

# 2017 SABR Election Guide

Thank you for reading the 2017 SABR Election Guide.

On the following pages you will find candidates' statements for the offices of President, Treasurer, and Director, and the candidates' responses to the three questions posed by the Nominating Committee. We hope reading the candidates' own words will allow the SABR membership to get a better idea of who the candidates are and what each stands for. These are grouped by question and by office so you can easily compare the candidates and make a more informed decision. You are also encouraged to contact the candidates directly to ask them any questions that will help you decide your vote. To facilitate this, an e-mail address is given for each candidate at the top of his/her biographical section.

All members who have renewed for 2017 and who have an email address on file as of April 1, 2017, will be registered for online voting and will be sent an invitation to vote on April 11, 2017, and will receive at least one reminder email before April 25. The email contains a unique link to the ballot that allows the Tellers Committee to know who does and who does not vote online (while keeping votes completely anonymous). Any paper ballots received from members who have already voted online will be discarded. **You can vote either online, or with the paper ballot if you do not have an email address on file with us, but not both.**

Printed below are the functions of each office according to the current SABR bylaws.

## ARTICLE 3 — OFFICERS AND EMPLOYEES

**Officers and Directors.** SABR's elected officers shall consist of a President, a Vice President, a Secretary, and a Treasurer, who along with four Directors shall collectively comprise the Board of Directors. All elected officers and directors shall have been individual members of the Society continuously for four years prior to taking office. No person may hold more than one seat on the SABR Board. Any incumbent officer or director elected or appointed to a second office or director's position shall be deemed to have resigned the first office immediately upon assuming the second position.

**President.** The duties of the President, who shall be elected in odd-numbered years to a two-year term, shall include: a) Presiding over the annual business meeting and chairing the Board of Directors; b) Working with the Executive Director to ensure that the organization maintains positive and productive relationships with media, funders, donors, and other organizations; c) Signing contracts and letters of agreement approved by the Board of Directors. The President may delegate signatory power, as appropriate; d) Ensuring that the Board of Directors and its members: 1) are aware of and fulfill their governance responsibilities; 2) comply with applicable laws and bylaws; 3) conduct board business effectively and efficiently; and 4) are accountable for their performance; e) Such additional duties as may from time to time be assigned by the Board of Directors; f) Except as otherwise provided by the Bylaws or explicitly delegated by the Board of Directors, the President shall have no greater authority than any other member of that body.

**Treasurer.** The duties of the Treasurer, who starting in 2005 shall be elected to a three-year term, shall include: a) Enforcing policies and procedures to ensure that SABR's assets are protected, and that SABR's financial practices comply with applicable laws and bylaws, as well as Generally Accepted Accounting Principles (GAAP) and other appropriate standards; b) Ensuring that SABR's financial accounts and procedures are reviewed by an independent auditor, and that the auditor's report and recommendations are presented to the Board of Directors; c) Working with the Executive Director to prepare an annual budget for the Board's approval which (1) represents the best possible current estimates of annual income and expenditures, and (2) links organizational income and expenditures to SABR's mission and priorities; d) Advising the Board of Directors at each meeting, and the membership at the annual business meeting, of SABR's financial condition; e) Monitoring and reviewing SABR's financial policies and procedures, and recommending an allocation of human and financial resources sufficient to meet these responsibilities; f) Such additional duties as may from time to time be assigned by the Board of Directors.

**Directors.** The four Directors, who starting in 2004 shall be elected to three-year terms, shall serve on the Board of Directors and perform such duties as may from time to time be assigned by the Board of Directors.

