



Outside the Lines

Editor Michael Hauptert

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MLB's Annual Salary Leaders: 1874-2012 By Michael Hauptert

Perusing the list of annual leaders in various statistical categories is a favorite pastime of baseball fans. So why should the list of salary leaders be any different? For fans of the business of baseball, that list is likely to prove fascinating. And now, thanks to the recent availability of new financial data, such a list is possible.

The salary leaders data is drawn from several primary sources: the New York Yankee ledgers, the Philadelphia Phillies ledgers, the Spalding Guides, the MLBPA, the Long papers, and the contract and transaction card files housed at the Hall of Fame Library. When considering financial data, a primary source would be the originating source for those data, which in the case of a contract would be the two parties signing the contract: player and team. Thus, salary data that has been released each year since 1985 by the MLBPA is considered primary data. The MLBPA salary figures are

available from a wide variety of sources on the internet.

Salary data since 1985 are certainly not scarce. It is salary data before this date that are hard to come by. Over the years numerous sources have reported player salaries, but in small quantities, and with little reliability. Most often the sources for these salary figures are unattributed, or another secondary source is cited. The reason for this proliferation of secondary source data has been the heretofore lack of reliable data. That scarcity has changed in recent years.

Over the past decade several sources of primary salary data have become available. The financial ledgers of the New York Yankees (Hall of Fame Library) and Philadelphia Phillies (Hagley Library) have provided researchers with salary data as well as information on every aspect of the finances of these two professional baseball teams for a limited time period. The Long papers (Hall of Fame Library) provide snapshots of the finances for a few years of Boston franchises in the 1870s, and the transaction cards at the Hall of Fame are an enormous collection of player contract data. These cards were compiled by the league offices for the period 1911-1987. All contracts between player and team must be approved by the league, and these files contain records of the approved contracts.

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A Note From the Editor

First, my apologies for the tardiness of the fall issue of *Outside the Lines*. Second, you have no doubt noticed some differences in layout. And third, I would like to introduce myself as the new editor of the newsletter. All of these things are related.

Last spring John Ruoff, longtime editor of *Outside the Lines*, stepped down from his position as co-chair of the Business of Baseball Committee and editor of the newsletter. I am honored to take on the very large task of succeeding him. While I may succeed John, he can never be replaced. At this time I would like to publicly thank him for his many years of service to SABR and this committee, his excellent work on the newsletter, and his generosity in answering my questions and guiding me through the process of putting together my first issue of the newsletter. Fortunately for all of us, John will remain an active member of SABR, sharing his knowledge, passion, and expertise on baseball, both inside and outside the lines.

I would also like to thank Steve Weingarden, my co-chair on the committee, for his many hours of tutelage to get me up and running. Without his help, I would have been even further behind in getting out this inaugural issue.

I have been a member of SABR since 1983, and a member of the Business of Baseball Committee since its inception in 1994. In my alter ego I am a professor of economics, specializing in the economic history of the sports and entertainment industries. As part of my ongoing research into baseball labor markets I ran across work done by Doug Pappas, the founder of the Business of Baseball Committee, and had the pleasure of corresponding with him on numerous occasions before his untimely death. It was his influence that sparked my efforts to compile a historical database of baseball player salaries to complement the salaries he had compiled since the

mid 1980s. If you have been a regular reader of this newsletter, you may have seen some of my articles on that research.

Speaking of articles, you have by now noticed that this issue contains only one – and that one is authored by me. That is clearly not a trend that I want to continue, but due to the transition and the subsequent long time lag since the last issue, I found that I had no other material at present. So, let me parrot a regular request made by John: send your research! Please do not be shy about sharing your work. The newsletter is an excellent means of showcasing it to fellow SABR members who share your interest in all aspects of baseball that take place “outside the lines.” The newsletter is the ideal place to publicize preliminary work or essays that you may later expand into pieces for the *Baseball Research Journal* or other publications. Given the electronic nature of the newsletter, there is no page limit, so length is not a problem. We can accommodate short essays or longer pieces, including tables and charts (in living color or black and white), or when more convenient, links to your own databases. The only thing we cannot publish is what you don’t submit. So if you have a project that you find interesting, it’s a good bet other readers of this newsletter feel the same way. Send it to me at mhaupert@uwlax.edu so we can all learn and enjoy.

