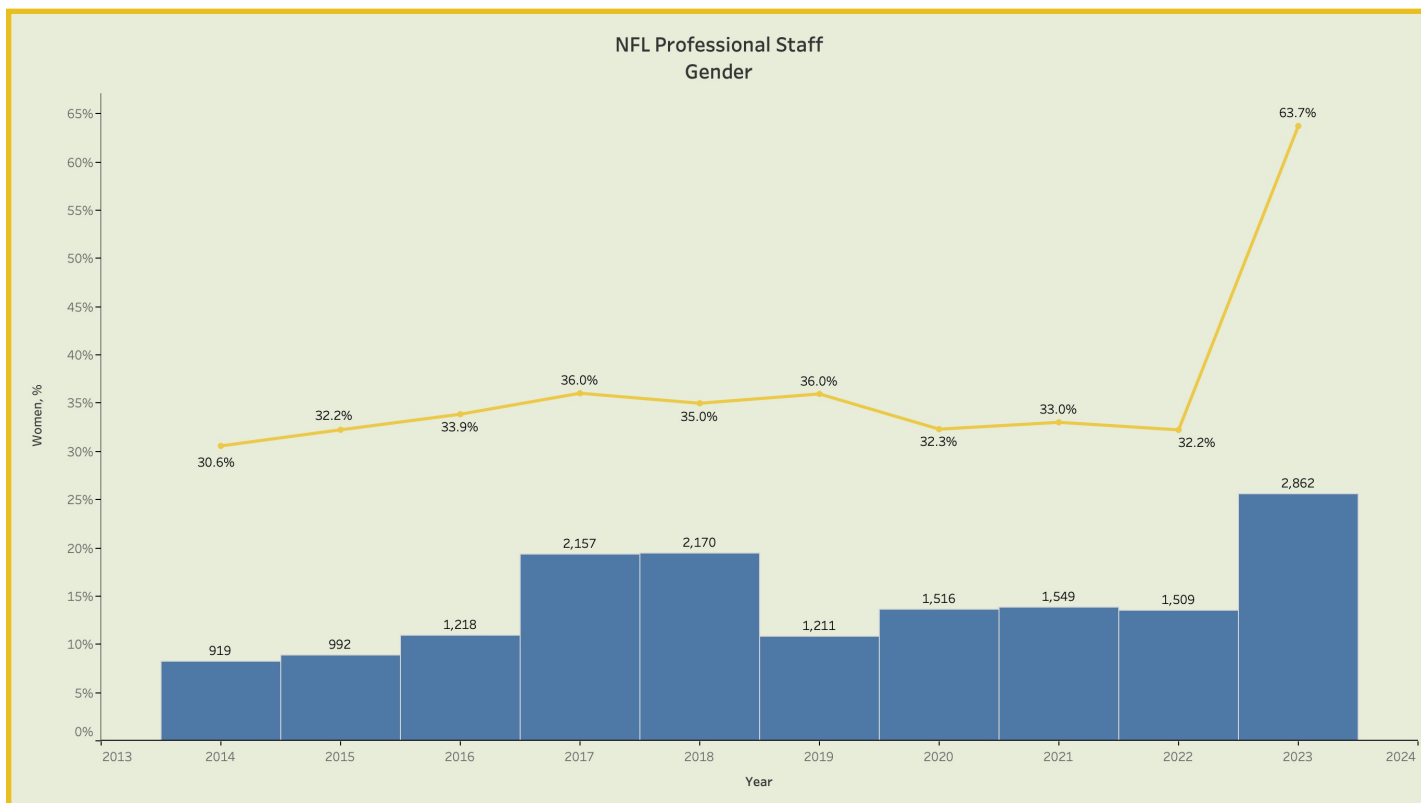
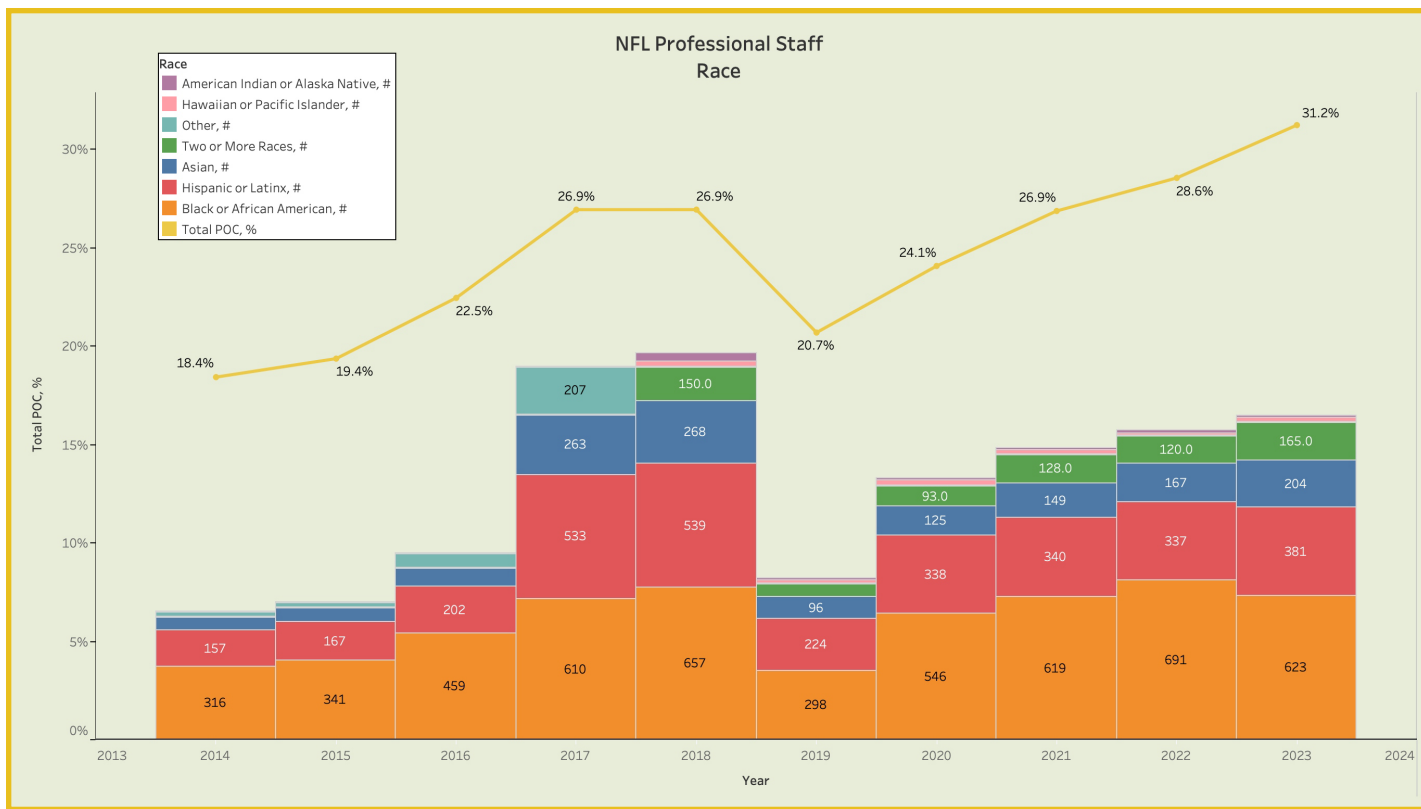
Racial Hiring Grade for Team Professional Staff

B+  **31.2%**
People of Color

Gender Hiring Grade for Team Professional Staff

B  **36.3%**
Women

See Table 11.



NFL DIVERSITY AND INCLUSION INITIATIVES

At the NFL, diversity is a business imperative. Becoming more diverse and fostering a more inclusive culture is a strategic priority critical to the continued growth of the game, strengthening NFL clubs, and continuing to lead through innovation. Accordingly, diversity is one of the League's core values and is an integral element in establishing the NFL's strategic initiatives. The NFL strives to be a model of diversity and inclusion and as such, believes that each member of the NFL family must take ownership of the diversity initiative to achieve full organizational success. A summary of the various ways the NFL currently seeks to promote diversity and inclusion is in Appendix I.

Grade for Diversity Initiatives

A+



How Grades Were Calculated

As in previous reports, the 2023 Racial and Gender Report Card data shows that professional sport's front offices hiring practices do not nearly reflect the number of players of color competing in the game. However, to give it perspective for sports fans, the Institute issues the grades in relation to overall patterns in society. Federal affirmative action policies state the workplace should reflect the percentage of the people in the racial group in the population. When TIDES first published the Racial and Gender Report Card in the late 1980s, approximately 24 percent of the population was comprised of people of color. Thus, an A was achieved if 24 percent of the positions were held by people of color, B if 12 percent of the positions were held by people of color, C if it had 9 percent, a D if it was at least 6 percent and F for anything below 6 percent. The TIDES grading scale continues to be updated to reflect the most recent Census data.

The 2022 Racial and Gender Report Card series was the first year TIDES is using the updated grading scale that is reflective of the 2020 Census data. According to the data, racial ethnic minorities totaled 42.2 percent. For issues of race, an A will be earned if 35.1 percent of the employees are people of color, B for 26.1 percent, C for 17.1 percent, D for 9.1 percent and F for anything at 9.0 percent or below. For issues of gender, an A will be earned if 42.5 percent of the employees are women, B for 34.0 percent, C for 26.5 percent, D for 20.0 percent and F for anything 19.9 percent and below.

Race	Percentage	Gender	Percentage
A+	40.0 & above	A+	46.0 & above
A	35.1-39.9	A	42.5-45.9
A-	32.1-35.0	A-	40.1-42.4
B+	29.1-32.0	B+	37.5-40.0
B	26.1-29.0	B	34.0-37.4
B-	23.1-26.0	B-	31.5-33.9
C+	20.1-23.0	C+	29.0-31.4
C	17.1-20.0	C	26.5-28.9
C-	14.1-17.0	C-	24.0-26.4
D+	11.1-14.0	D+	21.5-23.9
D	9.1-11.0	D	20.0-21.4
F	9.0 & below	F	19.9 and below

It is important to note that starting with the 2021 Racial and Gender Report Card series, a racial and gender hiring grade for team ownership was calculated into the final grades. Team ownership positions have been predominately held by white men. TIDES believes that by grading this position it will make the teams be more accountable in finding ways to increase diversity within these key positions that are ultimately responsible for developing and executing the overall strategy and operations of the teams within each league.

Beginning in the 2021 RGRC series, TIDES started to award bonus points affecting the overall racial and gender grades based on crucial social justice initiatives and hiring milestones. The NFL had many social justice initiatives and hiring milestones that qualified for bonus points. Those initiatives and milestones included the NFL Diversity Advisory Committee and The Coach and Front Office Accelerator Program. In addition to these important NFL social justice initiatives, the NFL was highly invested in local communities. The NFL engages with local communities through several programs, such as the Inspire Change Social Justice Initiative, Inspire Change Changemaker Award, and the NFL Player-Owned Social Justice Working Group. The NFL also expanded its relationships with Historically Black College or Universities (HBCU), providing students with development opportunities and serve to educate and connect HBCU students to careers in football administration and the sports industry at large. They also serve to help develop a pipeline of HBCU talent for the League Office and Clubs.

This year's hiring milestones included Isabel Diaz (Indianapolis Colts), the first Harriet P. Irsay Fellow, as the first woman coach in club history. Additionally, the NFL reached multiple “all-time highs” in the following categories for race: assistant coaches, League Office, general managers, team vice presidents, senior administration, and professional staff. The NFL also had “all-time highs” in the following categories for gender: assistant coaches, League Office, team vice presidents and professional staff.

Methodology

The Institute for Diversity and Ethics in Sport (TIDES) in the University of Central Florida's DeVos Sport Business Management Graduate Program worked with representatives from the NFL League Office to collect data from the NFL's organizations.

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

The report draft was sent to the NFL League Office to be reviewed for accuracy. In addition, updates were requested for personnel changes that had occurred during the season. The NFL responded with updates and corrections that were then incorporated into the final report.

The information for the league office is up to date as of September 2023. The information for players, owners, CEO/presidents, executive leadership, general managers, head coaches, assistant coaches, vice presidents, senior administration positions, and professional staff positions, were up to date as of August 2023.

About the Racial and Gender Report Card

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

The 2023 Report Cards for MLB and NBA have already been released. The WNBA, MLS, College Sport Racial Gender Report Cards and The Complete Racial and Gender Report Card, including all the leagues, will be issued after the release of the individual report on the NFL.

The *Racial and Gender Report Card* is published by The Institute for Diversity and Ethics in Sport, a part of the College of Business Administration at the University of Central Florida (UCF) in Orlando. Dr. Richard Lapchick authored all reports, first at Northeastern University, then at UCF (until 1998, the report was known as the Racial Report Card) until his retirement in 2023. Dr. Adrien Bouchet is now the Director of The Institute for Diversity and Ethics in Sport and is the author of all reports.

