Outside the Lines

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Convention Report

The Business of Baseball Committee held its first annual meeting at 8:30 AM on Friday, June 16th, the first full day of SABR's convention in Pittsburgh. Despite the early hour, several dozen attendees contributed an hour of interesting discussion, including **John Holway**'s insistence that broadcasters should have a First Amendment right of access to broadcast baseball games. **Sherri Nichols** won the Most Dedicated Member award for attending not just the Business of Baseball meeting, but the 7:30 AM Statistical Analysis meeting as well, after flying in from California the day before with a five-month-old baby.

More than 20 people joined the Committee during the convention -- most notably **Larry Hadley**, an economics professor at the University of Dayton who told me about a session on baseball economics he'd organized for the Western Economic Association meeting in San Diego in July. Letters to the participants, who also included **Donald Coffin** and **Leon Battista**, brought copies of several presentations (discussed below) and also attracted **Daniel Marburger** and **Timothy Hylan** into SABR and the Committee. I believe the Committee has much to offer academic researchers, including both access to scarce data and an interested, informed audience for their work -- I hope they're the first of many to come.

As discussed at the convention and activated shortly thereafter, SABR now has its own electronic mailing list on the Internet. This list, designed as a quick way for members to exchange research requests and information, is accessible to all SABR members with an Internet connection by sending a message to LISTSERV@mail.eworld.com with the body: "SUBSCRIBE SABR-L." In addition, thanks to the Halsey Hall chapter of Minneapolis-St. Paul, SABR now has an informal World Wide Web homepage at HTTP://skypoint.com/subscribers/ashbury/hhhomepage.html.

Next summer's SABR convention will be in Kansas City -- hope to see you there!

"Total Baseball" Update

In the last newsletter, I protested certain editorial changes to my revisions of the "Baseball the Law" article for the fourth edition of *Total Baseball*, implying that these changes -- all of which were made without my knowledge or consent, as the editors never sent pre-publication galleys, or even called to ask my reaction to the proposed revisions -- may have been made at the request of Major League Baseball. (Rich Levin, MLB's Director of Public Relations, is identified as "providing editorial guidance" for the article.) Subsequently, *Total Baseball* editor John Thorn wrote me to explain that all of the changes I had found so offensive were made at the request of Gary Hailey, who had written the original article, and that the only change suggested by Rich Levin was a minor modification to make my piece less "argumentative." If Mr. Thorn is telling the truth, Gary Hailey deserves a prize for being more obsequiously pro-management than MLB's own PR director -- and his apparent conclusion that calling the Players Association "really a union in name only" is <u>not</u> argumentative says all I need hear about Mr. Thorn's objectivity. Wear your cute little "Official Publication" seal in good health...

Baseball Broadcasters

Even more than the players themselves, the home team's broadcasters provide a sense of continuity which contributes to baseball's sense of timelessness. Many announcers remain with a team for twenty or more seasons, their familiar -- or sometimes irritating -- voices and trademark expressions becoming an indelible part of a local fan's summer. The table on the following page, compiled from the *Sporting News* annual radio/TV guide, lists the major league radio broadcast teams from 1945 and 1970 -- twenty-five and fifty years ago. See how many of these names bring back memories...

1945

Boston Braves and Red Sox: Tom Hussey and George Hatrick
Brooklyn Dodgers: Red Barber and Connie Desmond
Chicago Cubs: Bert Wilson and Wayne Osborn
Chicago White Sox: Jack Brickhouse
Cincinnati Reds: Waite Hoyt and Lee Allen (yes, the future Hall of Fame historian)
Detroit: Harry Heilmann and Donald Watrick
New York Giants and Yankees: Al Helfer and Bill Slater
Philadelphia Athletics and Phillies: Byrum Saam, Claude Haring and Doug Arthur
Pittsburgh Pirates: Rosey Rowswell and Jack Craddock
St. Louis Browns and Cardinals: Harry Caray and Gabby Street on one station, France Laux and Johnny O'Hara on another