My goal is to publish the newsletter semiannually, with one issue in the spring and another in the fall. That schedule, however, requires that we have enough material to publish. A steady supply of articles from you will not only assure a sufficient quantity of material, but will also result in a wider variety, further enhancing the newsletter. In the meantime, enjoy this issue, and let me know what you like or would like to see changed. The purpose of the newsletter is to reflect the interest of the readership – so keep in touch and contribute your research!

Continued from page 1

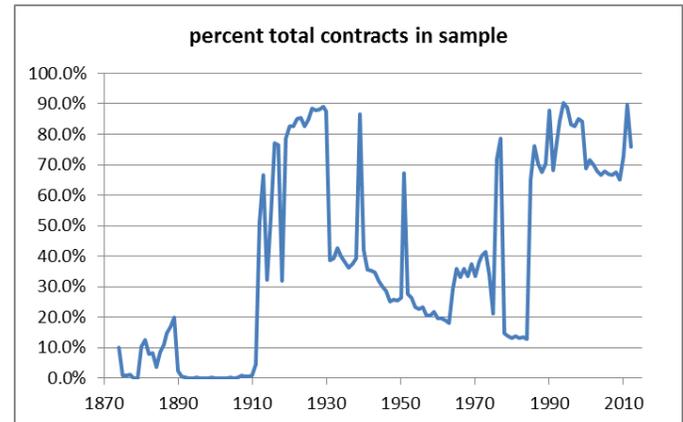
The Spalding Guide is the source for most of the available 19th century salary observations. While it is not data emanating from the players or owners per se, it was reported by the guide at a time when its publisher, Albert Spalding, was the owner of the Chicago franchise, thus it is reasonable to assume he had access to salary data. In addition, in those few instances where I have been able to obtain actual player contracts from this period, they confirm the salaries reported in the Spalding Guide.

The data in the salary leader chart below are all from one of these primary sources. No secondary source data were used to compile this list, which has resulted in a few years of missing observations. Though I have come across secondary references to salaries for some of the missing years, I do not use any of them because I have not been able to verify the source of those salary quotes.

The salary observations I have gathered to date account for just under 50% of all of the players who have appeared in at least one MLB game since 1874. 50% is a substantial sample size, and yields quite reasonable figures for average salaries, but when attempting to build a list of annual salary leaders, the logical question is whether the missing observations are likely to have any salaries higher than those included in my list. Of course, there is no way I can know. This is especially problematic for those years for which I have only a handful of observations. The likelihood that I am missing the true maximum salary for any given year increases as the percentage of players for which I have observations decreases. The following graph illustrates the percentage of players for whom I have contracts each year.

A quick glance reveals that the distribution of contract observations is anything but constant, ranging from a low of zero percent for several years prior to 1906 up to 90.3% in 1994. In fifty of the years in the sample I have salary observations of more than 50% of the players, and for another 22 seasons I have more than one-third of the player contracts. All in all, the coverage since 1912 is very high, and since the sample includes every Hall of Famer who played after 1910, the likelihood of having the highest paid player in the sample set is biased somewhat upward. Still, there is the

possibility that this list may be updated in the future, especially for the period before 1910, for which primary salary data is particularly scarce. The good news on this front is that I still have several thousand more observations that I have gathered, but not yet had time to add to the database. The size of the database will only grow over time, and with it the confidence in the accuracy of the annual salary leaders list.



In previous presentations and articles on player salaries I have encountered some issues concerning the definition of player earnings. Salary and earnings are not always the same thing. Salary here is defined simply. It is the contracted level of payment the team and the player agree upon. Only recently has the concept of guaranteed pay become commonplace in MLB contracts. During the era of the reserve clause the contracted salary was only guaranteed as long as the player remained with the team. The standard player contract had a ten day clause that gave the team the right to sell a player's contract to another team, major or minor league, or simply void the contract, with the obligation of only ten days salary due to the player. Hence, the contracted salary and the actual salary earned by a player were only the same if the player remained on the roster the entire season.