In addition to Dr. Adrien Bouchet, Roberta Martire, Jacquelyn Rollins, Bryson Turner and David Zimmerman contributed greatly to the 2023 NFL Racial and Gender Report Card.

The Institute for Diversity and Ethics in Sport (TIDES)

The Institute for Diversity and Ethics in Sport (“TIDES” or the “Institute”) serves as a comprehensive resource for issues related to gender and race in amateur, collegiate, and professional sport. The Institute researches and publishes a variety of studies, including annual studies of student-athlete graduation rates and racial attitudes in sport, as well as the internationally recognized Racial and Gender Report Card, an assessment of hiring practices in professional and college sport. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for exploitation of student-athletes, gambling, performance-enhancing drugs, and violence in sport.

The Institute’s founder, Dr. Richard Lapchick, is 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 stepped down as Chair of the DeVos Sport Business Management Program in the College of Business Administration at UCF after 20 years in 2021. He stepped down as Director of TIDES, which is part of the DeVos Program at UCF, in 2023.

In addition, Lapchick continues to serve as President and CEO of the Institute for Sport and Social Justice (ISSJ) which uses the power by educating, empowering, and inspiring individuals, organizations, and the global community to live their values in standing up for equity, inclusion, and social justice through its highly acclaimed training programs on issues such as diversity, conflict resolution and men’s violence against women. It was formerly known as the National Consortium for Academics and Sports (NCAS).

The current Director of The Institute for Diversity and Ethics in Sport is Dr. Adrien Bouchet. Dr. Adrien Bouchet is the Richard & Helen DeVos Foundation

Endowed Chair and Eminent Scholar of the DeVos Sport Business Management Program. He is a Fulbright Fellow (Portugal) and a Research Fellow, North American Society for Sport Management. In 2017, he served as a Visiting Associate Professor at the W.P. Carey School of Business at Arizona State University. In 2015, he received the MAYO Excellence in Research award from the University of Tulsa. That year, he was awarded the Best Paper Award, Strategy track at the Southern Management Association. He and a co-author were awarded a Knight Commission on Intercollegiate Athletics grant to study the escalation in spending in NCAA athletics.

DeVos Sport Business Management Program

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



DeVos Sport Business Management Program

UNIVERSITY OF CENTRAL FLORIDA



TIDES

Appendix I

2023 NFL Diversity and Inclusion Initiatives

The NFL is intensely focused on increasing opportunities for the identification, growth, development, and advancement of people of color and women across all facets of the League and Clubs. These efforts extend to both football and non-football personnel with emphasis on the following areas.

PIPELINE DEVELOPMENT

NFL Clubs made great strides this year in senior leadership as the League now has 6 Presidents of Color and 2 women:

- Sashi Brown, BLT
- Kevin Warren, CHI
- Hymie Elai, NYJ
- Kristi Coleman CAR
- Sandra Douglass Morgan, LVR (woman of color)
- Damani Leech, DEN
- Jason Wright, WAS

Coach and Front Office Accelerator Program: The inaugural 2022 Coach & Front Office Accelerator took place during the Spring League Meeting. The goal of the program is to provide ownership and club executives exposure to individuals in underrepresented categories who are ready to be Head Coach or General Managers. Simultaneously providing the opportunity for those individuals to network with peers while further developing their leadership and business of football knowledge. Since the inaugural event, the NFL has held two additional events and expanded the participant attendance. The program has supported the advancement of many diverse coaches and front office personnel who have received elevated roles internally and with other clubs.

Women in Football: This season, we'll have 10 women coaching in full-season roles, the most in NFL history and in all male professional sports.

- In addition, 11 clubs had 16 women in coaching roles this training camp – the most ever in any professional male league in the world. This includes 6 women of color— an all-time high.
 1. Isabel Diaz – Indianapolis Colts
 2. Haley Roberts – Tennessee Titans
 3. Callie Brownson – Cleveland Browns
 4. Jennifer King – Washington Commanders
 5. Lori Locust – Tennessee Titans
 6. Maral Javadifar – Tampa Bay Buccaneers
 7. Autumn Lockwood – Philadelphia Eagles
 8. Angela Baker – New York Giants
 9. Jill Constanza – Detroit Lions
 10. Kaelyn Buskey – Baltimore Ravens

- Note: The number of women in Coaching and Football Operations roles has increased by 141% in the past 4 years.
- The NFL has more women in scouting roles than ever before.

HBCU Programming: In May of 2016, the NFL launched Strength of HBCUs, impacting pro-football since 1948 to celebrate and honor the historical impact of HBCUs and their players on the game, and to provide career opportunities in the game of football. Since 2016, the League has expanded on initiatives and collaborative efforts primarily focusing on providing development opportunities for students to a variety of avenues. Through relationships with Historically Black Colleges and Universities (HBCUs), the NFL has developed several HBCU- focused programs to recognize and strengthen its relationships with HBCUs across the country. These programs serve to educate and connect HBCU students to careers in football administration and the sports industry at large. These initiatives also serve to help develop a pipeline of HBCU talent for the league office and clubs. Programs and engagement opportunities include:

NFL Experienceship Program: The Experienceship program serves to connect, develop, and provide diverse collegiate candidates interested in establishing a career in sports and entertainment with hands-on opportunities to network and learn about the business through practical learning and shadowing experiences at NFL tentpole and sponsored events. Its three pillars are Mentorship, Experience, and Access. This program has seen over 100 participants since its inception and has served as an early identification program to the NFL's talent pipeline, with five students hired to the NFL's summer internship program, three students taking on roles with the NFL's prestigious Rotational Program and five additional students taking on roles with various NFL Clubs.

HBCU Careers in Football Forum: More than 50 students from Historically Black Colleges and Universities (HBCUs) were selected to attend the 2023 NFL HBCU Careers in Football Forum. The annual forum, which was held in Atlanta this year, took place on December 16th. Since 2016, the Forum has introduced over 300 students and entry-level athletic department administrators to career opportunities in professional football. Each year, the Forum invites participants to hear from sports industry professionals and creates networking opportunities for students to learn more about their desired career path. This year, attendees will represent 46 institutions.

HBCU Battle of the Brains: The HBCU Battle of the Brains provides an opportunity for STEM students from various institutions to showcase their top talent as they seek to develop a comprehensive solution to a designated issue or problem within 24 hours. NFL staff from NYC, LA and NJ engaged with students throughout the event offering advice on the case and general career insights. Since 2019, the League served as the Title Sponsor and the Presenting Sponsor which takes place at SXSW in Austin, Texas.

HBCU + Madden Tournament: In 2021, the NFL hosted the second NFL + HBCU Madden Tournament. The tournament is designed to connect HBCU communities and encourage competition among HBCU Madden players. The event was open to members of the CIAA, MEAC, SIAC, SWAC where registered players participated in single elimination qualifiers with the top four from each conference advancing to the Madden NFL 21 X HBCU Showcase Super Bowl week. The finals were broadcasted on the EA Madden Twitch channel and a prize pot of \$10k was awarded to the top two players. Thirty-four HBCUs were represented throughout the tournament.

HBCU Week: HBCU Week encourages high-school seniors to enroll into Historically Black Colleges and Universities, by providing them with scholarships for matriculation and a sustainable pipeline for employment from undergraduate school to corporate America. Since 2020, the NFL has served as the presenting sponsor for HBCU Week and has received 500+ scholarship applications and has awarded seven academic scholarships to students.

HBCU Officiating Grants: The NFL provides annual grants to the four major HBCU Athletic Conferences dedicated to officiating development. Training sessions for officiating staff including clinics, game evaluations, technology, and continued education.

HBCU Combine: The NFL plans to host an HBCU Combine annually with an objective to provide exposure, mentorship, and development opportunities for HBCU prospects. Through this combine, HBCU athletes experience a world-class on-field evaluation by NFL scouts.

NFL Women's Forum: The NFL hosted its seventh annual Women's Forum in February of 2023. The Forum connected female participants currently working in college football with leaders in professional and collegiate football. The goal of the Forum is to support the development of a talent pipeline by connecting high-potential female candidates to career opportunities in football. Over the course of the two-day event, participants networked with hiring managers and football decision-makers and learned from experts at all levels of the game on how to further their careers in football.

- 50% of participants secured NFL jobs, majority of whom are women of color.
- Graduates from the program include Jennifer King (WAS), the League's first Black female coach, Salli Clavelle (SF), the NFL's first Black female scout and Heather Marini (Brown University), the first female positional coach in the history of the sport.

Bill Walsh Diversity Coaching Fellowship: Established in 1987, the Bill Walsh Diversity Coaching Fellowship provides annual NFL coaching experience to outstanding coaches from diverse backgrounds. The program, which was named after the man who conceived the idea – late Pro Football Hall of Fame head coach Bill Walsh – exposes talented coaches from other levels of football and NFL Legends to the methods and philosophies of NFL coaching staffs. Walsh introduced the concept to the league in 1987 when he brought a group of minority coaches into his San Francisco 49ers' training camp. The fellowship was designed as a vocational tool to increase the number of full-time NFL minority coaches within the League. The Bill Walsh NFL Diversity Coaching Fellowship is just one NFL program aimed at developing a diverse pipeline for club personnel.

Nunn-Wooten Scouting Fellowship: The Nunn-Wooten Scouting Fellowship has served to expose former NFL players, former football student-athletes, and college recruiting and personnel staff members to careers in professional scouting since 2015. Named after longtime NFL executives Bill Nunn and John Wooten, the fellowship provides participants rare access to an NFL front office, giving them an on-site, inside look at the skills needed for a career in NFL scouting.

Quarterback Coaching & General Manager Summit: In partnership with the Black College Football Hall of Fame, the NFL held the third annual OZZIE NEWSOME GENERAL MANAGER FORUM and the fifth

annual QUARTERBACK COACHING SUMMIT. From June 21-23, front office personnel and coaches from colleges and the NFL took part in the symposiums at the NFL Los Angeles office to experience peer-to-peer professional development and networking opportunities, along with interactions with select NFL club executives. Participants gained insights and knowledge directly from quarterback coaches, offensive coordinators, head coaches and club presidents. Both the Forum and the Summit featured a variety of sessions, including how to build a staff, insight into position coach roles, and the use of analytics in coaching and personnel. There were also sessions conducted by member club presidents, including priorities and the process of selecting a general manager, head coach, and coordinators. Participants gained insights and knowledge directly from quarterback coaches, offensive coordinators, head coaches and club presidents. Both the Forum and the Summit featured a variety of sessions, including how to build a staff, insight into position coach roles, and the use of analytics in coaching and personnel. There were also sessions conducted by member club presidents, including priorities and the process of selecting a general manager, head coach, and coordinators.

Ozzie Newsome General Manager Forum: In partnership with the Black College Football Hall of Fame, the NFL hosted the second annual Ozzie Newsome General Manager Forum on June 21, 2022 as part of the NFL's commitment to break mobility barriers and develop a diverse and inclusive workforce. The forum provides a platform to help identify, educate, and prepare minority candidates across the league and expose them to professional development and networking opportunities with NFL club executives. Participants heard from front office personnel including Tampa Bay Buccaneers Senior Director of Football Research Jacqueline Davidson, Black College Football Hall of Fame Co-Founder James "Shack" Harris, San Francisco 49ers General Manager John Lynch, Dallas Cowboys Vice President of Player Personnel Will McClay, and Baltimore Ravens Executive Vice President of Player Personnel Ozzie Newsome.

Third-Party Event Networking Opportunities: The league utilizes third-party partners and events such as the NFLPA All-Star Game, the East West Shrine Bowl, the Senior Bowl and more as networking opportunities to help identify talent which contribute to the league's diversity career pipeline.

- All-Star Game Integrations: As part of the NFL's ongoing commitment to identifying and developing the next generation of diverse leaders in football, NFL Football Operations considered applicants from multiple conferences and selected participants for a weeklong working Experienceship at the following events in 2022: The East-West Shrine Bowl (Las Vegas, NV), the HBCU Combine (Mobile, AL) and the Senior Bowl (Mobile, AL). The positions offered were in Athletic Training, Equipment, Video Operations and Coaching. Participants had the opportunity to gain valuable experience for individual growth and allow them to network with League executives, NFL Club Personnel and coaches.
- HBCU Student-Athlete Fellowship Program: Football Operations and Talent Acquisition invited six HBCU football student athletes to participate in an 8-day fellowship program at the League Office. Participants learned about the business structure and organizational model of the League Office, 32 Clubs and external partners. This was the inaugural year of this program.

The Rooney Rule: The Rooney Rule – adopted in 2003 and named after Dan Rooney, the late Pittsburgh Steelers owner and former chair of the NFL Diversity Committee – requires clubs with a head coaching vacancy to interview diverse candidates for the position. The rule has been strengthened through the years and expanded to include general managers and equivalent front office positions.

