



Lesson 1 - Pre-Visit In the Front Office: Female Executives

Objective: Students will be able to:

- Conduct research on female executives who have been involved with baseball at different levels during the 20th and 21st centuries.
- Discuss the importance of female executives to women's advancement in sports.
- Analyze a political cartoon as a primary source.
- Create their own cartoons based on the subject of women in sports today.

Time Required: 1 -2 class periods

Materials Needed:

- Copies of the "Executive Profile" graphic organizer for each student (included)
- Copies of the "Diamond Dreams" profiles on female executives (included)
- Copies of the Cartoon Analysis Worksheet for each student (included)

Vocabulary:

Perspective - A position or a way of regarding situations or topics



Applicable Common Core State Standards

RI.6.1. Cite textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text.

RI.6.3. Analyze in detail how a key individual, event, or idea is introduced, illustrated, and elaborated in a text (e.g., through examples or anecdotes).

RI.7.1. Cite several pieces of textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text.

RI.7.3. Analyze the interactions between individuals, events, and ideas in a text (e.g., how ideas influence individuals or events, or how individuals influence ideas or events).

RI.8.1. Cite the textual evidence that most strongly supports an analysis of what the text says explicitly as well as inferences drawn from the text.

RI.8.3. Analyze how a text makes connections among and distinctions between individuals, ideas, or events (e.g., through comparisons, analogies, or categories).

RH.6-8.1. Cite specific textual evidence to support analysis of primary and secondary sources.

RH.6-8.2. Determine the central ideas or information of a primary or secondary source; provide an accurate summary of the source distinct from prior knowledge or opinions.

RH.6-8.4. Determine the meaning of words and phrases as they are used in a text, including vocabulary specific to domains related to history/social studies.

RH.6-8.7. Integrate visual information (e.g., in charts, graphs, photographs, videos, or maps) with other information in print and digital texts.

SL.6.1., SL.7.1., SL.8.1. Engage effectively in a range of collaborative discussions (one-on-one, in groups, and teacher-led) with diverse partners on grade-appropriate topics, texts, and issues, building on others' ideas and expressing their own clearly.

SL.6.2., SL.7.2., SL.8.2. Interpret information presented in diverse media and formats (e.g., visually, quantitatively, orally) and explain how it contributes to a topic, text, or issue under study.



Lesson

1. Introduce the topic of leadership in sports. Activate prior knowledge by asking students to identify women who are or have been leaders in sports.
2. Explain that students will be examining short biographies of four different women who have been leaders in professional baseball.
3. Provide each student with a copy of one of the four “Diamond Dreams” profiles included with this lesson, and an “Executive Profile” graphic organizer. Students should work individually to complete the graphic organizer based on their assigned subject:
 - Helene Britton
 - Effa Manley
 - Judy Scarafale
 - Linda Alvarado
4. Once students have finished working, have students with the same profiles gather in small groups to review their answers.
5. Have students from each group present their profile subjects to the rest of the class using their graphic organizers as guides.
6. Once all groups have presented, hold a class discussion about women in leadership roles in baseball. Use the following questions as a guide:
 - Have women always been accepted as leaders in baseball?
 - What challenges did these women face as they pursued their careers?
7. Introduce the activity.



Activity

1. Discuss that the brief biographies students read during this lesson are secondary sources. Ask students, “What if we wanted to find out about people’s opinions and **perspectives** on these women as their careers were happening? What types of sources might we look for?”
2. As a class, brainstorm a list of source ideas. Point out that two of the subjects: Linda Alvarado and Judy Scarafie are contemporary leaders in baseball. Primary sources by or about them could possibly be found in the media today. The other subjects: Effa Manley and Helene Britton are historical. Primary sources by or about them would be located in older documents.
3. Discuss the idea of examining political cartoons as primary sources. Cartoons can provide information about historical events, and they can reveal the attitudes of society at a given time. Remind students that a cartoonist is expressing an opinion – not a fact.
4. Provide students with a “Cartoon Analysis Worksheet.” Explain that in this cartoon, the artist portrays Helene Britton, the first female owner of a major league baseball team.
5. Give students a few minutes to examine the cartoon and answer the questions on their worksheets.
6. Review students' worksheet responses.

Conclusion:

To conclude this lesson and check for understanding, have each student draw his or her own political cartoon based on the subject of women in sports today (it doesn’t have to be baseball). Have them present their cartoons to the class, and have students analyze one another’s work using questions similar to those given in the “Cartoon Analysis Worksheet.”



Name: _____

Date: _____

Cartoon Analysis Worksheet



"With One Woman in the Game." St. Louis Post-Dispatch cartoon from January 29, 1917. Missouri Historical Society.