Other issues driving a wedge between contracted salary and earned income included the presence of bonus clauses in some contracts and the imposition of fines by the team or suspensions by the league. Without access to team ledgers, for which we have only a small number of years, it is impossible to determine the actual amount paid to a player net of bonuses, fines, and suspensions. As a result, I only measure the contracted pay. That is, the annual pay

due a player if he played the entire season. I do not subtract anything for fines (which are unknown in most cases) nor do I adjust for days on the roster for players sent to the minors. For this list of annual leaders, days on roster doesn't really matter, since the players on this list were among the best in the league each year, and only missed time during the season if they were injured, not sent to the minors.

These salary figures do not contain bonus earnings either. While I do have the information on bonus clauses, I do not include it for two reasons. First of all, it is not always clear if it was earned. It is easy to determine if a player earned a performance bonus (e.g. \$500 for hitting .300) but not if it was a "good effort" bonus (\$500 if in the opinion of the manager the player gave his best effort). Besides, these are not salaries, but bonuses, only to be paid if some extraordinary circumstance were achieved. I only consider the contracted salary amount in this research.

Having settled the boundaries of my definition of salary, let me make a few observations about the data. The first thing to notice is the impact of inflation, free agency, and television revenues on maximum salaries over time. In 1874 the highest paid player in major league baseball was Ross Barnes, who earned the princely sum of \$2000. Today, the minimum salary for a MLB player is more than 200 times that level, and this season Alex Rodriguez earned more than \$56,000 per plate appearance. If he saw 28 pitches during each trip to the plate, he would have earned as much per pitch as Barnes earned in an entire season.

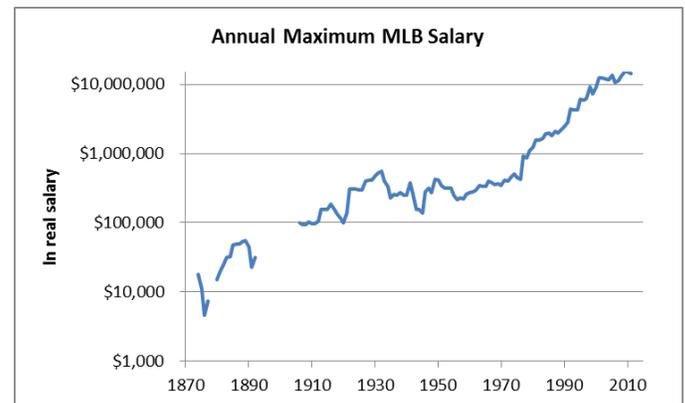
Not to feel sorry for Ross Barnes though. In 1874 he was earning 2.3 times what the average American earned. And he earned it over just a few months working time, whereas the average American worked 60 hours a week for the entire year to bring in his \$864.

Not surprisingly, the Yankees are the leaders when it comes to crowning earnings champs. Thirty four times since 1874 the Yankees have had the highest paid player in MLB on their roster, more than the next two franchises combined. And the franchise didn't even exist until 1901! Two players account for 21 of those 34 salary leaders. Babe Ruth is the all-time salary leader champion with 13, followed

by Alex Rodriguez, who has been the top salary earner 11 times – eight with the Yankees and three when he was a Ranger. Willie Mays is the only other player to have led the league in salary ten or more times. He ties A-Rod with eleven appearances atop the leaderboard.

Ruth also holds the records for dominance over time and over the rest of the league. He was the highest paid player in the game for 13 consecutive years, beginning with his \$52,000 salary in 1922 and ending with \$35,000 in 1934. Of course in between his salary ballooned to \$70,000 and then \$80,000. In 1930 his \$80,000 was 2.4 times greater than the second highest salary earned that year (Rogers Hornsby), a record that has never been broken. In 2009 and 2010, when Rodriguez was earning the highest salary in MLB history (\$33 million each year) he was earning barely 38% more than the second highest paid player (Manny Ramirez in 2009 and fellow Yankee C.C. Sabathia in 2010).