In 2016, it was further updated to ensure at least one woman and/or person of color is interviewed for any

executive vacancy in the league office. In May 2020, the league announced an expansion of Rooney Rule requirements. Enhancements include changes both on and off-the-field. Clubs will now be required to interview at least two external minority candidates for the following positions: head coach vacancies, coordinator vacancies, and general manager vacancies.

For the first time the Rooney Rule will also apply to a wide range of executive positions. Clubs must now include minorities and/or female applicants in the interview processes for senior level front office positions such as club president and senior executives in communications, finance, human resources, legal, football operations, sales, marketing, sponsorship, information technology, and security positions. The league office also adheres to these requirements. Since the Rooney Rule's inception, the number of minority coaches in the NFL has more than tripled. Given its positive impact, the Rooney Rule has been adopted by several organizations in both the private and public sectors, including within the United States Congress, as an industry "best practice." In March 2022, the Rooney Rule became applicable to people of color and all women and both groups are considered diverse under the Rooney Rule. In May 2022, the QB Coach position was also made subject to the Rooney Rule and requires that clubs interview at least 1 external minority candidate for open QB coach positions.

Hiring Process Improvements

- In May 2022, membership approved a resolution that delayed in-person Head Coach interviews until after the conclusion of Wild Card weekend. In October 2023, membership approved a resolution to delay in-person Head Coach interviews one week further, until the conclusion of Divisional Playoff games
- The League continues to encourage to have a diverse interview panel
- Clubs are encouraged to continue to utilize the Hiring Best Practices Guide, which was created in 2022 and acts as a comprehensive playbook for Club owners and decision makers
- Content built from League Interviews and Russell Reynolds expertise
- Primary focus on Coach and Primary Football Executive Positions but can be utilized for all positions at a Club

Rewards for Development

- Reward Clubs for developing diverse employees who advance to a Primary Football Executive (GM) or Head Coach position at another Club
- 6 Clubs have received compensatory draft picks since enactment of this reward system in 2020

NFL Football Administration Website and Database: In our ongoing efforts to enhance hiring and mobility for coaches and football executives, the NFL Football Administration Database is maintained to assist club owners and club executives in their effort to identify talent and serve as a resource for comprehensive, accurate, and up-to-date information on potential candidates as well as hiring policies and procedures. This Database now has a diversity, equity, and inclusion function to help more closely identify minority candidates.

Club Diversity Coaching Fellowships: All 32 NFL clubs will host a coaching fellowship program geared towards minority candidates. These fellowships are full-time positions, ranging from one to two years, and provide NFL Legends, minority, and female participants with hands-on training in NFL coaching. While positions at each organization vary, these programs help identify and develop talent with the goal of advancing candidates to full-time coaching positions through promotion within.

organization vary, these programs help identify and develop talent with the goal of advancing candidates to full-time coaching positions through promotion within.

Fritz Pollard Alliance Partnership: The Fritz Pollard Alliance (FPA) was formed as a group of NFL minority coaches, scouts and front office personnel over ten years ago. The NFL continues to maintain its active partnership with the Fritz Pollard Alliance to identify and support qualified minority candidates for coaching, front office and scouting positions. In 2020, an expanded Fritz Pollard Alliance Advisory Panel was established to help advise ownership in identifying minority candidates for open positions.

- **FPA Professional Development Program:** The NFL collaborated with the FPA to provide a two-week career development and networking virtual series. The program’s curriculum focuses on both football and business operations. The league will work with FPA to host similar targeted, invitation-only sessions at the 2022 Senior Bowl.

TALENT IDENTIFICATION & RECRUITMENT

Summer Internship Program: The NFL Summer Internship Program allows rising college Seniors and Master’s, and law school students to get targeted work experience in the sports industry through a ten-week structured program. The 2023 class consisted of 53 students – including a significant proportion of women (60 percent) and people of color (60 percent). In total, forty-four colleges/universities were represented in the 2023 class, including six HBCU students.

NFL Films Fall/Spring Internship Program: The NFL Films Internship Program allows for current students or recent graduates to get a hands-on approach to learning from award-winning staff with real work assignments under the guidance of professionals. The 2023 Spring and Fall classes consisted of 28 interns – including a significant proportion of women (60 percent) and people of color (64 percent).

National Association of Black Journalists (NABJ): As a concentrated effort to provide opportunities off-the-field Black journalists interested in various aspects of the game including off the field professions, the NFL League Office and NFL Media continues to enhance its footprint at the annual NABJ convention. The convention draws over 3,000 of the nation’s top journalists, media executives, public relations professionals and students. Ambassadors from the NFL attend each year to identify strong, diverse candidates to join the league.

Emma Bowen Foundation: The EBF Fellowship promotes a more diverse industry by placing students of color in multi-year paid internships at leading media and tech companies. Since its partnership with Emma Bowen Foundation in 2020, the NFL has hired fifteen EBF interns, 4 NFL Films Fellowship participants and 2 EBF Rotational Program participants.

Lime Connect: Lime Connect represents the largest network of high-potential university students and professionals - including veterans - who have disabilities in the world that is focused on rebranding disability through achievement. Lime Connect works with students and organizations alike to attract, prepare and connect talent to internships and full-time careers with organizations such as the NFL.

The Hispanic Alliance for Career Enhancement (HACE): is a national non-profit dedicated to the employment, development, and advancement of current and aspiring Latino professionals. Since 1982, HACE has served as a resource for Latinos in the workplace and is a subject matter expert for corporations seeking to access diverse talent. The NFL is proud to continue to partner with HACE on career development and training.

Latinas in Tech: Latinas in Tech is a non-profit organization with the aim of creating a tech industry where Latinas are well-represented throughout all levels of the ecosystem by empowering them to be innovators and leaders. The NFL is proud to support Latinas in Tech's mission of providing the resources, opportunities and community Latinas need to thrive, innovate and lead in tech.

Latinx in Sports: Founded in October 2020, Latinx In Sports furthers the conversation of Latino representation and influence in the sports industry by building a strong community and network of professional Latinos working in sports. Latinx in Sports' goals are to amplify Latino voices and grow Latino presence in sports organizations. The NFL is proud to partner with Latinx in Sports in industry discussions and recruitment pipelining.

ColorComm: ColorComm is the nation's leading women's platform addressing diversity & inclusion across the communications, marketing, advertising, media, and digital industries. The NFL is proud to partner with ColorComm on professional programming.

Hispanic Heritage Foundation: The NFL and Hispanic Heritage Foundation have partnered since 1998 to recognize and celebrate Hispanic and Latino excellence in and around the NFL community. Whether it was featuring an impactful Latino leader or recognizing a standout youth for their athletic and academic excellence through the HHF's Youth Awards, the two organizations have collaborated to celebrate outstanding Latinos for many years. This season, the NFL and Hispanic Heritage Foundation will sustain this momentum by selecting and honoring outstanding Latino youth football players throughout the League's 32 Club markets. The reimagined program will highlight Latino excellence, while putting a focus on football and the next generation of fan and player. The program also connects with the NFL Clubs by enabling them to nominate and recognize youth from their local markets, with the final eight representatives receiving scholarship money for college, while being celebrated during Pro Bowl week.

STRUCTURE AND STRATEGY WITH ACCOUNTABILITY

Diversity, Equity and Inclusion Committee: The NFL's DEI Committee is comprised of NFL owners and executives. This group meets several times a year to discuss, analyze and present proposals and recommendations to enhance the current and future state of diversity, equity and inclusion in the NFL. Members of the Committee include Art Rooney II - Pittsburgh Steelers (Chair), Michael Bidwill - Arizona Cardinals, Arthur Blank - Atlanta Falcons, Darcie Glazer Kassewitz - Tampa Bay Buccaneers, John Mara - New York Giants, Kevin Warren - Chicago Bears, Carrie Walton Penner - Denver Broncos, and Kim Pegula - Buffalo Bills.

Diversity Advisory Council The NFL announced the creation of the NFL Diversity Advisory Council, following its pledge in February 2022 to retain outside experts to review the league's diversity policies and practices. The six-member committee will lend its expertise, external perspective on industry best practices and will evaluate league and club diversity, equity and inclusion (DE&I) strategies and initiatives. This includes all hiring processes, policies and procedures, with a primary focus on senior-level coach and front office personnel

positions. After completing this evaluation, the committee will provide comprehensive recommendations to the league office and club ownership for consideration.

Diversity, Equity, and Inclusion Leads: In March 2023, the NFL's ownership-led Diversity, Equity & Inclusion committee agreed to have a designated leader at every club by the start of the 2023 season. To date, all 32 clubs have appointed their leader, with more than half being in VP+ level positions.

Optimization of the Hiring Process: The NFL partnered with the Russell Reynolds Associates in 2021 to create a Best Practice Hiring Guide which is meant to improve and optimize the hiring process for Head Coach and General Manager positions. After conducting extensive research and interviewing, the NFL hosted two workshops to detail best practices to help candidates prepare for HC/GM interviews in the next hiring cycle. In addition to this effort, hiring playbooks were distributed in 2022 to assist all NFL hiring managers create a more equitable hiring process across the board. The Guide will be provided to all clubs which have a Head Coach or General Manager opening this upcoming hiring cycle.

Strategy – DEI Plans for League and Clubs

- **NFL Strategic Plan Creation:** The League office has finalized a league-wide Diversity, Equity and Inclusion (DEI) strategic plan which encompasses all areas of the organization. The main area of focus is on our People, Culture, Learning and our increasingly diverse Community (fans, players, and employees). The Plan is being used as a guide to provide support to the clubs as they develop their own DEI plans and initiatives.
- **Department-led Diversity, Equity and Inclusion (DEI) Committees:** NFL departments, led by League EVPs, initiated and developed their own DEI working groups and committees to create strategies, practices and standards for each department and to hold all employees and leaders accountable for measurable progress. Each department head, with the support of the DEI committees, has their own DEI plans which are measured throughout the year. This is the third year we have required plans for each major business unit and senior executives.
- **Club DEI Plan Creation:** For the third year, all 32 clubs have created a customized DEI strategic plan that focuses on the pillars of People, Culture, Community, and Learning. New in 2023, both the League and Clubs will manage a shared objective around supplier diversity.

Accountability / Diversity Data Collection: For the fourth year, the NFL implemented its data collection process by which it can collect and analyze club diversity data for the purpose of providing detailed diversity data to the League office and clubs to measure progress. All 32 clubs participated in this data collection. The NFL has partnered with Mercer to provide a comprehensive set of benchmarking diversity reports for each club and each NFL Executive Vice President which will analyze areas of strength and opportunity for the League. NFL has partnered with Gallop and conducted an employee survey which examined the engagement and sense of inclusion NFL employees have in the organization. The survey has provided strong qualitative data we will use to further develop a strategy that addresses the needs and desires of our employees to ensure we provide a safe, welcoming environment where all have a strong sense of belonging.

EDUCATION

The NFL has developed an extensive program to further educate employees on the importance of topics relating to DEI. Some of the main educational programs are stated below:

League Office Trainings

- **Social Responsibility (Domestic Violence/Sexual Assault) Training:** Year 9 of our education program focuses on adult and childhood domestic violence and sexual assault trauma. We will also go back to basics on these issues offering tangible “Do’s and Don’ts” from a panel of experts and survivors.
- **Intersectionality Training:** In 2023, the NFL will continue to deepen its DEI learnings by focusing on the topic of Intersectionality. In this training, participants will learn the definition of Intersectionality, the implications of intersectionality in the workplace, and how to cultivate a more inclusive work environment. The training will be administered by one of two Partners, RISE or Paradigm, to all full-time business and football employees at the League and clubs.
 - **RISE:** Rise is a national nonprofit that educates and empowers the sports community to eliminate racial discrimination, champion social justice and improve race relations.
 - **Paradigm:** is a national organization aiming to educate and empower businesses to advance DEI efforts
- **Preventing Harassment and Discrimination Training:** The NFL is committed to maintaining a discrimination-free, respectful, and productive work environment. As such, all club Business and Football personnel, including part-time and gameday staff must complete mandatory Preventing Harassment and Discrimination training, as required by the League.