1970
Baltimore: Chuck Thompson and Bill O'Donnell
Boston: Ken Coleman, Ned Martin and Johnny Pesky
California: Dick Enberg and Don Wells
Chicago White Sox: Bob Elson and Red Rush
Cleveland: Bob Neal and Herb Score
Detroit: Ernie Harwell and Ray Lane
Kansas City: Buddy Blattner and Denny Matthews
Milwaukee: Unknown [franchise arrived from Seattle only days before the season began]
Minnesota: Herb Carneal and Halsey Hall
New York Yankees: Phil Rizzuto, Frank Messer and Bob Gamera
Oakland: Harry Caray and Monte Moore
Washington: Shelby Whitfield and Ron Menchine
Atlanta: Milo Hamilton and Ernie Johnson
Chicago: Vince Lloyd and Lou Boudreau
Cincinnati: Jim McIntyre and Joe Nuxhall
Houston: Gene Elston, Harry Kalas and Loel Passe
Los Angeles: Vin Scully, Jerry Doggett and Mike Walden
Montreal: Dave Van Horne and Russ Taylor
New York Mets: Lindsey Nelson, Bob Murphy and Ralph Kiner
Philadelphia: Byrum Saam, Bill Campbell and Richie Ashburn
Pittsburgh Bob Prince, Gene Osborn and Nellie King
St. Louis: Jack Buck and Jim Woods
San Diego: Jerry Gross, Frank Sims and Duke Snider
San Francisco: Russ Hodges, Lon Simmons and Bill Thompson

The Way Things Used to Be

December 17, 1936 Sporting News: The American League adopts a uniform radio contract, under which all stations broadcasting from AL parks are forbidden from allowing their announcers to criticize umpires, managers, tactics, scoring decisions and the like.

May 16, 1951 Sporting News: Walter O'Malley on Cardinals owner Fred Saigh's proposal for sharing local TV money: "That is a socialistic theory, pure and simple. All he asks is to share in the other fellow's enterprise." Saigh's response: "Division of television income is absolutely no different than splitting the game income." O'Malley retorts: "Why doesn't he campaign for a bigger cut for visitors from park admissions, which is still pegged at an archaic 25 cents or so on any price ticket." In 1952 Bill Veeck, owner of the Browns, takes up the cause, but capitulates after the Yankees and other teams hit him in the wallet by refusing to schedule lucrative home night games against the Browns.

March 9, 1955 Sporting News: Commissioner Ford Frick asks teams to instruct their broadcasters not to read commercials during innings and to stop calling home runs "Ballantine Blasts, or any other commercial designation so dear to the tonsils of the broadcasting fraternity."

April 25, 1964 Sporting News: As the Dodgers and Giants prepare to experiment with pay TV, Tony Kubek says the players want a share: "We ought to get a piece of the extra money from pay-TV, since we are the performers who make the show go." Players' counsel Judge Robert Cannon criticizes Kubek's stance, calling his comments "unfortunate." Cannon explains: "Pay-TV could be a giant with tremendous effect on their lives. But this is hardly the time to pose a threat." Cannon, whose attitude toward his ostensible clients led several owners to tout him as the next Commissioner, never explained why the owners would be "threatened" into abandoning a near-costless source of extra money by the thought of sharing part of it with the players.

Salary Highlights from the Thirties

For four years during the early New Deal, legislators tore a small hole in Organized Baseball's traditional veil of financial secrecy. Corporations were required by statute to report all annual salaries above $15,000 paid to their employees, and the record of these salaries was made available for public inspection. (The salaries paid to Judge Landis and the league presidents were not included in these filings, as the two leagues were, and are, unincorporated associations.) The Sporting News compiled these lists of baseball's highest-paid executives and players:

1934: Topping the salary list was St. Louis Cardinals' executive Branch Rickey, who earned $14,470 in bonuses on top of his $35,000 salary. (Rickey's contract entitled him to 10% from all Cardinals player sales.) Following Rickey came New York Giants owner/president Charles A. Stoneham at $45,000 and Detroit executive Frank Navin at $40,000. Next came Babe Ruth, still baseball's highest-paid player in his final season as a Yankee: Ruth earned $36,696 in 1934, less than half his top salary of $80,000. Behind Ruth came his manager, Joseph McCarthy, at $35,000, followed by Detroit player/manager Mickey Cochrane and Cubs slugger Chuck Klein at $30,000 each. Giants player/manager Bill Terry drew $27,500, with Yankee boss Ed Barrow earning $25,000. Next came J. Louis Comiskey of the White Sox, at $23,996, followed by Cubs player/manager Charlie Grimm with $18,361. Cardinals president Sam Breadon drew $18,000; Indians GM Billy Evans, $17,500. Giants screwballer Carl Hubbell also earned $17,500 -- third highest, behind Ruth and Klein, among all players without managerial duties. White Sox executive Harry Grabiner took home $15,667, and Rogers Hornsby, finishing his illustrious career as player/manager of the St. Louis Browns, earned an even $15,000.