Salaries have skyrocketed in the past generation due first to the opening of the market with the end of the reserve clause, and then further with the glut of revenue from broadcast fees. The Angels signed Albert Pujols to a ten year \$240 million contract prior to the 2012 season, an amount almost exactly equal to the value of the cable television package they had just negotiated. The growth of maximum salaries over time is illustrated in the graph below.



This look at maximum salaries over time gives us a glimpse at the changing fortunes of baseball's best players since the first days of professional baseball. It is not comprehensive, as data for the 19th century remains elusive, and some of the early leader figures are tenuous, given the paucity of data for some years, but it is instructive none-the-less. Over

time we should be able to add to this list and increase our confidence in the names on it.

Annual MLB Salary Leaders 1874-2012

year	salary	player	year	salary	player
1874	\$2,000	Ross Barnes (Bos NA) Harry Wright (Bos NA)	1910	\$9,000	Ty Cobb (Det AL) Nap Lajoie (Cle AL)
1875	\$1,200	Levi Meyerle (Ph NA)	1911	\$9,000	Ty Cobb (Det AL) Nap Lajoie (Cle AL)
1876	\$480	John Clap (StL NL)	1912	\$10,000	Roger Bresnahan (StL NL) Jimmy Callahan (Ch AL)
1877	\$750	Levi Meyerle (Cin NL)			Hugh Jennings (Det AL) Honus Wagner (Pit NL)
1878		no data			
1879		no data	1913	\$15,000	Fred Clarke (Pit NL)
1880	\$1,500	Thomas Bond (Bos NL) Jack Burdock (Bos NL) Charley Jones (Bos NL) John Morrill (Bos NL)	1914	\$15,000	Ty Cobb (Det AL) Tris Speaker (Bos AL)
1881	\$2,000	Jim O'Rourke (Buf NL)	1915	\$15,050	Fred Clarke (Pit NL)
1882	\$2,400	Monte Ward (Prov NL)	1916	\$20,000	Ty Cobb (Det AL)
1883	\$3,100	Buck Ewing (NY NL)	1917	\$20,000	Ty Cobb (Det AL)
1884	\$3,100	Buck Ewing (NY NL)	1918	\$20,000	Ty Cobb (Det AL)
1885	\$4,500	Jim O'Rourke (NY NL)	1919	\$20,000	Ty Cobb (Det AL)
1886	\$4,500	Fred Dunlap (StL/Det NL)	1920	\$20,000	Ty Cobb (Det AL) Babe Ruth (NY AL) Tris Speaker (Cle AL)
1887	\$4,500	Fred Dunlap (Det NL) Charles Radbourne (Bos NL)	1921	\$25,000	Ty Cobb (Det AL)
	\$5,000	Fred Dunlap (Pit NL)	1922	\$52,000	Babe Ruth (NY AL)
1888		Buck Ewing (NY NL)	1923	\$52,000	Babe Ruth (NY AL)
1889	\$5,000	Fred Dunlap (Pit NL) Buck Ewing (NY NL)	1924	\$52,000	Babe Ruth (NY AL)
1890	\$4,000	Hardy Richardson (Bos PL)	1925	\$52,000	Babe Ruth (NY AL)
1891	\$2,000	Paul Cook (Lou/StL AA)	1926	\$52,000	Babe Ruth (NY AL)
1892	\$2,800	Joe Gunson (Bal NL)	1927	\$70,000	Babe Ruth (NY AL)
1893		no data	1928	\$70,000	Babe Ruth (NY AL)
1894		no data	1929	\$70,000	Babe Ruth (NY AL)
1895	\$2,400	Jack Glasscock (Lou/Was NL)	1930	\$80,000	Babe Ruth (NY AL)
1896		no data	1931	\$80,000	Babe Ruth (NY AL)
1897		no data	1932	\$75,000	Babe Ruth (NY AL)
1898		no data	1933	\$52,000	Babe Ruth (NY AL)
1899	\$1,800	Victor Willis (Bos NL)	1934	\$35,000	Babe Ruth (NY AL)
1900		no data	1935	\$31,000	Lou Gehrig (NY AL)
1901		no data	1936	\$36,000	Mickey Cochrane (Det AL)
1902		no data	1937	\$36,000	Mickey Cochrane (Det AL) Lou Gehrig (NY AL)
1903		no data	1938	\$39,000	Lou Gehrig (NY AL)
1904	\$5,000	Joe McGinnity (NY NL)	1939	\$35,000	Lou Gehrig (NY AL) Hank Greenberg (Det AL)
1905		no data	1940	\$35,000	Hank Greenberg (Det AL)
1906	\$8,500	Nap Lajoie (Cle AL)	1941	\$55,000	Hank Greenberg (Det AL)
1907	\$8,500	Nap Lajoie (Cle AL)	1942	\$43,750	Joe DiMaggio (NY AL)
1908	\$8,500	Nap Lajoie (Cle AL)	1943	\$27,000	Joe Cronin (Bos AL)
1909	\$9,000	Nap Lajoie (Cle AL)	1944	\$27,000	Joe Cronin (Bos AL)