NFL Leadership Development Programs: The NFL has worked to develop a number of Leadership Development Programs for diverse talent:

- **NFL/NYU Mid-Level Management Program:** In 2021, the NFL announced the development of the NFL-NYU Sports Executive Education Program. The program is a joint effort between the NFL and the NYU School of Professional Studies Preston Robert Tisch Institute, which was designed specifically for diverse, rising NFL leaders. The program was developed to equip the next generation of the League’s executives with the knowledge and skill sets needed to take advantage of the revolution of new technologies, to harness the power of globalization, and to identify and capitalize on “game-changing” consumer preferences—all factors that are redefining sports around the world. Central to its mission will be a focus on increasing the diversity of rising leaders in the organization, empowering them with new tools and insights to adapt to a changing sports environment. Since its inception in 2021, 40 League Office employees have completed the program. In June of 2023, the program was expanded to include individuals from the NFL Clubs and the League office.
- **NFL/Stanford University League of Leaders Program:** Created in an effort to accelerate and enhance the development of the next generation of leaders at the club and league office, this program was comprised of 40 senior level participants (32 club, 8 league) with an emphasis on people of color and women. Over a week, participants learned from 8 NFL/club guest speakers, participated in group projects (new markets, social responsibility, fan growth and partner assets) and underwent a diverse and comprehensive curriculum.

- **WISE Emerging Leadership Program:** This immersive, six-module program requires active participation over a four-month period comprising pre-work, reflection, group and break-out sessions, and other interactive activities. This program is specifically designed to expand the leadership capabilities of female professionals and will help participants further their understanding and application of business, strategic and financial acumen, and help prepare mid-career female leaders for future career advancement. This year, the NFL nominated 32 women from each of the 32 Clubs to participate in this immersive program.
- **WELI (WISE Executive Leadership Institute):** WISE Executive Leadership Institute (WELI) is designed to help the upper echelon of female leaders become more effective leaders and skillfully navigate their business environment.
- **McKinsey Connected Leaders Program:** McKinsey's Connected Leaders Academy focuses on advancing racial equity by investing in future leaders. The Connected Leadership Academy is the umbrella over McKinsey's two award-winning programs: The Management Accelerator (MA), for early to mid-career leaders, and the Executive Leadership Program (ELP), for senior executives looking to ascend to C-suite roles. The Connected Leaders Academy is designed to provide leaders a catalyst for growth by equipping future leaders with the peer network and sponsorship that will help them achieve their aspirations as well as new capabilities, mindsets, and behaviors. The program is experienced through identity-based communities and McKinsey currently offers cohorts for Black leaders, Hispanic-Latino leaders, and Asian leaders. Participants who complete the program will receive a certification from McKinsey.

DIVERSITY COMMUNITY ENGAGEMENT

Inspire Change:

In 2020, the League made a \$250M Commitment over a 10yr period to combat systemic racism. This commitment included dedicated financial resources from the league, clubs, and players to non-profit organizations, league-wide amplification of inspiring stories of players making differences in their communities and society and deployment of public policy and government affairs resources at the local, state and national levels. In 2023 the League surpassed their original commitment four years ahead of schedule, and expanded their ongoing relationship with the Players Coalition for an additional five years with an additional \$15 million grant. This contribution helps to further extend the reach and impact of Players Coalition work in building awareness and influencing legislation and policy around racial and social justice issues to drive systemic change.

Club Involvement: NFL clubs and players have been supporting social justice efforts in many ways. Clubs have hosted or participated in more than 500 social justice events in the last year. This includes:

- Training sessions, community gatherings, and ride-a-longs with players and local police departments, as well as team-facilitated volunteer programs that involve police officers and underserved youth
- Events with local job-placement programs for the formerly incarcerated, as well as inmates nearing release from prison
- Involvement with local police explorer's programs
- Financial commitments to underserved schools, ranging from support for busing to assistance in purchasing uniforms for students in need.
- Facilitation of mentorships or daylong learning sessions for at-risk youth and players and team staff and executives

- Club financial donations to non-profit organizations working to bridge the digital divide
- Individual club financial commitments to various social justice organizations
- Scholarship and continuing education programs for underserved communities

Inspire Changemaker Award: The NFL continues to amplify the social justice work of players and Clubs throughout the 2023 season. Each team will highlight its social justice work during Weeks 15/16 where all clubs will receive Inspire Change branded banners, goal post wraps, on-field stencils, helmet decals, and video board graphics. In 2022, the League established the “Inspire Change Changemaker Award”, an award that collectively celebrates 32 social justice changemakers and their work in the community. The NFL will award an Inspire Change Changemaker again in 2023. On behalf of each Club’s award nominee, the NFL Foundation will donate \$10,000 to 501c3 organizations focused on an Inspire Change program pillar. Changemaker nominees will be recognized during each Club’s Inspire Change home game and celebrated during Super Bowl week.

NFL Player-Owner Social Justice Working Group: The Player-Owner Social Justice Working Group was established in 2018 to work with League Office staff to identify future social justice programs that have both broad support and a potential for high impact – and make financial recommendations accordingly for Inspire Change. The 10-member panel is made up of five players (both current and former) and five owners. Members of this working group include Michael Bidwell, Arthur Blank, Gayle Benson, Dee Haslam, Shad Khan, Kelvin Beachum, Anquan Boldin, Aeneas Williams, Patrick Laird and Trey Smith. Since 2018, the Working Group has approved more than \$38 million in grants to more than 40 social justice non-profits nationwide, focusing on work in the following four issue areas: education, economic advancement, police-community relations, and criminal justice reform.

NFL Social Justice and Racial Equity Council: In 2021, the NFL formed the Social Justice and Racial Equity Council comprised of a mix of experts in the social justice field to advise the League on the evaluation of organizations considered for grant funding, storytelling efforts, and internal and external communication tactics. These industry experts serve as an advisory committee to the League Office on social justice issues and the Inspire Change initiative.

LGBTQ+ Engagement: The NFL works with a number of LGBTQ+ organizations in the community. In recent years, they’ve hosted gatherings during NFL tentpole events with You Can Play - an LGBTQ educational advocacy organization dedicated to ensuring equality, respect and safety for athletes, coaches and fans regardless of sexual orientation and/or gender identity. The NFL was the first professional sports league to join the initiative when it launched in 2013. The league also provides support for organizations including GLAAD, Athlete Ally, and the Gay Flag Football League, and most recently, provided support for the Trevor Project to increase their capacity to answer outreach. The NFL has worked with GLAAD to implement LGBTQ in the Workplace training for League and Club staff.

NFL Business Connect Event-Based Diverse Supplier Program: The NFL’s Business Connect Program is an NFL Events Department supplier diversity program designed to increase opportunities for minority-owned, women-owned, veteran-owned, and LGBTQ+-owned business enterprises to bid on contracts related to the events surrounding Super Bowl and the Draft. The NFL introduces certified, event ready, eligible businesses selected for the program to the League’s vendors to partake in event production related work and/or grow their businesses for future success. The program also hosts a series of developmental workshops in partnership with local small business development organizations and/or local higher educational institutions. This comprehensive

business outreach initiative ensures minority and women owned enterprises are included in the NFL events' procurement process and more importantly, supports their long-term growth and development.

CHANGE Grants: Since 2012, the NFL has funded America Cancer Society's Community Health Advocates Implementation Nationwide Grants for Empowerment and Equity (CHANGE) grants, which have contributed to over 650,000 screenings in underserved communities and reached more than 1.3 million individuals with education, screening reminders and patient navigation, bringing these life-saving messages and screening services to those who need them most.

Black College Football Hall of Fame: In early 2016, the Pro Football Hall of Fame (PFHOF) and the Black College Football Hall of Fame (BCFHOF) announced a partnership that will result in a permanent home for the BCFHOF as part of the new Johnson Controls Hall of Fame Village on the PFHOF's campus in Canton, Ohio, adding to the history and association of HBCUs and their players influence on the game. The BCFHOF announced its 13th class in January 2022, inducting seven individuals from a list of 29 finalists who had been determined by the 10-member selection committee. These new inductees made their first public appearance at the HBCU Legacy Bowl in February 2022. The NFL's Executive Vice President of Football Operations, Troy Vincent, received the Founders Award this year, which recognizes individuals who have provided long standing support and a commitment to preserving the legacy and vision of the Black College Football Hall of Fame.

Sports Advocacy Program: The NFL launched the Sports Advocacy Program at Morehouse College in 2018 in collaboration with the Ross Initiative in Sports for Equity (RISE). The program's objective is to provide the next generation of athletes who wish to use sports as a platform for advocacy with tools and resources to impact social issues respectfully and responsibly. Over the course of the program, athletes are afforded an opportunity for skill building and an understanding of advocacy strategies. They participate in sessions on identity, power and community building, learn how to start and support their own foundations and not-for-profits, and explore the history of sport, civil rights and social justice movements while hearing from academics, social activists, and fellow athletes.

Congressional Hispanic Caucus Institute: The Congressional Hispanic Caucus Institute (CHCI) is the premier Hispanic nonprofit and nonpartisan 501(c)(3) organization in the country dedicated to developing the next generation of Latino leaders. CHCI provides leadership, public service, and policy experiences to outstanding Latino/a/x students and young professionals, and convenes public officials, corporate executives, nonprofit advocates, and thought leaders to discuss issues facing the nation and the Hispanic community. The NFL is proud to support the Congressional Hispanic Caucus Institute.

TAAF: The Asian American Foundation was founded in response to the rise in anti-Asian hate and violence, TAAF is reversing the longstanding under-investment in our community and addressing the root causes of hate and discrimination. The NFL is proud to support TAAF.

INCLUSIVE CULTURE

NFL Diversity- Related Employee Resource Groups: This year, the NFL added a new Employee Resource Group, for a total of nine ERGs:

- **LIGA (Spanish translation – “league”):** LIGA is a coalition of employees focused on supporting the engagement and professional development of Latinx employees at the NFL while bringing a greater understanding and appreciation of the Latinx community to NFL employees of all walks of life. By facilitating discussions around cultural inclusivity and important diversity issues, LIGA hopes to identify opportunities that expand on the NFL’s positive work environment while celebrating the richness of Latinx cultural diversity and driving cultural engagement.
- **NFL Green:** The Green Team leads the charge in environmental stewardship at the NFL, creating a strong culture of sustainability and awareness of our environmental impact.
- **Women’s Interactive Network (WIN):** NFL Women’s Interactive Network (WIN) aims to empower and inspire those within the NFL dedicated to the professional development and advancement of women, while deepening the engagement of all employees at the League. WIN fosters opportunities for professional and career development through education, mentoring, and skills-building activities and events. WIN brings employees of the NFL together to educate each other on gender and diversity issues in the workplace and helps to enhance the culture of the NFL.
- **Black Engagement Network (BEN):** Black Engagement Network (BEN) is an NFL Employee Resource Group established to develop, acquire, and retain Black talent at the NFL while also serving as an employee resource group for league leadership as needed. BEN’s mission is to strengthen the NFL’s commitment to Black employees through professional development, career management, mentoring, networking, and community outreach, while creating an inter-cultural understanding of Black employees.
- **NFL PRIDE:** NFL PRIDE is an employee resource group that aims to heighten the visibility of the LGBTQ+ community in the NFL offices so that employees of all sexual orientations feel comfortable being themselves in the workplace. Through networking events, guest speakers, community outreach and employee education, NFL Pride will serve LGBTQ+ employees and their “allies” who support a culture of inclusion. Furthermore, the group will serve as an advisory council to the Executive team to propose recommendations on how the League can best support the LGBTQ+ community in fan-facing communications, marketing/product integrations, workplace best practices, and any other challenges or opportunities that arise.
- **Asian Professional Exchange (APEX):** The mission of the NFL’s Asian Professional Exchange (APEX) is to examine and discuss the NFL’s corporate culture and lead discussions on diversity and inclusion in the workplace while educating colleagues on the cultural intersection each faces with their colleagues of Asian, Pacific Islander, and Asian Pacific heritage. Through advocacy, education, and community outreach, APEX will offer a safe and confidential space for those who may view diversity as an obstacle in the workplace. APEX will explore new and innovative methods to advance and grow football in traditionally AAPI communities, and create dialogue and opportunities for recruitment, training, retention, and advancement of diverse candidates, not limited to those of AAPI heritage, but all seeking careers and/or advancement at the NFL.
- **Parent Initiative Network (PIN):** The Parents Initiative Network (PIN) is a parenthood community dedicated to fostering support for NFL working parents and those employees involved in or who may

become involved in raising children. Adopting our past campaign “Football is Family,” the goal of PIN is to promote a healthy culture of work-life balance, thereby increasing engagement and satisfaction amongst employees and advancing the NFL as a top workplace for parents.

- **Community Teammates:** Community Teammates strives to build a culture of community service and volunteerism in the NFL League Office in order to give back to our communities outside of the game of football.
- **NFL ABLE:** NFL Able is an NFL Employee Resource Group established to provide NFL Employees with disabilities as well as their friends, family, and allies a platform to promote awareness, understanding, and acceptance of all individuals living with neurocognitive and physical disabilities. NFL Able’s mission is to inspire all individuals with disabilities to maximize their success as employees by promoting a respectful, collaborative, and supportive working environment. By educating colleagues on the challenges and strengths of those with disabilities, NFL Able will encourage innovation in the NFL’s workplace and foster a more inclusive and diverse workforce.