1. What do you see in this cartoon? Describe the action taking place.

2. Other than Helene Britton, who does this cartoon depict? Why do you think so?



3. When was this cartoon created? How do you know?

4. What is the cartoonist's point of view? How do you know?

5. Who do you think is the intended audience for this cartoon?

6. What is the intended message of this cartoon?

7. Who might agree with the message? Who might disagree?



Names: _____

Date: _____

Executive Profile

Executive Name: _____

Childhood: Where did she grow up? How did her upbringing influence her ability to become a leader?	
Education:	
How Did Her Involvement With Baseball Begin?	
Roles Held in Baseball:	
Team(s):	
Fun Facts:	



Diamond Dreams Profile 1 - Judy Scarafile



She's already represented in Cooperstown, but Judy Scarafile's place in baseball history is still being written. As President of the Cape Cod Baseball League since 1991, she's worked with the summer wooden bat collegiate league for more than 40 years.

Scarafile tackles whatever is in front of her with great energy. Beginning her relationship with the Cape League as an official scorer, she's held the positions of publicity assistant, league publicist, secretary, deputy commissioner and VP before becoming the only female president in the league's 127-year history 21 years ago.

Under her tenure as president, the league has continued to grow and prosper as the nation's top collegiate summer league. Scarafile oversees seemingly every aspect of the Cape League's administration, from finances to public relations. She organized the league's Strategic Planning Committee and as the first director of corporate development has secured over 50 sponsors which bring the circuit's annual budget to \$550,000.

As evidence of the Cape League's success, in 2006, over 1,000 alumni were playing professional baseball; in 2008, the MLB-backed league had 205 alumni in the majors. Among current Major League stars who can be counted as alumni of the league are Jason Bay, Lance Berkman, Tim Lincecum, Dustin Pedroia, Buster Posey, Brian Roberts, Nick Swisher and Chase Utley.

Because of all this success and growth, Scarafile was the first woman inducted into the Cape Cod League's Hall of Fame in 2003. In October 2010, the University of Connecticut grad and Massachusetts-based pharmacist had her photo added to the Diamond Dreams exhibit on the second floor of the National Baseball Hall of Fame and Museum.



Diamond Dreams Profile 2 - Linda Alvarado



Linda Alvarado had a simple goal: Think big.

This is the philosophy of life which Linda Alvarado learned from her parents. Growing up in Albuquerque, N.M. in a family with five brothers, living in an adobe home with no running water, she applied this ethic vigorously, rising to become the head of a major construction company and the first Hispanic owner of a major league baseball team.

Linda Alvarado's family never treated her any differently from her brothers, and she quickly developed into an individual who would not let ethnicity or gender serve as an obstacle. After graduating from Sandia High School, she went off Pomona College in California earning a degree in economics. Upon returning to New Mexico, she became involved in the construction industry, eventually taking out a small loan to start her own business. She learned the business from the inside-out, trying her hand at all types of projects, and used each one to learn and expand.

Following the advice of her parents, she thought big, with the company eventually growing into the international multi-million dollar operation. Today the Alvarado Construction Company is well-respected within the industry, and employs over 450 people. She also owns Palo Alto Inc., a restaurant company with 150 locations. Alvarado also serves on the board of directors for several Fortune 500 companies, and she has served as a Commissioner for the White House Initiative for Hispanic Excellence in Education.

In 1991, she became part owner of the Colorado Rockies, serving as one of the few female owners in the game and the first Hispanic owner. With a love of the game, this was an opportunity which she could not turn down. As she told a reporter, "This is the first time any woman, as an entrepreneur earning her own money, was able to bring capital to a major league franchise." While there were risks involved with an expansion franchise, she joined in and remains an active part of the team.

Holding true to her roots, Alvarado is also involved in a number of activities which seek to promote opportunities and education for young people. Her message is one to which many generations of Americans can relate.

"What I still hope for and long for is the day when people will truly be judged not based on where they came from, and their gender, but really on their ability," Alvarado said. "That is a dream we can't let go. America is a country of immigrants and our success is built not on everybody being alike, but on our diversity.

"The competitive environment with my brothers taught me about teamwork and the importance of taking risks. You can never get to second base in you keep you foot safely on first. I realized that even if you strike out, you still get another turn at bat."



Diamond Dreams Profile 3 – Helene Britton



Helene Hathaway Robison Britton grew up in a baseball family. Her father and uncle, Frank and Stanley Robison, owned the Cleveland Spiders and later purchased the St. Louis Brown Stockings – later changing the team's name to Cardinals. Upon the death of Stanley Robison in March 1911, Britton inherited a controlling interest in the Cardinals. At a time when American women did not yet have the right to vote in most places, the 32-year-old mother of two became the first woman to own and operate a team in Major League Baseball history.