1945	\$25,000	Lou Boudreau (Cle AL) Joe Cronin (Bos AL)	1989	\$2,766,667	Orel Hershiser (LA NL) Frank Viola (Min/NY AL/NL)
1946	\$55,000	Hank Greenberg (Det AL)	1990	\$3,200,000	Robin Yount (Mil AL)
1947	\$70,000	Hal Newhouser (Det AL)	1991	\$3,800,000	Darryl Stawberry (LA NL)
1948	\$65,000	Joe DiMaggio (NY AL) Ted Williams (Bos AL)	1992	\$6,100,000	Bobby Bonilla (NY NL)
1949	\$100,000	Joe DiMaggio (NY AL)	1993	\$6,200,000	Bobby Bonilla (NY NL)
1950	\$100,000	Joe DiMaggio (NY AL)	1994	\$6,300,000	Bobby Bonilla (NY NL)
1951	\$90,000	Joe DiMaggio (NY AL) Ted Williams (Bos AL)	1995	\$9,237,500	Cecil Fielder (Det AL)
1952	\$85,000	Ted Williams (Bos AL)	1996	\$9,237,500	Cecil Fielder (Det AL)
1953	\$85,000	Ted Williams (Bos AL)	1997	\$10,000,000	Albert Belle (Ch AL)
1954	\$85,000	Ted Williams (Bos AL)	1998	\$14,936,667	Gary Sheffield (Fla/LA NL)
1955	\$67,500	Ted Williams (Bos AL)	1999	\$11,949,794	Albert Belle (Bal AL)
1956	\$58,000	Yogi Berra (NY AL)	2000	\$15,714,286	Kevin Brown (LA NL)
1957	\$65,000	Yogi Berra (NY AL)	2001	\$22,000,000	Alex Rodriguez (Tex AL)
1958	\$65,000	Mickey Mantle (NY AL)	2002	\$22,000,000	Alex Rodriguez (Tex AL)
1959	\$75,000	Willie Mays (SF NL)	2003	\$22,000,000	Alex Rodriguez (Tex AL)
1960	\$80,000	Willie Mays (SF NL)	2004	\$21,726,881	Alex Rodriguez (NY AL)
1961	\$85,000	Willie Mays (SF NL)	2005	\$26,000,000	Alex Rodriguez (NY AL)
1962	\$90,000	Mickey Mantle (NY AL) Willie Mays (SF NL)	2006	\$21,680,727	Alex Rodriguez (NY AL)
1963	\$105,000	Willie Mays (SF NL)	2007	\$23,428,571	Jason Giambi (NY AL)
1964	\$105,000	Willie Mays (SF NL)	2008	\$28,000,000	Alex Rodriguez (NY AL)
1965	\$105,000	Willie Mays (SF NL)	2009	\$33,000,000	Alex Rodriguez (NY AL)
1966	\$130,000	Sandy Koufax (LA NL)	2010	\$33,000,000	Alex Rodriguez (NY AL)
1967	\$125,000	Willie Mays (SF NL)	2011	\$32,000,000	Alex Rodriguez (NY AL)
1968	\$125,000	Willie Mays (SF NL)	2012	\$30,000,000	Alex Rodriguez (NY AL)
1969	\$135,000	Willie Mays (SF NL)			
1970	\$135,000	Willie Mays (SF NL)			
1971	\$167,000	Carl Yastrzemski (Bos AL)			
1972	\$167,000	Carl Yastrzemski (Bos AL)			
1973	\$200,000	Dick Allen (Ch AL)			
1974	\$250,000	Dick Allen (Ch AL)			
1975	\$240,000	Hank Aaron (Mil AL)			
1976	\$240,000	Hank Aaron (Mil AL)			
1977	\$560,000	Mike Schmidt (Ph NL)			
1978	\$560,000	Mike Schmidt (Ph NL)			
1979	\$800,000	Rod Carew (Cal AL)			
1980	\$1,000,000	Nolan Ryan (Hou NL)			
1981	\$1,400,000	Dave Winfield (NY AL)			
1982	\$1,500,000	Mike Schmidt (Ph NL)			
1983	\$1,652,333	Mike Schmidt (Ph NL)			
1984	\$1,989,875	Mike Schmidt (Ph NL)			
1985	\$2,096,967	Mike Schmidt (Ph NL)			
1986	\$1,964,423	Jim Rice (Bos AL)			
1987	\$2,412,500	Jim Rice (Bos AL)			
1988	\$2,340,000	Ozzie Smith (StL NL)			