Inclusive Workplace: The NFL launched several initiatives aimed at creating a more inclusive environment for its workplace. These efforts include but are not limited to:

- Implementation of gender-neutral restroom facilities
- Creation of prayer/meditation rooms
- Lactation rooms and premium parking for expectant mothers
- Campaign to encourage employees to include pronouns in meetings and e-mails

Black Engagement Network (BEN) Mentorship Program: This formal five-month program is designed to connect BEN’s rising talent with established leaders across the league, with the goals of creating connections, sharing experiences and nurturing development of the NFL’s Black talent.

Pride Month: Over the past year, the NFL has taken several strides to ensure improvement and evolution as an organization as it pertains to LGBTQ+ inclusion. This year during Pride Month, the NFL sponsored the Stonewall National Monument Visitor Center Groundbreaking ceremony as well as had NFL staff participate in New York City and Los Angeles Pride Marches

Spirit Day and NCOD: Following PRIDE month, the NFL plans to continue celebrating and highlighting the voices of the LGBTQ+ community through Spirit Day and National Coming Out Day. This Spirit Day the NFL is proud to produce a Public Service Announcement featuring NFL players on the importance of inclusion.

GLAAD: Leading the conversation. Shaping the media narrative. Changing the culture. GLAAD accelerates acceptance for LGBTQ people by leading the conversation, shaping the media narrative and changing the culture. GLAAD rewrites the script for LGBTQ acceptance. GLAAD and the NFL work closely on all things LGBTQ+ inclusion, from the first-ever mandatory league-wide training in 2021 to inclusive language consultation on memos and external releases. GLAAD was influential in helping the NFL lead its 2021 Pride Month efforts and continues to help support the League’s needs and goals toward everyday inclusion.

The Trevor Project: The NFL worked extensively with The Trevor Project, the leading national organization

centered on crisis and suicide prevention efforts among lesbian, gay, bisexual, transgender, queer, and questioning youth. The NFL supports The Trevor Project in their ongoing work to serve as a resource in the LGBTQ community. This enables the organizational to continue their ongoing work on crisis support via TrevorLifeline, TrevorChat, and TrevorText; build new infrastructure for volunteer recruitment; reaching out to more LGBTQ youth and spreading awareness about their services; and provide critical suicide prevention. This year, the NFL hosted a Lunch & Learn with the Trevor Project, in partnership with the Parents Initiative Network (PIN) ERG, to educate NFL staff on the topic of LGBTQ mental health (specifically through the lens of suicide prevention). This conversation helped promote authentic allyship and inspire volunteerism and action among NFL staff.

Juneteenth – On June 22, 2023, the Office of Diversity, Equity, and Inclusion hosted a webinar with Dr. Greg Carr, Associate Professor of Africana Studies & School of Law Instructor at Howard University. In the session titled “Juneteenth: Origins, Meanings and Futures,” Dr. Carr conducted a conversation about the importance of Juneteenth and what it means to celebrate freedom.

NFL Marketing Initiatives:

- **Diversity Data Collection:** Started in 2022, continuing in 2023, focusing on LGBTQ+ audience by age
- **SB LVII “Run with It Brand” Campaign:** Utilized our biggest platform to amplify Women Empowerment, Female Athletes, Latino Culture, and Flag Football (casting included Flag Football World Champion Diana Flores, NFL Players and Legends and celebrities like Billie Jean King)
- **Flag Football:** Prioritized Flag Football growth to offer more inclusive football participation pathways
- **Diverse Communities:** Ongoing Diverse Community Engagement and Inclusion in league-led creative assets and content creator programs (e.g., talent selection, Social Content Lab, Expanded Creators programs focusing on diverse audiences like LGBTQ+ and Latinos)
- **Por La Cultura:** Ongoing investment in Por La Cultura (Latinx-focused inclusion & engagement campaign kicked off during LHM and elevated partnership with Hispanic Heritage Month)
- **Diverse creator and artist collaborations:** Pride Month apparel with Humberto Leon, SB LVII apparel collabs with local Phoenix multi-media artists, SBLVII ticket artwork designed for the first time by Latina artist - Lucinda Hinojos
- **League-wide Club Marketing:** Steering Committees focused on both Latino Marketing Strategy (LHM club activations) and Youth Participation Marketing (focus on flag acceleration/elevation especially with growth audiences)
- **GLAAD Media Institute Partnership:** Inclusive Brand Voice Training and creative consultations
- **Global Sports Mentoring Program Participating League:** A program that mentors and supports female delegates across the world and the impact they bring to their communities through sport

NFL Films High School Film Festival: NFL Films alongside the Black Engagement Network (BEN) and Community Teammates spearheaded the third annual NFL Films’ Film Festival - a student competition that featured seven high schools from New Jersey, Delaware and Philadelphia: Winslow Township (NJ), Donald M. Payne Senior School of Technology (NJ), West Side (NJ), Dover (DE), Delcastle Technical (DE), Mastbaum (PA) and Abraham Lincoln (PA). The creative arts opportunity allowed local students to have their entries judged by five NFL Films Emmy-Award-winning Producers, Cinematographers, and Audio Engineers while teaching the power of storytelling through the lens of sports. The high schools took home prize money totaling

\$20,000 to use towards their video production programs.

NFL Films Women in Sports Filmmaking Experienceship: The Women in Sports Filmmaking Experienceship (WISFE) is designed to inspire and develop female talent in sports cinematography, sound capture, and design, providing a behind-the-scenes look at techniques unique to sports filmmaking. 13 Participants were selected to participate in WISFE which occurred in June 2023 in Mount Laurel, NJ.

Technical Operations Training Camp: On June 5th – 16th, 2023, the NFL hosted the 2nd Technical Operations Training Camp. The NFL selected 23 participants made up of a diverse group of college students, and local residents. The two-week training camp was created to expose individuals to the various technical and operations jobs while receiving hands-on training from experienced NFL professionals. Participants gained valuable insight, hands-on training, and built networking relationships with many NFL employees. The focus areas consisted of Media and television environments within Control Rooms, EVS/Playout, Technical Operations Center, Post-Production, Ingest, Studio, Graphics, and Engineering. The participants successfully executed a “live to tape” show and produced some content for Total Access and News Hits. The success of this program would not be possible without our NFL employees.

- *Pipeline Connection* – Five hires into various roles in 2022. There are three participants from the 2023 Technical Training Camp that is currently working at the NFL Media Group.

Contract with Black America: Driven by a strong internal commitment to diversify the NFL’s business partnerships with organizations like CWBA, the League has spent and allocated \$125 million with Black owned and operated businesses such as Ariel Investments, CityFirst/Broadway Bank, Cover Communications, and Fearless Technology during the last year.

1500 Sound Academy: This past year, and upon the move of the NFL’s West Coast office to Inglewood, CA, the NFL has established a content collaboration with local Inglewood music education institute, 1500 Sound Academy. 1500 Sound Academy strives to produce passionate sound creators with mentorship, mindset, and professional development. In exchange for music tracks composed for NFL productions, the NFL will provide scholarships and/or licensing fees to 1500 Sound Academy students. This partnership especially came to life during Super Bowl week in Los Angeles, where 1500 collaborated with the NFL on several Super Bowl content initiatives including composing and performing a unique rendition of “California Love” for the opening to the Super Bowl LVI edition of NFL Network’s GameDay Morning feature, “This is LA.” 1500 Sound Academy students also composed original music for Emmy-nominated “Ode to South Central,” a moving documentary feature paying tribute to the iconic neighborhood that hosted Super Bowl LVI, as well as a music track for NFL Originals local streetwear brand launch collection. This upcoming year, NFL LA staff will guest lecture at select 1500 Sound Academy classes in a program called NFL Sports Media Sessions.

Black Sports Business Symposium: The NFL was a Championship sponsor of the Black SportsBusiness Symposium. The Black Sports Business Symposium (BSBS) is a disruptive, invitation-only, annual event that unites, cultivates, illuminates, and celebrates Black professionals and students in the sports business industry.

HBCU Medical Community: The NFL, NFL Physicians Society (NFLPS) and Professional Football Athletic Trainers Society (PFATS) are committed to increasing diversity in sports medicine and have launched a new

program to encourage medical students from diverse backgrounds to consider sports medicine careers. The inaugural program will launch at the start of the 2022-23 season and will provide medical students at four Historically Black College and University (HBCU) medical schools with the opportunity to complete a one-month clinical rotation with NFL club medical staff during the 2022 season. During their rotations, students will observe and participate in the care of sports medicine patients in NFL club settings. Students will work directly with and under the supervision of the orthopedic team physicians, primary care team physicians and athletic trainers to gain basic medical knowledge and exposure to patient care in sports medicine.

HBCU Legacy Bowl: The HBCU Legacy Bowl, presented by the Black College Hall of Fame, is a postseason all-star game showcasing the best NFL draft-eligible players from Historically Black Colleges and Universities. More than just a football game, it is a week-long celebration of Black culture and history that aims to provide exposure and opportunity for HBCU students. The inaugural HBCU Legacy Bowl took place in February of 2022 and was aired live on NFL Network.

Gold House: The NFL and the NFL Asian Professional Exchange (APEX) supported Gold House, the leading community of Asian and Pacific Islander (API) changemakers, in hosting Gold House members for a milestone game in the AAPI community in 2022. Arizona Cardinals versus Los Angeles Rams was the first-time members of the AAPI community were both on the sidelines with an AAPI official, Lo Van Pham

No Caller ID: The NFL has partnered with licensing firm No Caller ID to create an innovative program designed to enhance diversity within the NFL licensing portfolio. By leveraging No Caller ID's vast network, the program will focus on creating NFL licensing opportunities for brands, collaborators and artists from a wide variety of backgrounds and underrepresented communities. The program will aim to lower barriers to entry and to help streamline the licensing process.

Appendix II

Players									
Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	375	821	7	2	27	1	167	136	x
	24.4%	53.5%	0.5%	0.1%	1.8%	0.1%	10.9%	8.9%	x
2022	421	954	7	2	25	3	178	97	3
	24.9%	56.4%	0.4%	0.1%	1.5%	0.2%	10.5%	5.7%	0.2%
2021	432	1000	12	2	27	4	169	73	6
	25.0%	58.0%	0.7%	0.1%	1.6%	0.2%	9.8%	4.2%	0.3%
2020	418	967	7	2	27	3	158	96	4
	24.9%	57.5%	0.4%	0.1%	1.6%	0.2%	9.4%	5.7%	0.2%
2019	444	976	8	1	24	3	150	51	x
	26.8%	58.9%	0.5%	0.1%	1.4%	0.2%	9.1%	3.1%	x
2018	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2017	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2016	618	1573	18	44	x	x	x	x	4
	27.4%	69.7%	0.8%	1.9%	x	x	x	x	0.2%
2015	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2014	813	1957	19	31	x	x	x	x	57
	28.3%	68.0%	0.7%	1.1%	x	x	x	x	2.0%
2013	866	1883	16	19	x	x	x	x	57
	30.5%	66.3%	0.6%	0.7%	x	x	x	x	2.0%
2012	820	1804	20	29	x	x	x	x	87
	29.7%	65.4%	0.7%	1.1%	x	x	x	x	3.2%
2011	802	1721	13	40	x	x	x	x	27
	30.8%	66.1%	0.5%	1.5%	x	x	x	x	1.0%
2010	790	1714	13	39	x	x	x	x	27
	30.6%	66.4%	0.5%	1.5%	x	x	x	x	1.0%
2009	782	1761	24	55	x	x	x	x	50
	29.3%	65.9%	0.9%	2.1%	x	x	x	x	1.9%
2008	805	1762	25	45	x	x	x	x	64
	29.8%	65.2%	0.9%	1.7%	x	x	x	x	2.4%
2007	730	1566	30	44	x	x	x	x	44
	30.2%	64.9%	1.2%	1.8%	x	x	x	x	1.8%
2006	532	1131	8	25	x	x	x	x	24
	30.9%	65.8%	0.5%	1.5%	x	x	x	x	1.4%
2005	537	1116	10	34	x	x	x	x	19
	31.3%	65.0%	0.6%	2.0%	x	x	x	x	1.1%
2004	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2003	516	1228	9	22	x	x	x	x	x
	29.1%	69.2%	0.5%	1.2%	x	x	x	x	x
2002	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2001	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2000	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
1999	x	x	x	x	x	x	x	x	x
	32.0%	67.0%	0.5%	x	x	x	x	x	0.5%
1998	x	x	x	x	x	x	x	x	x
	32.0%	66.0%	1.0%	x	x	x	x	x	1.0%
1997	x	x	x	x	x	x	x	x	x
	33.0%	65.0%	1.0%	x	x	x	x	x	1.0%
1996	x	x	x	x	x	x	x	x	x
	31.0%	66.0%	1.0%	x	x	x	x	x	2.0%
1995	x	x	x	x	x	x	x	x	x
	31.0%	67.0%	x	x	x	x	x	x	2.0%
1994	x	x	x	x	x	x	x	x	x
	31.0%	68.0%	x	x	x	x	x	x	1.0%
1993	x	x	x	x	x	x	x	x	x
	35.0%	65.0%	x	x	x	x	x	x	x
1992	x	x	x	x	x	x	x	x	x
	30.0%	68.0%	1.0%	x	x	x	x	x	1.0%
1991	x	x	x	x	x	x	x	x	x
	36.0%	62.0%	2.0%	x	x	x	x	x	x
1990	x	x	x	x	x	x	x	x	x
	39.0%	61.0%	x	x	x	x	x	x	x