***The deadline for your vote to be received is  
11:59 p.m. Mountain Standard Time on April 25, 2017.***

# For President Vince Gennaro

**Member Since:** 1996

**E-mail:** vagennaro@aol.com

**SABR Experience:** Current President of SABR and chair of the SABR Board of Directors (2011- ). Formerly Secretary of the Board of Directors and officer of SABR (2009-2011). Member of the Business of Baseball committee and former member of Yoseloff-SABR Research Grant committee. Ten-time presenter at SABR National Convention. Two-time winner (2008 and 2013) of Doug Pappas Award for best oral research presentation. Published articles in *Baseball Research Journal* and *Outside the Lines*. One of the chief architects of the SABR Analytics Conference. Active fundraiser for SABR and active in identifying and developing strategic alliance opportunities for SABR within and outside of the baseball community.

**Other Relevant Experience:** Author of *Diamond Dollars: The Economics of Winning in Baseball*. I am featured regularly on MLB Network TV studio shows about baseball analytics (*Clubhouse Confidential*, *MLB Now*, *Rundown*). I am also the host of the first "SABR" weekly national radio show on SiriusXM—*Behind the Numbers: Baseball SABR Style*. I have authored articles on baseball for The Hardball Times, Maple Street Press' Preseason Annuals, Boston Baseball, Yahoo! Sports and the Wall Street Journal. My analysis of baseball analytics has been featured in Forbes, CNNMoney, CNBC, Wall Street Journal, NY Times. For the last twelve years, I have consulted with Major League teams on matters ranging from the dollar value of players to ticket pricing strategies. I've developed the Diamond Dollars Case Competition series, as a way for college students to apply analytical tools learned in the classroom to real world baseball problems. I am also the Director (and Adjunct Lecturer) of the Columbia University Graduate Sports Management Program.

**Education:** University of Chicago—MBA, 1977; Seton Hall University—BS in Business, 1973

**Occupation:** Baseball Consultant to MLB teams; Baseball author/researcher; I am the Director the M.Sc. in Sports Management program at Columbia University, as well as teach sports-related courses in the program. Former Division President at PepsiCo, where I enjoyed a 20-year career in marketing, sales, finance and key general management leadership roles.

## Candidate Statement

I believe I have three personal attributes that are essential for a SABR President to be successful over the next two years. First is a passion for SABR's mission and its organization and for baseball itself. Baseball is not only my passion, it's also my second career. I have the privilege of spending nearly all my professional time in the baseball world—consulting, writing, researching, teaching, hosting my baseball case competitions, and leading SABR. I'm passionate about both baseball history, as well as SABR's history and legacy. A second important trait is the ability to develop and communicate a vision to lead SABR into the future. In my six years as SABR President, I have played a key leadership role, partnering with the Board and our CEO to identify and analyze SABR's strategic, financial and organizational issues. This has led to many changes, some of which were born out of financial necessity, while others represented untapped opportunities for SABR to broaden the reach and impact of our valuable research assets. During the time that I have been President, SABR's revenues have grown from \$591,000 (2011) to \$854,000 (2016), reversing 4 consecutive years of deficits which totaled over \$300,000.

A third important attribute in today's SABR is the willingness to dig in and do the work. Building an organization that is well-positioned to serve our membership and the baseball community over the next decade, while managing day-to-day operations, presents a challenging work load for our highly-capable SABR staff. This places a premium on having a President that has ample time and is willing to step up and lead some of our major projects. In my tenure as President, I have been a close partner with Marc Appleman to share a leadership role in many of our key initiatives, including advancing our industry alliances and raising funds, through donations and new events, that have served to turnaround our financial situation. In my role as SABR President, I'm fortunate to have strong relationships within the baseball community, which is a key asset in helping SABR advance its mission.

Deadline for votes to be received is 11:59 p.m. MST on April 25, 2017

## For Treasurer

**F.X. Flinn**

**Member Since:** 1983

**E-mail:** FXFlinn@gmail.com

**SABR Experience:** Treasurer since 2001. Chair of Internet Committee 1999 – 2009. SABR-L Moderator 1997 – 2003. Member of the SABR Defensive Index committee 2013 – present.