BUSINESS OF BASEBALL COMMITTEE

The Business of Baseball Committee co-chairs are Steve Weingarden (steveweingarden@gmail.com) and Mike Haupert (mhaupert@uwlax.edu). Haupert edits Outside the Lines.

The committee's website is at <http://research.sabr.org/business/>. You should stay in touch with the site as we improve the look and add content.

The Committee's discussion group, BusinessofBaseball, is on YahooGroups. If you are a member of the Committee and want to join, go to <http://sports.groups.yahoo.com/group/BusinessofBaseball/> or send an email to Business of Baseball-subscribe@yahoogroups.com

Recently Published Research

This is a new feature that will be regularly included in the newsletter. This column will highlight recently published articles on topics of interest to members of the Business of Baseball Committee. If you are aware of a source that publishes articles of interest to the readership, please alert me so that I can monitor it.

Alm, James, William H. Kaempfer and Edward Batte Sennoga, "Baseball Salaries and Income Taxes The 'Home Field Advantage' of Income Taxes on Free Agent Salaries," *Journal of Sports Economics* 13, no. 6, (December 2012), pp 619-634

In this article, the authors examine the impact on the salaries of free agents in Major League Baseball (MLB) of differences in state and local individual income taxes between major league cities, in an attempt to see if income taxes affect player salaries. This basic specification suggests that each percentage point of an income tax raises free agent salaries by \$21,000 to \$24,000; other estimates indicate even larger impacts. These findings suggest that the existence of this additional salary demand means that low-tax cities (e.g., Florida, Texas, and Washington) have a "home field advantage" in the baseball free agent market.

Beckman, Elise M., Wenquiang Cail, Rebecca M. Esrock and Robert J. Lemke, "Explaining Game-to-Game Ticket Sales for Major League Baseball Games Over Time," *Journal of Sports Economics* 13, no. 5, (October 2012), pp 536-553

Using data from more than 10,000 games from 1985 through 2009, the authors estimate the effect various factors have on attendance at Major League Baseball (MLB) games. As previously found in the literature, interleague and interleague rivalry contests are associated with higher attendances, but this relationship has been weakening over time. Contrary to some of the literature, the authors find that the likelihood the home team will win the contest is inconsistently estimated over time, lending little support for the uncertainty of outcome hypothesis. Generally the effect on ticket sales from many potential factors has generally been weakening over time.