TABLE 1

Head Coaches

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	25 78.1%	3 9.4%	1 3.1%	x	x	x	2 6.3%	1 3.1%	x
2022	26 81.2%	3 9.4%	1 6.3%	x	x	x	2 3.1%	x	x
2021	27 84.4%	3 9.4%	1 3.1%	x	x	x	1 3.1%	x	x
2020	28 87.5%	3 9.4%	1 3.1%	x	x	x	x	x	x
2019	x	x	1 3.1%	x	x	x	x	x	x
2018	24 75.0%	7 21.9%	1 3.1%	x	x	x	x	x	x
2017	24 75.0%	7 21.9%	1 3.1%	x	x	x	x	x	x
2016	26 81.3%	5 15.6%	1 3.1%	x	x	x	x	x	x
2015	26 81.3%	5 15.6%	1 3.1%	x	x	x	x	x	x
2014	27 84.4%	4 12.5%	1 3.1%	x	x	x	x	x	x
2013	28 88.0%	3 9.0%	1 3.0%	x	x	x	x	x	x
2012	26 81.0%	5 16.0%	1 3.0%	x	x	x	x	x	x
2011	24 75.0%	7 22.0%	1 3.0%	x	x	x	x	x	x
2010	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2009	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2008	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2007	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2006	25 78.0%	7 22.0%	x	x	x	x	x	x	x
2005	26 81.3%	6 18.8%	x	x	x	x	x	x	x
2004	x	x	x	x	x	x	x	x	x
2003	29 91.0%	3 9.0%	x	x	x	x	x	x	x
2002	x	x	x	x	x	x	x	x	x
2001	30 94.0%	2 6.0%	x	x	x	x	x	x	x
2000	28 90.0%	3 10.0%	x	x	x	x	x	x	x
1999	29 94.0%	2 6.0%	x	x	x	x	x	x	x
1998	x	x	x	x	x	x	x	x	x
1997	27 90.0%	3 10.0%	x	x	x	x	x	x	x
1996	x	x	x	x	x	x	x	x	x
1995	27 90.0%	3 10.0%	1 3.0%	x	x	x	x	x	x
1994	28 93.0%	2 7.0%	x	x	x	x	x	x	x
1993	25 89.0%	2 7.0%	1 4.0%	x	x	x	x	x	x
1992	25 89.0%	2 7.0%	1 4.0%	x	x	x	x	x	x

TABLE 2

Historical Listing of African-American Professional Head Coaches in the NFL

	Team	Year(s)	Record
Art Shell	Los Angeles Raiders	1989-94	54-38
	Oakland Raiders	2006	2-14
Dennis Green	Minnesota Vikings	1992-01	97-62
	Arizona Cardinals	2004-2006	16-32
Ray Rhodes	Philadelphia Eagles	1995-98	29-34-1
	Green Bay Packers	1999	8-8
Tony Dungy	Tampa Bay Buccaneers	1996-2001	54-42
	Indianapolis Colts	2002-2008	85-27
Terry Robiskie	Washington Redskins	2000	1-2*
	Cleveland Browns	2004	1-4*
Herman Edwards	New York Jets	2001-2005	39-41
	Kansas City Chiefs	2006-2008	15-33
Marvin Lewis	Cincinnati Bengals	2003-2018	131-122-3
Lovie Smith	Chicago Bears	2004-2012	81-63
	Tampa Bay Buccaneers	2014-2016	8-24
	Houston Texans	2022	3-13-1
Romeo Crennel	Cleveland Browns	2005-2008	24-40
	Kansas City Chiefs	2011-2012	2-1*
	Kansas City Chiefs	2012-2013	2-14
	Houston Texans	2020	4-8*
Mike Tomlin	Pittsburgh Steelers	2007-present	163-93-2
Mike Singletary	San Francisco 49ers	2008	5-4*
	San Francisco 49ers	2009-2010	13-18
Perry Fewell	Buffalo Bills	2009	3-4*
	Carolina Panthers	2019	0-4*
Jim Caldwell	Indianapolis Colts	2009-2011	26-22
	Detroit Lions	2014-2017	36-28
Raheem Morris	Tampa Bay Buccaneers	2009-2011	17-31
	Atlanta Falcons	2020	4-7*
Eric Studesville	Denver Broncos	2010	1-3*
Leslie Frazier	Minnesota Vikings	2010	3-3*
	Minnesota Vikings	2011-2013	18-29-1
Todd Bowles	Miami Dolphins	2011	2-1*
	New York Jets	2015-2018	24-40
	Tampa Bay Buccaneers	2022-present	8-9
Hue Jackson	Oakland Raiders	2011	8-8
	Cleveland Browns	2016-2018	3-36-1
Anthony Lynn	Buffalo Bills	2016	0-1*
	Los Angeles Chargers	2017-2020	33-31
Vance Joseph	Denver Broncos	2017-2018	11-21
Steve Wilks	Arizona Cardinals	2018	3-13
	Carolina Panthers	2022	6-6*
Brian Flores	Miami Dolphins	2019-2021	24-25
David Culley	Houston Texans	2021	4-13
Mike McDaniel	Miami Dolphins	2022-present	9-8
DeMeco Ryans	Houston Texans	2023	0-0
Antonio Pierce	Las Vegas Raiders	2023	0-0*

TABLE 3

These records do not count games from the 2023 NFL season

**Interim head coach*

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

Assistant Coaches | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	447	309	23	8	6	1	21	29	x
	53.0%	36.6%	2.7%	0.9%	0.7%	0.1%	2.5%	3.4%	x
2022	441	290	20	3	6	1	22	17	x
	55.1%	36.3%	2.5%	0.4%	0.8%	0.1%	2.7%	2.1%	x
2021	450	269	17	4	7	1	21	11	x
	57.7%	34.5%	2.2%	0.5%	0.9%	0.1%	2.7%	1.4%	x
2020	499	239	11	9	5	1	14	5	x
	63.7%	30.5%	1.4%	1.2%	0.6%	0.1%	1.8%	0.6%	x
2019	x	175	6	5	1	3	9	24	x
	x	29.6%	1.0%	0.8%	0.5%	0.2%	1.5%	4.1%	x
2018	395	195	11	7	2	1	8	12	x
	62.6%	30.9%	1.7%	1.1%	0.3%	0.2%	1.3%	1.9%	x
2017	504	207	8	5	x	x	x	x	10
	68.7%	28.2%	1.1%	0.7%	x	x	x	x	1.4%
2016	524	211	19	5	x	x	x	x	1
	68.9%	27.8%	2.5%	0.7%	x	x	x	x	0.1%
2015	499	279	12	7	x	x	x	x	6
	62.1%	34.7%	1.5%	0.9%	x	x	x	x	0.8%
2014	497	217	9	6	x	x	x	x	4
	67.8%	29.6%	1.2%	0.8%	x	x	x	x	0.5%
2013	440	187	7	6	x	x	x	x	3
	68.4%	29.1%	1.1%	0.9%	x	x	x	x	0.5%
2012	364	165	4	3	x	x	x	x	x
	68.3%	31.0%	1.0%	1.0%	x	x	x	x	x
2011	332	159	2	4	x	x	x	x	x
	68.0%	31.0%	1.0%	1.0%	x	x	x	x	x
2010	364	165	2	3	x	x	x	x	x
	68.0%	31.0%	1.0%	1.0%	x	x	x	x	x
2009	283	148	4	5	x	x	x	x	x
	64.0%	34.0%	1.0%	1.0%	x	x	x	x	x
2008	279	148	7	5	x	x	x	x	x
	64.0%	34.0%	2.0%	1.0%	x	x	x	x	x
2007	284	162	5	5	x	x	x	x	x
	62.0%	36.0%	1.0%	1.0%	x	x	x	x	x
2006	269	151	10	4	x	x	x	x	x
	62.0%	35.0%	2.0%	1.0%	x	x	x	x	x
2005	316	154	5	3	x	x	x	x	x
	66.0%	32.0%	1.0%	1.0%	x	x	x	x	x
2004	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2003	341	153	8	1	x	x	x	x	x
	67.0%	30.0%	2.0%	x	x	x	x	x	x
2002	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2001	333	132	6	1	x	x	x	x	x
	71.0%	28.0%	x	x	x	x	x	x	x
2000	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
1999	330	127	x	x	x	x	x	x	x
	72.0%	28.0%	x	x	x	x	x	x	x
1998	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
1997	311	113	3	1	x	x	x	x	x
	73.0%	26.0%	1.0%	x	x	x	x	x	x
1996	307	102	3	1	x	x	x	x	x
	74.0%	25.0%	x	x	x	x	x	x	x
1995	289	88	x	x	x	x	x	x	4
	76.0%	23.0%	x	x	x	x	x	x	x
1994	249	73	1	1	x	x	x	x	x
	77.0%	23.0%	x	x	x	x	x	x	x

TABLE 4a

Assistant Coaches | Gender

Year	Men	Women	Women of Color
2023	826 97.9%	18 2.1%	5 0.6%
2022	785 98.1%	15 1.9%	6 0.8%
2021	768 98.5%	12 1.5%	4 0.5%
2020	775 99.0%	8 1.0%	3 0.4%
2019	221 99.7%	2 0.3%	x x
2018	629 99.7%	2 0.3%	x x
2017	733 99.9%	1 0.1%	x x
2016	759 99.9%	1 0.1%	x x
2015	803 100.0%	0 0.0%	x x
2014	733 100.0%	0 0.0%	x x
2013	643 100.0%	0 0.0%	x x
2012	536 100.0%	0 0.0%	x x
2011	497 100.0%	0 0.0%	x x
2010	534 100.0%	0 0.0%	x x
2009	440 100.0%	0 0.0%	x x
2008	439 100.0%	0 0.0%	x x
2007	456 100.0%	0 0.0%	x x
2006	434 100.0%	0 0.0%	x x
2005	478 100.0%	0 0.0%	x x
2004	0 100.0%	0 0.0%	x x
2003	503 100.0%	0 0.0%	x x
2002	0 100.0%	0 0.0%	x x
2001	472 100.0%	0 0.0%	x x
2000	0 100.0%	0 0.0%	x x
1999	457 100.0%	0 0.0%	x x
1998	0 100.0%	0 0.0%	x x
1997	428 100.0%	0 0.0%	x x
1996	413 100.0%	0 0.0%	x x
1995	381 100.0%	0 0.0%	x x
1994	324 100.0%	0 0.0%	x x

TABLE 4b

League Office - Office Management | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	503 60.2%	103 12.3%	48 5.7%	89 10.7%	3 0.4%	x	48 5.7%	41 4.9%	x
2022	489 63.3%	92 11.9%	46 6.0%	84 10.9%	1 0.1%	x	37 4.8%	23 3.0%	x
2021	504 67.5%	85 11.4%	48 6.4%	79 10.6%	1 0.1%	x	19 2.5%	11 1.5%	x
2020	512 64.8%	93 11.8%	49 6.2%	81 10.3%	2 0.3%	1 0.1%	15 1.9%	37 4.7%	x
2019	631 67.3%	96 10.2%	62 6.6%	86 9.2%	1 0.1%	1 0.1%	16 1.7%	44 4.7%	x
2018	678 72.7%	94 9.7%	72 7.5%	88 8.6%	2 0.2%	2 0.2%	10 1.2%	60 x	x
2017	610 67.0%	81 8.9%	68 7.5%	78 8.6%	x	2 0.2%	x	x	13 1.4%
2016	804 73.1%	107 9.4%	78 7.1%	89 8.9%	x	2 0.2%	x	x	11 1.2%
2015	761 72.0%	103 9.4%	66 6.4%	81 8.0%	x	2 0.2%	x	x	36 4.0%
2014	768 71.8%	105 9.7%	62 5.8%	93 9.2%	x	2 0.2%	x	x	32 3.4%
2013	740 72.4%	x	50 4.9%	94 10.1%	x	1 0.1%	x	x	30 3.3%
2012	715 74.0%	87 8.0%	55 5.0%	87 9.0%	x	1 x	x	x	28 3.0%
2011	692 74.8%	83 8.0%	50 5.0%	88 10.1%	x	1 0.1%	x	x	20 2.0%
2010	720 75.1%	92 8.7%	46 4.6%	83 9.4%	x	2 0.2%	x	x	20 1.8%
2009	711 75.2%	85 8.6%	44 4.7%	82 9.4%	x	2 0.2%	x	x	18 1.8%
2008	x	x	x	x	x	x	x	x	x
2007	x	x	x	x	x	x	x	x	x
2006	x	x	x	x	x	x	x	x	x
2005	x	x	x	x	x	x	x	x	x
2004	x	x	x	x	x	x	x	x	x
2003	x	x	x	x	x	x	x	x	x
2002	192 74.0%	49 14.0%	25 4.0%	20 8.0%	x	x	x	x	x
2001	x	x	x	x	x	x	x	x	x
2000	171 77.0%	37 14.0%	15 x	13 7.0%	x	x	x	x	x
1999	x	x	x	x	x	x	x	x	x
1998	171 79.0%	36 15.0%	8 2.0%	7 4.0%	x	x	x	x	x
1997	153 80.0%	33 15.0%	7 2.0%	5 3.0%	x	x	x	x	x
1996	149 82.0%	24 14.0%	4 x	4 2.0%	x	x	x	x	1 x
1995	x	x	x	x	x	x	x	x	x