**Other Relevant Experience:** After college, worked in trade publishing for 10 years, lastly 5 years as Bantam's Managing Editor, Hardcover and Trade Paperbacks and at Waldenbooks as Publisher, Longmeadow Press (captive in-house publisher). Acquired and edited for publication original edition of *Rotisserie League Baseball*, which kicked off the fantasy baseball leagues. Officially recognized by the "Founding Fathers" of Rotisserie as the 'Midwife of RLB' at the Hall of Fame 25th Anniversary Symposium on RLB in 2005. All kidding aside, the reason I was an avid RLB participant is because I grew up a baseball-mad baby boomer in the suburbs of NYC, coming of baseball consciousness in 1961 as Mickey Mantle and Roger Maris challenged Ruth. Richard Grossman's endearing and enduring compendium said it best in the title: *Baseball – I gave you all the best years of my life*. That book rekindled baseball for me after college. Now I'm just trying to keep giving back to the game.

**Education:** Cornell University, B.S. Industrial and Labor Relations 1976; University of Connecticut MBA (18 of 36 credits completed; abandoned as my business grew)

**Occupation:** 2005-2010 Chief Information Officer/Chief Technology Officer, Narragansett Bay Insurance Company; 1990-present Owner, Expert Systems Development Corp, technology consulting firm. We focus on product development support and process improvement projects for industrial firms such as Harley Davidson and Siemens-Westinghouse.

### Candidate Statement

My 16 consecutive years of board service, all as Treasurer, have been devoted to creating a strong financial foundation for the Society. Eight years ago, in this section when running unsuccessfully for President against Andy McCue, I wrote that SABR must "continue the push to create a vibrant and relevant 21st century SABR -- a SABR that is a valued member of the baseball world, a SABR whose mission to bring together and preserve the work of the baseball research community winds up also being a way of bringing together the larger community of those who love baseball and seek ways to connect more deeply with the game." That remains the goal I keep pushing for at the board level. The formula is a good one but we still have not got the functional pieces right: there are baseball researchers who don't join SABR, and while we occasionally manage to get the formula to work we still have not institutionalized practices that make it work day in and day out.

Attendees of our National Convention and those who read my Treasure's report each year know that the first 8 years of my tenure were about getting SABR on solid financial footing and the second 8 have been about re-engineering our business model to take pressure off the need for dues revenue. In the latter, the leadership of our incumbent President Vince Gennaro has been critical, and the execution by our CEO Marc Appleman has been essential. But what do we now do with this new equilibrium? And what's our role in an industry confronting the same dynamics the Society does?

During the next 3 years, SABR is going to have to work diligently on a neglected aspect of the Society, the face-to-face aspect. We know how much serious baseball fans need face-to-face interaction with other fans to really enjoy their love of the game. This is something I've been pushing for at the board level and we now have a staff position devoted to this task.

Deadline for votes to be received is 11:59 p.m. MST on April 25, 2017

## For Director Emily Hawks

**Member Since:** 2008

**E-mail:** emilyhawks@gmail.com

**SABR Experience:** Director on SABR Board: Fall 2013 – present; Chair of SABR Diversity Committee: Summer 2016 – present; Vice Chair, Bioproject – Modern Initiative: Summer 2014 – present

**Other Relevant Experience:** Analytics: 10 years of professional experience working in analytics between the insurance and software industries; Diversity and Community Leadership: Volunteer and Mentor – Big Brothers Big Sisters Volunteer and Mentor – Girls Who Code

**Education:** Bachelor of Science, Mathematics and Business, University of Puget Sound, 2007; Master of Science, Computational Finance, University of Washington, 2014

**Occupation:** Analytics Manager, Data Science, Adobe

### Candidate Statement

I first joined SABR in the year after I graduated from college. Baseball fandom had been my favorite hobby from my earliest memories onward, and I was looking for a group of likeminded fans who shared my passion for the game. At that time, I had no idea the doors that SABR would open for me, and the many priceless memories I'd accumulate as a part of this organization. SABR has allowed this math geek to become a published author; this Millennial to make invaluable friendships with Gen-Xers and Baby Boomers; this '90s kid who fell in love with the game in the Steroids Era to discover the worlds of the Deadball Era and the Negro Leagues.