Chen, Chun-Da and Chih-Chun Chen, "Assessing the Effects of Sports Marketing on Stock Returns: Evidence From the Nippon Professional Baseball Series," *Journal of Sports Economics* 13, no. 2, (April 2012), pp 169-197

This paper employs an event study method to associate Japanese professional baseball championship competition with the effects of a parent company's stock prices from a sports marketing perspective. The empirical results show that there are significant positive abnormal stock returns for the parent companies when their own teams qualified for the final championship series, and the parent companies have higher and more significant cumulative abnormal returns (CARs) when their teams win the championship. It is noteworthy that the stocks of parent companies experience significantly positive ARs prior to the event day when their team wins the title earlier. Additionally, the retail industry has more significant positive abnormal stock returns when teams backed by this industry win the championship, as compared with non-retail industries. The related sports marketing expenses and teams' operations do affect firm values during the postseason period. The authors reasonably conclude that the retail industry is the most likely sector to adopt sports marketing strategies to enhance firm performances and profits, especially for those companies that own professional baseball teams.

Leeds, Michael A. and Sumi Sakata, "Take Me Out to the *Yakyushiai*: Determinants of Attendance at Nippon Professional Baseball Games," *Journal of Sports Economics* 13, no. 1, (February 2012), pp 34-52

The authors use data that are collected from the 2007 season to study attendance at Nippon Professional Baseball (NPB) games. Like Major League Baseball (MLB) teams, Japanese teams set price in the inelastic portion of the demand curve, but standard explanations for low prices do not apply. The authors also find some evidence that the visiting team's fans play a greater role in NPB than in MLB. Games in domed stadiums or between teams in different leagues also draw more fans. Finally, attendance is greater at games between better teams and games that the home team is more likely to win.

Link, Charles R. and Martin Yosifov, "Contract Length and Salaries Compensating Wage Differentials in Major League Baseball," *Journal of Sports Economics* 13, no. 1, (February 2012), pp 3-19

This study investigates the relationship between free agent salaries and contract length in Major League Baseball (MLB) to examine whether players trade-off returns to performance for additional job security. This study is the first to conduct a comprehensive, multiperiod study of salary determination for all MLB position players who were free agents and signed contracts between 1984-1994 and 2003-2006. The authors use the same technique and variables in all models so that comparisons across time are possible. The empirical results of this study indicate that free agent position players appear willing to trade monetary returns to performance for the security of a longer guaranteed contract. The results are not sensitive to the definition of salary used but are sensitive to the productivity measure employed. The results are least compelling for 1990-1994, a result that is different from the finding of Krautmann and Oppenheimer.

Longley, Neil and Glenn Wong, "The Speed of Human Capital Formation in the Baseball Industry: The Information Value of Minor-League Performance in Predicting Major-League Performance," *Managerial and Decision Economics* 32, no. 3 (April 2011), pp 193-204

Using a data set of well over 1200 different pitchers covering an almost 20-year time period, this paper reveals that the process of human capital formation for professional baseball pitchers is relatively slow, rendering minor league statistics to be of limited value when projecting major league performance. This indicates that a considerable amount of the performance differences across pitchers at the major league level are revealed only after they reach the majors, and hence is unforeseen given their minor league statistics. These findings illustrate just how difficult it is for all organizations to predict the future success of their apprentice-level employees. Even in an industry such as baseball—where employee output is easily measurable and highly quantifiable, and where the nature of the work at the

developmental level is identical to that at the advanced level (i.e. pitching a baseball)—apprentice-level performance only provides modest insights into how that employee will ultimately perform at the advanced level. Thus, firms that erroneously overestimate the importance of apprentice-level performance are at risk of making systematic errors in personnel decisions.

Nesbit, Todd and Kerry A. King-Adzima, "Major League Baseball Attendance and the Role of Fantasy Baseball," *Journal of Sports Economics* 13, no. 5, (October 2012), pp 494-514

Many explanations exist for the resurgence of the Major League Baseball (MLB) fan base following the 1994-1995 strike. The most prevalent explanations include the 1998 McGuire-Sosa homerun race and Cal Ripken Jr.'s consecutive games record. While such explanations certainly impacted fan interest in the sport, it is remiss to ignore the impact of online fantasy baseball leagues, which surfaced in 1997. This article examines the extent to which participating in a fantasy baseball league influences the MLB game attendance. The results strongly suggest that fantasy baseball participation positively influences MLB game attendance.