TABLE 5a

League Office | Gender

Year	Men	Women	Women of Color
2023	480 57.5%	355 42.5%	138 16.6%
2022	453 58.7%	319 41.3%	x x
2021	457 61.2%	290 38.8%	x x
2020	488 61.8%	302 38.2%	x x
2019	593 63.2%	345 36.8%	x x
2018	654 65.0%	352 35.0%	x x
2017	588 64.6%	322 35.4%	x x
2016	759 67.7%	363 32.3%	x x
2015	741 69.7%	322 30.3%	x x
2014	751 70.4%	316 29.6%	x x
2013	721 70.7%	299 29.3%	x x
2012	733 72.0%	285 28.0%	x x
2011	732 72.4%	279 27.6%	x x
2010	759 72.5%	288 27.5%	x x
2009	734 72.4%	280 27.6%	x x
2008	0 100.0%	x x	x x
2007	0 100.0%	x x	x x
2006	0 100.0%	x x	x x
2005	0 100.0%	x x	x x
2004	0 100.0%	x x	x x
2003	0 100.0%	x x	x x
2002	279 74.0%	98 26.0%	x x
2001	0 100.0%	x x	x x
2000	203 71.0%	83 29.0%	x x
1999	0 100.0%	x x	x x
1998	245 74.0%	86 26.0%	x x
1997	231 74.0%	81 26.0%	x x
1996	245 78.0%	69 22.0%	x x
1995	0 100.0%	x x	x x

TABLE 5b

CEO / President | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	26 81.3%	5 15.6%	1 3.1%	x x	x x	x x	x x	x x	x x
2022	26 81.3%	4 12.5%	1 3.1%	1 3.1%	x x	x x	x x	x x	x x
2021	29 90.6%	1 3.1%	1 3.1%	1 3.1%	x x	x x	x x	x x	x x
2020	28 84.8%	1 3.0%	1 3.0%	2 6.1%	x x	x x	x x	1 3.0%	x x
2019	39 95.1%	x x	x x	2 4.9%	x x	x x	x x	x x	x x
2018	29 90.6%	1 3.0%	x x	2 6.3%	x x	x x	x x	x x	x x
2017	33 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2016	33 97.1%	x x	x x	1 3.0%	x x	x x	x x	x x	x x
2015	33 97.1%	x x	x x	1 3.0%	x x	x x	x x	x x	x x
2014	32 94.1%	x x	x x	1 3.0%	x x	x x	x x	x x	x x
2013	31 97.0%	x x	x x	1 3.0%	x x	x x	x x	x x	x x
2012	32 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2011	32 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2010	27 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2009	27 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2008	29 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2007	30 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2006	35 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2005	x x	x x	x x	x x	x x	x x	x x	x x	x x
2004	x x	x x	x x	x x	x x	x x	x x	x x	x x
2003	32 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
2002	x x	x x	x x	x x	x x	x x	x x	x x	x x
2001	x x	x x	x x	x x	x x	x x	x x	x x	x x
2000	x 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
1999	x 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
1998	x 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
1997	x 100.0%	x x	x x	x x	x x	x x	x x	x x	x x
1996	x x	x x	x x	x x	x x	x x	x x	x x	x x
1995	x x	x x	x x	x x	x x	x x	x x	x x	x x

TABLE 6a

CEO / President | Gender

Year	Men	Women	Women of Color
2023	30 93.8%	2 6.3%	1 3.1%
2022	29 90.6%	3 9.4%	2 6.4%
2021	30 93.8%	1 3.1%	1 3.1%
2020	30 90.9%	2 6.1%	1 3.0%
2019	39 95.1%	2 4.9%	x x
2018	32 97.0%	1 3.0%	x x
2017	0 100.0%	x x	x x
2016	0 100.0%	x x	x x
2015	0 100.0%	x x	x x
2014	0 100.0%	x x	x x
2013	0 100.0%	x x	x x
2012	32 97.0%	1 3.0%	x x
2011	0 100.0%	x x	x x
2010	24 96.0%	1 4.0%	x x
2009	24 96.0%	1 4.0%	x x
2008	32 97.0%	1 3.0%	x x
2007	32 97.0%	1 3.0%	x x
2006	32 97.0%	1 3.0%	x x
2005	0 100.0%	x x	x x
2004	0 100.0%	x x	x x
2003	30 91.0%	3 9.0%	x x
2002	0 100.0%	x x	x x
2001	0 100.0%	x x	x x
2000	0 97.0%	x 3.0%	x x
1999	0 97.0%	x 3.0%	x x
1998	0 97.0%	x 3.0%	x x
1997	0 100.0%	x x	x x
1996	0 100.0%	x x	x x
1995	0 100.0%	x x	x x

TABLE 6b

General Manager | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	21 70.0%	8 26.7%	1 3.3%	x	x	x	x	x	x
2022	23 71.9%	7 21.9%	1 3.1%	x	x	x	x	1 3.1%	x
2021	27 84.4%	5 15.6%	x	x	x	x	x	x	x
2020	29 93.6%	2 6.5%	x	x	x	x	x	x	x
2019	30 93.8%	2 6.3%	x	x	x	x	x	x	x
2018	28 87.5%	4 12.5%	x	x	x	x	x	x	x
2017	26 81.2%	6 18.8%	x	x	x	x	x	x	x
2016	27 84.4%	5 15.6%	x	x	x	x	x	x	x
2015	25 78.1%	7 21.9%	x	x	x	x	x	x	x
2014	22 75.9%	7 24.1%	x	x	x	x	x	x	x
2013	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2012	26 81.0%	6 19.0%	x	x	x	x	x	x	x
2011	27 84.0%	5 16.0%	x	x	x	x	x	x	x
2010	25 83.0%	5 17.0%	x	x	x	x	x	x	x
2009	27 84.0%	5 16.0%	x	x	x	x	x	x	x
2008	25 83.0%	5 17.0%	x	x	x	x	x	x	x
2007	26 84.0%	5 16.0%	x	x	x	x	x	x	x
2006	28 87.0%	4 13.0%	x	x	x	x	x	x	x
2005	27 87.0%	4 13.0%	x	x	x	x	x	x	x
2004	x	x	x	x	x	x	x	x	x
2003	30 94.0%	2 6.0%	x	x	x	x	x	x	x
2002	x	x	x	x	x	x	x	x	x
2001	30 94.0%	2 6.0%	x	x	x	x	x	x	x
2000	x	x	x	x	x	x	x	x	x
1999	27 87.0%	4 13.0%	x	x	x	x	x	x	x
1998	27 87.0%	4 13.0%	x	x	x	x	x	x	x
1997	26 87.0%	4 13.0%	x	x	x	x	x	x	x
1996	25 83.0%	5 17.0%	x	x	x	x	x	x	x
1995	26 87.0%	4 13.0%	x	x	x	x	x	x	x

TABLE 7a

General Manager | Gender

Year	Men	Women	Women of Color
2023	30 100.0%	0 0.0%	x x
2022	32 100.0%	0 0.0%	x x
2021	32 100.0%	0 0.0%	x x
2020	31 100.0%	0 0.0%	x x
2019	32 100.0%	0 0.0%	x x
2018	32 100.0%	0 0.0%	x x
2017	32 100.0%	0 0.0%	x x
2016	32 100.0%	0 0.0%	x x
2015	32 100.0%	0 0.0%	x x
2014	29 100.0%	0 0.0%	x x
2013	32 100.0%	0 0.0%	x x
2012	32 100.0%	0 0.0%	x x
2011	32 100.0%	0 0.0%	x x
2010	30 100.0%	0 0.0%	x x
2009	32 100.0%	0 0.0%	x x
2008	30 100.0%	0 0.0%	x x
2007	31 100.0%	0 0.0%	x x
2006	32 100.0%	0 0.0%	x x
2005	31 100.0%	0 0.0%	x x
2004	0 100.0%	0 0.0%	x x
2003	32 100.0%	0 0.0%	x x
2002	0 100.0%	0 0.0%	x x
2001	32 100.0%	0 0.0%	x x
2000	0 100.0%	0 0.0%	x x
1999	31 100.0%	0 0.0%	x x
1998	31 100.0%	0 0.0%	x x
1997	30 100.0%	0 0.0%	x x
1996	30 100.0%	0 0.0%	x x
1995	30 100.0%	0 0.0%	x x

TABLE 7b

Executive Leadership | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	262	47	12	14	x	x	x	3	6
	76.2%	13.7%	3.5%	4.1%	x	x	x	0.9%	1.7%
2022	243	36	9	11	1	1	4	8	x
	77.6%	11.5%	2.9%	3.5%	0.3%	0.3%	1.3%	2.6%	x
2021	109	14	x	6	1	x	2	1	x
	82.0%	10.5%	x	4.5%	0.8%	x	1.5%	0.8%	x
2020	86	6	1	6	1	x	x	1	x
	85.1%	5.9%	1.0%	5.9%	1.0%	x	x	1.0%	x
2019	111	5	x	8	x	x	x	x	x
	89.5%	4.0%	x	6.5%	x	x	x	x	x

TABLE 8a**Executive Leadership | Gender**

Year	Men	Women	Women of Color
2023	253	91	22
	73.5%	26.5%	6.4%
2022	237	76	16
	75.7%	24.3%	5.1%
2021	95	38	5
	71.4%	28.6%	3.8%
2020	74	27	4
	73.3%	26.7%	4.0%
2019	101	23	x
	81.5%	18.5%	x

TABLE 8b

Vice Presidents | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	323 79.4%	48 11.8%	15 3.7%	14 3.4%	2 0.5%	1 0.2%	2 0.5%	2 0.5%	x x
2022	367 80.1%	44 9.6%	17 3.7%	15 3.3%	x x	1 0.2%	5 1.1%	9 2.0%	x x
2021	368 83.8%	41 9.3%	11 2.5%	13 3.0%	x x	1 0.2%	4 0.9%	1 0.2%	x x
2020	352 86.3%	29 7.1%	11 2.7%	11 2.7%	x x	1 0.3%	4 1.0%	x x	x x
2019	318 86.7%	26 7.1%	8 2.2%	8 2.2%	x x	1 0.3%	4 1.1%	2 0.5%	x x
2018	392 x	27 6.1%	5 1.1%	16 3.6%	x x	1 0.2%	3 0.7%	x x	x x
2017	272 89.5%	21 6.9%	4 1.3%	6 1.9%	x x	x x	2 0.6%	x x	x x
2016	247 89.2%	19 6.9%	1 0.4%	6 2.2%	x x	x x	x x	x x	4 1.4%
2015	256 87.7%	26 8.9%	4 1.4%	8 2.7%	x x	x x	x x	x x	2 0.7%
2014	238 88.5%	20 7.4%	4 1.5%	2 0.7%	x x	x x	x x	x x	5 1.9%
2013	224 86.5%	22 8.5%	5 1.9%	x x	x x	x x	x x	x x	8 3.1%
2012	196 91.0%	13 6.0%	3 1.0%	x x	x x	x x	x x	x x	3 1.0%
2011	145 92.0%	12 8.0%	1 1.0%	x x	x x	x x	x x	x x	x x
2010	137 88.0%	16 10.0%	1 1.0%	x x	x x	x x	x x	x x	x x
2009	146 90.0%	15 9.0%	x x	1 1.0%	x x	x x	x x	x x	x x
2008	137 93.0%	11 7.0%	x x	x x	x x	x x	x x	x x	x x
2007	141 92.0%	12 8.0%	x x	x x	x x	x x	x x	x x	x x
2006	152 92.0%	13 8.0%	x x	x x	x x	x x	x x	x x	x x
2005	143 90.0%	16 10.0%	x x	x x	x x	x x	x x	x x	x x
2004	x x	x x	x x	x x	x x	x x	x x	x x	x x
2003	131 89.0%	14 10.0%	2 1.0%	x x	x x	x x	x x	x x	x x
2002	x x	x x	x x	x x	x x	x x	x x	x x	x x
2001	118 92.0%	9 7.0%	1 1.0%	x x	x x	x x	x x	x x	x x
2000	x x	x x	x x	x x	x x	x x	x x	x x	x x
1999	130 92.0%	11 8.0%	x x	x x	x x	x x	x x	x x	x x
1998	x x	x x	x x	x x	x x	x x	x x	x x	x x
1997	97 90.0%	11 10.0%	x x	x x	x x	x x	x x	x x	x x
1996	76 88.0%	10 12.0%	x x	x x	x x	x x	x x	x x	x x
1995	70 95.0%	4 5.0%	x x	x x	x x	x x	x x	x x	x x