Fellow owners, fans, and the media initially believed that Britton would sell her interest in the team. However, she defied expectations as she not only retained ownership of the Cardinals, but chose to play an active role in team operations.

During her first year as team "magnette," she assumed the role of vice president, allowing team manager and future Hall of Famer Roger Bresnahan a great deal of decision-making freedom. After a successful 1911 season, Britton rewarded Bresnahan with a lucrative five-year contract and 10 percent of the club's profit. A losing record in 1912, and Bresnahan's refusal to consider her opinions, caused Britton to regret making such a generous deal. She eventually fired Bresnahan, settled his contract, and installed future Hall of Famer Miller Huggins as the Cardinals new manager.

Newspaper writers for the most part viewed Britton as a novelty in the male-dominated world of professional sports. When writers reported on major team decisions, they downplayed her involvement. Yet Britton attended every Cardinals home game and attended winter meetings. She also championed a variety of innovative ideas such as Ladies' Days when all "fanettes" accompanied by male escorts were admitted to the grandstand free, and between-inning musical entertainment.

Between 1913 and 1916, Britton faced a variety of challenges as a team owner. Attendance at games declined due to the Cardinals' poor on-field performance and a stadium badly in need of repair. Team revenue took a further hit when the Federal League added a third baseball team to St. Louis. Rumors about offers to purchase the team appeared in the news, and on multiple occasions National League owners tried to persuade Britton to sell the Cardinals. It is not clear how many of these offers Britton seriously considered, but she held her ground and refused to be forced into any agreement.

In 1917, Britton sold the Cardinals and the ballpark on her own terms. The team originally purchased by her father and uncle for \$40,000 was sold for \$350,000 to a local investment group. Although Britton owned the Cardinals for only six years, she made an impact on baseball.

Britton faced challenges with dignity, made her own decisions, defended her rights, and proved that a woman could run a sports franchise. About her experience as an owner she said, "All I ever needed was the opportunity. That's all any woman needs."



Diamond Dreams Profile 4 – Effa Manley



When one strolls through the Hall of Fame Gallery in Cooperstown, he or she will discover the plaques and stories of the most outstanding individuals who ever took part in our National Pastime. Yet one plaque in particular might stand out to the unfamiliar visitor – that of Effa Manley.

In 2006, Manley joined 16 other individuals from the Negro Leagues – and the era preceding them in African-American baseball – in earning election to the National Baseball Hall of Fame. In achieving this, Manley became the first woman inducted, an honor befitting someone who always demanded to be heard.

In the baseball world, Manley earned a reputation for running one of the most professional operations in all of the Negro Leagues. Along with her husband Abe, Manley owned the Newark Eagles from 1936-1948. While Abe provided the finances for the club, Effa ran the business side of the organization.

Operating in a world dominated by men, Manley demanded the most of her players, and fought for better living and travel conditions for them. She also provided Newark with top-quality baseball – as the Eagles consistently finished in the top half of the division, and won the Negro League World Series in 1946.

When Major League Baseball integrated a year later, Effa did not fade quietly into the background. Instead, she became a thorn in the side of Major League executives, demanding that Negro League teams receive compensation for the loss of their players to Major League clubs. In selling Eagles' stars Larry Doby and Monte Irvin to the Indians and Giants, Manley established an important precedent – Major League teams should respect the contracts of Negro League clubs.

Manley's influence spread beyond the game of baseball, as she became heavily involved with the civil rights movement. In the early 1930s Manley helped organize a boycott against stores in Harlem that refused to hire African Americans. Later, she utilized her position with the Eagles to continue the struggle, sponsoring protest marches and hosting benefit days at the ballpark, including holding an Anti-Lynching Day. She even served as the treasurer and a board member for the Newark Chapter of the National Association for the Advancement of Colored People (NAACP).

For much of her life, Manley kept her own scrapbook, which now resides in the archives of the National Baseball Hall of Fame. Flipping through the scrapbook gives one a glimpse into Manley's mind – what events in her life did she find important? The scrapbook is filled with articles about the Eagles, about her husband Abe, and about her own role in managing the team. The scrapbook also contains articles outside the realm of baseball, and of equal importance to Manley, such as an August, 1934 article from the New York Age announcing the success of Manley's Harlem boycott, and the hiring of African Americans by the stores targeted.

In her later years, Manley fought for a greater representation of Negro Leaguers among those enshrined in the National Baseball Hall of Fame. It is only fitting that her talents as a baseball executive, her struggle on behalf of civil rights, and her commitment to honoring the legacy of the Negro Leagues, eventually earned her the honor of becoming the first woman to have a plaque residing in baseball's holiest shrine.