While it's true that SABR faces similar issues to Major League Baseball as a whole – an aging support base from a somewhat homogeneous demographic – I'm living proof as a female, a Millennial, and a person of color, that the appeal of this sport and this organization can reach beyond these traditional boundaries.

My hope for SABR, and my drive to continue my board service, is that SABR can preserve the ideals that have enriched my own experience as a member – the camaraderie, the depth of knowledge, and the passion – while simultaneously pursuing new avenues to draw younger and more diverse fans into the fold. This includes things like expanding event programming at the chapter level to include a wider array of topics and interests, continuing to increase SABR's digital presence, and partnering with educational institutions to create a steadier pipeline of young baseball researchers into our organization.

I believe SABR has reached a point where there are many promising doors open to us, and I'd relish the opportunity to help decide which of these doors to walk through.

## For Director Paul Parker

**Member Since:** 1995

**E-mail:** paul.parker@rockies.com

**SABR Experience:** President, Rocky Mountain chapter, 1998-2003, 2006-2011, 2016-Present; Treasurer, 2004-2005. Chapter board member, 2012-2115.

**Other Relevant Experience:** 24 year employee of Major League baseball team, the Colorado Rockies. Have worked in ticketing, retail, community and historical operations spheres.

**Education:** B.A, History, Southern Connecticut State University, 1973.

**Occupation:** Club Historian, Manager of Community Affairs for the Colorado Rockies Baseball Club

### Candidate Statement

I am a candidate for the At-Large seat on the Board of Directors of SABR for a few reasons.

Firstly, I seek the position of Director out of a general desire to serve the organization I have been a proud member of for 22 years. While I have been an active on the local and regional levels of SABR for a long while, I feel it is time to be of service to SABR nationally.

Secondly, I would bring a strong and unique skill set to the Board. As a member

of the Rocky Mountain chapter, I've served as president for a total of 14 years and as treasurer for two years. During that time we created a chapter Board of Directors, a set of by-laws and hosted a very successful SABR National Convention in 2003.

One of the more active chapters in the country, we have had a monthly luncheon year round for 125 consecutive months, participate in SABR Day In America, hold spring and summer chapter meetings and will be staging our 20th Annual Banquet this November, which is typically attended by 90-100 members and guests.

Thirdly, I have worked in the Game for a quarter century. I am in my 25th year with the Colorado Rockies, having been a member of the Front Office virtually since the Club's inception, Currently, I am Club Historian and Manager of Community Affairs. Previously, I served the Rockies in ticketing and retail capacities.

The privilege of working in the Majors has allowed me to meet many household names in Baseball, which we have parlayed into a steady stream of speakers for the chapter over the years: Monte Irvin, Steve Carlton, Whitey Herzog, Ozzie Guillen and Branch Rickey III to name a few.

I view SABR as much more than an organization for numbers crunchers. The Society for me personally has always been a vehicle to share my love of the Game and its history with so many like-minded and wonderful people. I try to take the full measure of that: New York in June will be my 18th consecutive convention.

Deadline for votes to be received is 11:59 p.m. MST on April 25, 2017

**Question 1:** The number of publications in the Society's catalog has greatly expanded in recent years. However, the range of subjects has narrowed to "team books" and player biographies. Are there other topics that you believe SABR's publications program should undertake? How would you, as a member of the Board, encourage a broader range of publications?