TABLE 9a

Vice Presidents | Gender

Year	Men	Women	Women of Color
2023	292 71.7%	115 28.3%	28 6.9%
2022	351 76.6%	107 23.4%	20 4.4%
2021	312 71.3%	110 25.1%	16 3.6%
2020	311 76.2%	86 21.1%	11 2.7%
2019	291 79.3%	76 20.7%	x
2018	364 81.8%	81 18.2%	x
2017	244 80.0%	61 20.0%	x
2016	218 78.7%	59 21.3%	x
2015	225 77.1%	67 22.9%	x
2014	221 82.2%	48 17.8%	x
2013	220 84.9%	39 15.1%	x
2012	181 83.0%	37 17.0%	x
2011	130 85.0%	23 15.0%	x
2010	142 85.0%	25 15.0%	x
2009	142 85.0%	25 15.0%	x
2008	123 86.0%	20 14.0%	x
2007	138 89.0%	17 11.0%	x
2006	132 88.0%	18 12.0%	x
2005	150 92.0%	13 8.0%	x
2004	0 100.0%	x x	x x
2003	133 93.0%	10 7.0%	x x
2002	0 100.0%	x x	x x
2001	111 91.0%	11 9.0%	x x
2000	0 100.0%	x x	x x
1999	133 93.0%	10 7.0%	x x
1998	0 100.0%	x x	x x
1997	106 93.0%	8 7.0%	x x
1996	73 88.0%	10 12.0%	x x
1995	78 94.0%	5 6.0%	x x

TABLE 9b

Senior Administration | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	1032	153	72	39	2	x	20	19	x
	77.2%	11.4%	5.4%	2.9%	0.1%	x	1.5%	1.4%	x
2022	1002	133	54	39	4	1	31	21	x
	78.0%	10.3%	4.2%	3.0%	0.3%	0.1%	2.4%	1.6%	x
2021	953	128	51	43	1	x	18	3	x
	79.6%	10.7%	4.3%	3.6%	0.1%	x	1.5%	0.3%	x
2020	815	98	41	32	3	x	7	8	x
	81.2%	9.8%	4.1%	3.2%	0.3%	x	0.7%	0.8%	x
2019	896	120	55	34	3	2	3	7	x
	80.0%	10.7%	4.9%	3.0%	0.3%	0.2%	0.3%	0.6%	x
2018	626	68	28	21	4	x	2	8	x
	82.7%	9.0%	3.7%	2.8%	0.5%	x	0.3%	1.1%	x
2017	650	90	30	18	x	x	x	x	6
	81.8%	11.3%	3.8%	2.3%	x	x	x	x	0.8%
2016	633	97	24	22	x	x	x	x	7
	78.7%	12.0%	2.8%	2.6%	x	x	x	x	1.0%
2015	592	104	18	12	x	x	x	x	8
	80.7%	14.2%	2.5%	1.6%	x	x	x	x	1.1%
2014	570	76	17	10	x	x	x	x	7
	83.8%	11.2%	2.5%	1.5%	x	x	x	x	1.0%
2013	595	87	15	10	x	x	x	x	10
	83.0%	12.1%	2.1%	1.4%	x	x	x	x	1.4%
2012	510	70	11	5	x	x	x	x	6
	84.7%	11.6%	1.8%	0.8%	x	x	x	x	1.0%
2011	395	54	8	6	x	x	x	x	2
	85.0%	12.0%	2.0%	1.0%	x	x	x	x	1.0%
2010	420	65	8	5	x	x	x	x	1
	84.0%	13.0%	2.0%	1.0%	x	x	x	x	1.0%
2009	412	69	9	7	x	x	x	x	1
	83.0%	14.0%	2.0%	1.0%	x	x	x	x	1.0%
2008	424	71	10	8	x	x	x	x	3
	82.0%	14.0%	2.0%	2.0%	x	x	x	x	1.0%
2007	421	73	9	7	x	x	x	x	2
	82.0%	14.0%	2.0%	1.0%	x	x	x	x	1.0%
2006	421	61	8	8	x	x	x	x	1
	84.0%	12.0%	2.0%	2.0%	x	x	x	x	x
2005	424	60	6	2	x	x	x	x	2
	86.0%	12.0%	1.0%	1.0%	x	x	x	x	1.0%
2004	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2003	351	52	3	4	x	x	x	x	x
	84.0%	13.0%	1.0%	1.0%	x	x	x	x	x
2002	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2001	x	x	x	x	x	x	x	x	x
	x	x	x	x	x	x	x	x	x
2000	x	x	x	x	x	x	x	x	x
	90.0%	9.0%	1.0%	1.0%	x	x	x	x	x
1999	x	x	x	x	x	x	x	x	x
	86.0%	14.0%	x	x	x	x	x	x	x

TABLE 10a

Senior Administration | Gender

Year	Men	Women	Women of Color
2023	969 72.5%	368 27.5%	90 6.7%
2022	920 71.6%	365 28.4%	81 6.3%
2021	822 68.6%	303 25.3%	73 6.1%
2020	714 71.1%	240 23.9%	50 5.0%
2019	846 75.6%	273 24.4%	x x
2018	589 77.9%	167 22.1%	x x
2017	608 80.0%	152 20.0%	x x
2016	636 79.0%	169 21.0%	x x
2015	571 77.8%	163 22.2%	x x
2014	545 80.1%	135 19.9%	x x
2013	582 81.2%	135 18.8%	x x
2012	482 80.1%	120 19.9%	x x
2011	364 80.0%	91 20.0%	x x
2010	391 79.0%	104 21.0%	x x
2009	425 83.0%	87 17.0%	x x
2008	409 81.0%	96 19.0%	x x
2007	428 82.0%	94 18.0%	x x
2006	420 83.0%	86 17.0%	x x
2005	420 84.0%	80 16.0%	x x
2004	0 100.0%	x x	x x
2003	342 83.0%	70 17.0%	x x
2002	0 100.0%	x x	x x
2001	0 100.0%	x x	x x
2000	0 72.0%	x 28.0%	x x
1999	0 72.0%	x 28.0%	x x

TABLE 10b

Professional Staff | Race

Year	White	Black or African American	Hispanic or Latino(a)	Asian	Hawaiian or Pac. Islander	Am. Indian or Alaska Native	Two or More Races	Not Disclosed	Other
2023	3016 67.2%	623 13.9%	381 8.5%	204 4.5%	18 0.4%	12 0.3%	165 3.7%	72 1.6%	x x
2022	3257 69.0%	691 15.0%	337 7.2%	167 3.6%	18 0.4%	12 0.3%	120 2.6%	88 1.8%	x x
2021	3408 72.6%	619 13.2%	340 7.2%	149 3.2%	19 0.4%	6 0.1%	128 2.7%	23 0.5%	x x
2020	3540 75.4%	546 11.6%	562 13.8%	125 2.7%	22 0.5%	6 0.1%	93 2.0%	23 0.5%	x x
2019	2583 76.7%	298 8.8%	224 6.6%	96 2.8%	14 0.4%	8 0.2%	57 1.7%	88 2.6%	x x
2018	4449 71.7%	657 10.6%	539 8.7%	268 4.3%	35 0.6%	22 0.4%	150 2.4%	82 1.3%	x x
2017	4374 72.7%	610 10.1%	533 8.9%	263 4.4%	x x	x x	x x	x x	207 3.4%
2016	2790 76.0%	459 12.5%	202 5.5%	84 2.3%	x x	x x	x x	x x	63 1.7%
2015	2481 80.6%	341 11.1%	167 5.4%	64 2.1%	x x	x x	x x	x x	24 0.8%
2014	2452 81.6%	316 10.5%	157 5.2%	58 1.9%	x x	x x	x x	x x	23 0.8%
2013	2363 81.0%	342 11.7%	127 4.4%	55 1.9%	x x	x x	x x	x x	32 1.1%
2012	1033 81.0%	135 11.0%	66 5.0%	13 1.0%	x x	x x	x x	x x	22 2.0%
2011	749 88.0%	76 9.0%	19 2.0%	8 1.0%	x x	x x	x x	x x	2 1.0%
2010	746 86.0%	89 10.0%	24 3.0%	5 1.0%	x x	x x	x x	x x	3 1.0%
2009	766 84.0%	93 10.0%	35 4.0%	13 1.0%	x x	x x	x x	x x	3 1.0%
2008	789 83.0%	108 11.0%	36 4.0%	13 1.0%	x x	x x	x x	x x	3 1.0%
2007	753 85.0%	86 10.0%	30 3.0%	13 1.0%	x x	x x	x x	x x	3 1.0%
2006	805 86.0%	83 9.0%	27 3.0%	13 1.0%	x x	x x	x x	x x	5 1.0%
2005	873 89.0%	79 8.0%	21 2.0%	10 1.0%	x x	x x	x x	x x	3 1.0%
2004	x x	x x	x x	x x	x x	x x	x x	x x	x x
2003	1024 87.0%	101 9.0%	20 2.0%	6 1.0%	x x	x x	x x	x x	20 2.0%
2002	x x	x x	x x	x x	x x	x x	x x	x x	x x
2001	x x	x x	x x	x x	x x	x x	x x	x x	x x
2000	x x	x x	x x	x x	x x	x x	x x	x x	x x
1999	x 84.0%	x 15.0%	x 1.0%	x 1.0%	x x	x x	x x	x x	x x
1998	x 87.0%	x 10.0%	x 2.0%	x 1.0%	x x	x x	x x	x x	x x
1997	x 87.0%	x 10.0%	x 2.0%	x 1.0%	x x	x x	x x	x x	x x
1996	x 90.0%	x 8.0%	x x	x x	x x	x x	x x	x x	x 2.0%
1995	x 88.0%	x 11.0%	x x	x x	x x	x x	x x	x x	x 1.0%
1994	x 89.0%	x 11.0%	x 1.0%	x x	x x	x x	x x	x x	x 1.0%
1993	x 88.0%	x 9.0%	x 1.0%	x 1.0%	x x	x x	x x	x x	x 1.0%

TABLE 11a

Professional Staff | Gender

Year	Men	Women	Women of Color
2023	2862 63.7%	1629 36.3%	523 11.6%
2022	3181 67.8%	1509 32.2%	439 9.4%
2021	2732 58.2%	1549 33.0%	414 8.8%
2020	2848 60.7%	1516 32.3%	329 7.0%
2019	2162 64.1%	1211 35.9%	x x
2018	4030 65.0%	2170 35.0%	x x
2017	3851 64.1%	2157 35.9%	x x
2016	2451 66.8%	1218 33.2%	x x
2015	2085 67.8%	992 32.2%	x x
2014	2087 69.4%	919 30.6%	x x
2013	2125 72.8%	794 27.2%	x x
2012	889 71.0%	363 29.0%	x x
2011	604 70.0%	259 30.0%	x x
2010	622 71.0%	254 29.0%	x x
2009	645 72.0%	251 28.0%	x x
2008	666 71.0%	272 29.0%	x x
2007	577 66.0%	297 34.0%	x x
2006	629 67.0%	310 33.0%	x x
2005	661 68.0%	311 32.0%	x x
2004	0 100.0%	x x	x x
2003	806 69.0%	362 31.0%	x x
2002	0 100.0%	x x	x x
2001	0 100.0%	x x	x x
2000	0 100.0%	x x	x x
1999	0 81.0%	x 19.0%	x x
1998	0 76.0%	x 24.0%	x x
1997	0 66.0%	x 34.0%	x x
1996	0 82.0%	x 18.0%	x x
1995	0 85.0%	x 15.0%	x x
1994	0 88.0%	x 12.0%	x x
1993	0 88.0%	x 12.0%	x x

TABLE 11b