Nutting, Andrew W., "Customer Discrimination and Fernandomania," *Journal of Sports Economics* 13, no. 4, (August 2012), pp 406-430

This article tests for customer discrimination by examining attendance boosts associated with the Los Angeles Dodgers pitcher and Mexican national Fernando Valenzuela. Fernando's starts were associated with higher attendance at games beginning in 1981 and as late as 1987, and as late as 1985 for games outside of Los Angeles. Attendance increased more when games were played in Metropolitan Statistical Area (MSA)s with larger Mexican populations. Attendance also increased more in MSAs with larger non-Mexican Hispanic populations, especially when such Hispanics did not claim a specific Latin American country of origin. Larger Asian populations led to significantly lower attendance at Fernando's starts.

Society for American Baseball Research
Business of Baseball Committee
4455 E. Camelback Road, Ste. D-140
Phoenix, AZ 85018 www.sabr.org info@sabr.org

100 Years Ago



The construction of Fenway Park, 1911

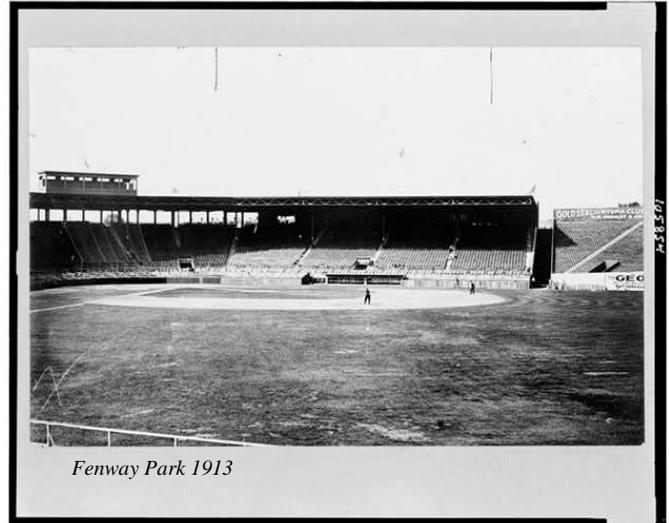
Fenway Park, the oldest major league baseball stadium, opened its gates for the first time on April 18, 1912. Unfortunately for those in attendance, the game was rained out. Rain also cancelled the following day's game, so it wasn't until April 20th that the weather cooperated and the Red Sox played their inaugural game in Fenway. The celebration of the new ballpark was somewhat muted however, coming just five days after the *Titanic* sank.

Fenway Park was constructed for \$600,000, including the cost of the land, which had been purchased in 1904 for \$120,000. Charles Taylor and his son John, owners of the Red Sox at the time, had purchased the land for the park shortly after buying the team. Their real estate company, Fenway Realty, held the land until the park was built. In June 1911 they announced plans for the construction of the park, covered thoroughly in the *Boston Globe*, which they also owned. Upon completion the park was assessed at \$420,000 and the land at \$344,500 for a total value of \$765,500.

In order to pay for the construction the Taylors sold 50% of the team to James McAleer and Robert McRoy for \$150,000, which recouped the family's initial investment in the team. The architect for Fenway Park was Osborne Engineering, and the construction was carried out by James McLaughlin.

Fenway in 1912 scarcely resembled the ballpark we know today. While the original underpinning and basic footprint of the stadium remain unchanged,

the ballpark has evolved considerably over the past century. When it opened there was no green monster, but there was Duffy's cliff, a ten foot incline in front of the left field fence, where the monster would eventually be erected. There were only seats enough for 24,000 spectators, which would grow to the 39,605 the stadium holds today after numerous expansions and renovations.



Fenway Park 1913

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Contributors

Michael Haupt is professor of economics at the University of Wisconsin – La Crosse.

Outside the Lines is published semi-annually, each spring and fall. Contributions should be sent to Mike Haupt at mhaupt@uwlax.edu.

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