### **Vince Gennaro**

One of the most important aspects of the SABR publications program is that it serves as an outlet for the publication of research by our members. As the question suggests, our recent publications seem to be centered on "team books", which are often directly linked to the highly productive Bio Project, which now totals approximately 4000 biographies of former major league players. There have been some exceptions, including the recently published book that chronicles the history of baseball's winter meetings. I would also add that there is outstanding work being done by many of our research committees, which is published in the form of newsletters or vehicles other than books. However, since the Bio Project is one of our more prolific research efforts and actively engages many members, it is not surprising that there has been a steady flow of proposals from members who have created team-themed books. In recent years we have functioned to facilitate publications that have been proposed by interested authors/editors. Our model has not been to survey what our members would like to read and then commission a book to satisfy that interest. My feeling is that we should entertain book proposals from committees and their members who are ready and willing to deliver a high- quality product on a committed timeline. Given that approach, I don't believe in having a pre-conceived list of areas for SABR's publications. I'm much more in the mindset of having our publication focus be "supply driven" and bottom up, rather than top down.

### **F.X. Flinn**

SABR's publishing program may appear to be fixated on bios and team books, but our priority is on publishing works created by SABR members working together and right now the energy for that is found mainly on the BioProject Committee. There are many commercial publishers far better positioned to publish individual or joint works and give the books an opportunity in the commercial marketplace that SABR is simply not staffed to accomplish. On the other hand, any project that is done for publication under the auspices of a SABR committee is the responsibility of SABR to get published, and toward that end SABR has occasionally found itself making arrangements with publishers on behalf of a committee when commercial publishing was warranted. The model in place now is giving voice to many SABR members in a way the commercial world simply cannot offer. This was one of the original needs that SABR was called into existence to meet and today the Society does it far more extensively and for more members than ever before.

Question 1: The number of publications in the Society's catalog has greatly expanded in recent years. However, the range of subjects has narrowed to "team books" and player biographies. Are there other topics that you believe SABR's publications program should undertake? How would you, as a member of the Board, encourage a broader range of publications?

### **Emily Hawks**

The Bioproject and team-oriented publications have served as a terrific way of getting members involved in generating content and research to be shared across the organization. For many, it is a great way to dip their toe into the pool of doing baseball research with the guidance and support of the Bioproject group.

At the same time, I believe it would be beneficial to deviate from this formula for certain publications and pursue creative opportunities that expand the traditional boundaries of both content and format. For example, I co-edited the SABR book *Nuclear Powered Baseball* which centered around the theme of an old episode of *The Simpsons*. I was met with some skepticism at first for pursuing this nontraditional topic for a publication, but I wound up receiving exceedingly positive feedback. Many people who previously had no interest in SABR publications had their interest piqued, and it was publicized through different channels, such as the Twitter feeds of contemporary baseball bloggers.

To me, this was proof that we have ample opportunity to employ our publications as a mechanism to reach wider audiences. If we withhold two or three out of our 12 annual publications as experimental projects, we could explore different creative avenues that would attract not only a different audience but different authors, encouraging broader participation in our publications process. These could be driven at the committee level. Perhaps the Science and Baseball Research Committee could spearhead a book on the physics and mechanics of the game, or the Baseball Card Committee could explore the cultural history of trading cards.

There are countless ideas and opportunities to enlist our publications program as a mechanism to draw new consumers and generators of research into the SABR community, and earmarking a certain number of publications could ensure that these avenues are pursued.

### **Paul Parker**

I would first take the thoughts and feelings of the general membership into account through surveys. We should solicit many baseball minds rather than just a few. After we have gathered a relatively wide range of topics of interest, we could then streamline that down to the most popular topics, and focus on those.

Question 2: SABR has begun developing strategies to enhance diversity among its members. It is also increasingly involved in using an emphasis on baseball analytics as an enticement to attract younger members. Can these two efforts succeed simultaneously, or is there potentially an inherent conflict between the two? If they do clash, how would you reconcile their differences to build a unified strategy?

### **Vince Gennaro**

Let me start by saying that our engagement in the area of baseball analytics is not only because we want to attract younger members. While that is a convenient by-product of those efforts, our involvement in the baseball analytics area is born out an important reality about contemporary baseball. As an organization that is focused on baseball research, much of today's research energy in baseball is flowing towards analytics. Baseball analytics has become one of the most researched and talked about topics in all of sports. If we took any less of an interest in it we would surely be negligent in our responsibility to be involved and engaged in all aspects of baseball. I would add that baseball analytics, and its ancestor "sabermetrics", are an important part of SABR's history and culture. Our longstanding association with baseball analytics is one of SABR's treasured assets and gives us the currency to have a high degree of relevance with a broader audience.

From my perspective, increasing the diversity of our membership base and our involvement in baseball analytics are in complete harmony. I start with the premise (supported by our data) that the majority of our membership is fairly homogenous and tends to have baseball interests slanted towards baseball history, rather than analytics. If we ever hope to become more diverse in a gender, age, racial, and ethnicity sense it will require an open mindedness by our membership. What better way to cultivate open mindedness than to bring together baseball historians and baseball analysts. If we can learn to respect each other's interests and recognize we share a common bond—a love for baseball—it bodes well for us to be a welcoming organization to a more diverse community.

### **F.X. Flinn**

I see no conflict at all. One of the drivers to bring diversity awareness to our members, who do not want to put people off and really just need a bit of information to raise their consciousness, is that we simply cannot afford to drive off women and minorities because we don't usually talk baseball with them, and all too often that has been the case. Among younger members this isn't much of an issue, they have grown up in a world that was far more diverse and much less gender obsessed than those of us in our 60s experienced. As younger members tend to be more interested in the analytics side, I perceive the strategies to fit together perfectly.

Question 2: SABR has begun developing strategies to enhance diversity among its members. It is also increasingly involved in using an emphasis on baseball analytics as an enticement to attract younger members. Can these two efforts succeed simultaneously, or is there potentially an inherent conflict between the two? If they do clash, how would you reconcile their differences to build a unified strategy?

### **Emily Hawks**

I believe that creating a more diverse and inclusive environment within SABR goes hand-in-hand with expanding SABR's outreach to younger members. Per the Brookings Institute, "Racial diversity will be the most defining and impactful characteristic of the Millennial generation," and "Millennials will serve as a demographic bridge between older, whiter generations and subsequent, more diverse generations."

Between the propagation of fantasy sports, *Moneyball*, and the ubiquitous nature of Big Data, baseball analytics has become a glamorous subject for many young people and does present us with a unique opportunity to connect with them. When it comes to gender diversity, it is true that women are underrepresented in STEM fields. However, that does not suggest that a focus on baseball analytics will turn away a female fan from SABR.

Interestingly, when I meet baseball fans of older generations, they often assume that I like baseball because of some male figure's influence in my life. Conversely, when I meet baseball fans of younger generations, they often assume I like baseball because of my academic and professional background in math and statistics. In fact, neither of these things are true. But these two persistent assumptions highlight a very fascinating difference in generations, as well as the importance of not classifying an individual based on pre-conceived assumptions (and yes, that includes assumptions about individuals of a particular generation).

I am a baseball fan who fell in love with the game independently, but I am also a woman. I am a woman, but I also work in STEM. I work in STEM, but my favorite part of baseball is not statistical analysis. To that end, I believe we should focus less on reconciling perceived differences, and more on creating an inclusive environment where members can pursue a broad range of research interests without fear of pre-judgment from others. A focus on inclusivity both in terms of member outreach and event participation are crucial to ensuring these efforts succeed.

### **Paul Parker**

Yes, the two efforts can and should succeed simultaneously, but we should not lose sight of the primary reason for our existence. The common bond among SABR members everywhere is a love and appreciation for the Game and its history, and the consideration of Baseball as a significant American institution. As many members do not enjoy the social and cultural aspects of baseball primarily, as opposed to a purely statistical approach to understanding the game. With this in mind, our efforts should not be confined to particular demographic segments of society, but with an eye first toward that which we hold in common as lovers of the Game.

Question 3: It's 2031, and SABR is celebrating its 60th year. What actions did you foster during your term on the Board that began in 2017 that enabled the organization to reach this milestone in such a strong condition?

### **Vince Gennaro**

I'll begin by defining "strong condition", which I suggest means financially stable, with the resources to invest in projects that are of interest to SABR members and the baseball community. It would also include a diverse mix of members and their viewpoints, which would bring different perspectives to our research committees and shape and enrich our work. The third component of a "strong condition" is a vibrant community made up of chapters (including those around the globe) who would be spreading the knowledge of our great game of baseball. Finally, by 2031 we would surely have a physical place or shrine, to honor the great researchers and contributors to the documentation of the history of the baseball. I believe we are currently on a trajectory to accomplish all of these, perhaps well before 2031. But in order to continue the hard work of building SABR for the next generation, we must have outstanding leadership who is willing to tackle the tough issues, be financially disciplined, and be open to change. As the president of the Board of Directors, I take personal responsibility for setting the tone and fostering productive respectful dialog that considers a wide array of options, while insuring that all voices and perspectives are heard. Over the last six years, I believe this approach has served us well and contributed to the SABR that we have today.

### **F.X. Flinn**

We had finally gotten around to creating a staff position dedicated to promoting our local chapters in 2015, but had a difficult time staffing it and only got it off the ground in mid 2016. Upon re-election in 2017, I joined the other members of the board in keeping close tabs on how this new position was being used and what sort of outcomes we were starting to see as best practices were pushed out and some housekeeping functions were taken on by the national office. I think that really did keep up the membership base during those scary years in the early 20s when the baby boomers finally started aging out, and positioned us nicely for what happened after the dramatic rule changes in 2024 restored baseball as the primary sport in America. I also played a bit part in helping to figure out how to get Carlos Slim to put up that \$5 million donation that allowed us to set up a trust fund whose interest income enabled us to hire staff to mirror everything SABR was doing in Spanish in real time and then to fully actualize SABR throughout Latin America and the Caribbean. Although I was only a cheerleader for much of the effort to create the SABR Research Center we are opening this year, the business model in place now mirrors what I sketched out when we first began to kick the idea around.

Bottom line: we need to do a lot more to bring SABR members together face-to-face more often, in more places. We need to embrace the reality that a large proportion of baseball fans speak Spanish, that our organization needs to engage international members in a more systematic manner. We need to be ready for changes in the way the game is structured that will inevitably make the records of 1901 – 20xx as old fashioned as those of 1876 – 1900.

Question 3: It's 2031, and SABR is celebrating its 60th year. What actions did you foster during your term on the Board that began in 2017 that enabled the organization to reach this milestone in such a strong condition?

### **Emily Hawks**

Just as MLB reached a crossroads in 2017 and had to decide the best balance to strike between time-honored traditions and contemporary appeal, so too did SABR. Both organizations were able to succeed when they realized that the past and the future were not on a collision course, but could exist in parallel in pursuit of the same destination.

My fundamental belief while serving on the board was that there can and should be something in SABR for every passionate baseball fan. If you're a passionate fan of the Post-War era, that's not to the exclusion of the person who's most interested in the Steroids Era. If your primary interest is the business of baseball, that takes nothing away from the Minor Leagues enthusiast.

As a part of that belief, I also focused on creating an environment of inclusivity within SABR. By creating a pipeline of young baseball researchers in partnership with colleges and universities, conducting outreach efforts into underrepresented communities, and working with chapters and committees to ensure these new members would be welcomed without pre-judgment, SABR was strengthened through the broadened range of its membership reach, and the quality of its membership experience.

### **Paul Parker**

I would hope that my perspective as a longtime member active on the local and regional level would have been brought to bear in the form of more resources and support flowing from the national organization to the chapters. I would like to see a more developed structure of chapters, perhaps into super regions that would have common cause in developing activities for their members.