1935: Stoneham $45,040; Rickey $44,919; Frank Navin $40,000, McCarthy $35,000, Lou Gehrig $31,000, Cochrane and Detroit executive Charles Navin $30,000, Terry $27,500, Breadon, Barrow and Cincinnati's Larry MacPhail $25,000, Red Sox executive Eddie Collins $24,000, Comiskey $20,903, Grimm $20,106, Lefty Gomez (Yankees) and Al Simmons (White Sox) $20,000, Jimmy Foxx (Athletics) and executives Ford Frick (Giants) and Florence Dreyfuss (Pirates) $18,000, Klein $17,289, Grabiner $15,167.

1936: Cochrane $45,000, Rickey $43,907, Giants treasurer Leo Bondy $34,771, Gehrig $31,000, Terry $30,000, MacPhail $29,167, McCarthy $27,500, Gomez, Breadon and Detroit's Charlie Gehringer $25,000, Stoneham $24,618, Collins $24,000, Dizzy Dean $22,185, Billy Herman of the Cubs $21,361, Grimm, Barrow, Charles Navin, Cardinals manager Frank Frisch and Detroit outfielder Hank Greenberg, $20,000, Gabby Hartnett $19,335, Hubbell $17,500, Connie Mack $17,000, Tommy Bridges and Al Simmons of Detroit $16,500, Cubs pitcher Lon Warneke $15,500, Yankee owner/president Jacob Ruppert, $15,333.

1937: Cochrane $45,000, Rickey $42,340.22, Gehrig $36,000, Bondy $35,080, Terry $30,000, McCarthy $27,500, Dean $25,500, Breadon, Ruppert, Barrow and Stoneham $25,000, Eddie Collins and Detroit executive Walter O. Briggs $24,000, Reds executive Warren Giles $23,899, Hubbell $22,500, George Weiss, Yankee farm director, $21,150, Charles Navin, Frank Frisch and Connie Mack $20,000, Gehringer $18,500, Bill Dickey $18,000, Grimm and Hartnett $17,835 each, Cleveland executive Cy Slapnicka $17,625, Mel Ott of the Giants $17,500, teammate Dick Bartell $17,000, Tommy Bridges $16,500, Cleveland executive Alva Bradley $15,000.

Recent Developments

Having already alienated the players, the fans, much of Congress, the NLRB and the federal judiciary, Major League Baseball's executives eagerly reached out to antagonize more groups. They began with local taxpayers, announcing at their June quarterly meetings that no fewer than eleven teams -- Boston, California, Detroit, Milwaukee, Minnesota, Seattle, Cincinnati, New York Mets, Philadelphia, Pittsburgh, and San Francisco -- would soon need new stadia, requiring at least $2.5 billion in public funds. In connection with Seattle's bid for a new ballpark, which goes before the voters in September, **John Pastier** writes that while the Mariners' contribution is capped at $45 million, Mariners CEO John Ellis described as "not acceptable" King County's proposal to limit its own share to $240.8 million plus free downtown land. Pastier also observes that the new stadium would slash Mariners' general-admission seats by 84%, from 18,100 to 2,900, and notes that the Mariners' current lease gives them 57.57% of concession revenues: $4 out of every $7 spent at the park.

Then the owners casually thumbed their own local media outlets in the eye. After about 30 seconds' deliberation, they adopted a plan to speed up the game which, by shortening between-inning breaks in the middle of the season, would force local TV and radio stations to choose between sacrificing eight minutes of pre-sold ads (a loss of $50,000 per game in some local TV markets) or missing the first pitches of every half-inning. Games on national television were conveniently exempt from this speed-up rule, which was eventually modified before it took effect. Undeterred by this fiasco, for next season MLB plans to "serve the fans by speeding up the game" with larger strike zones and higher pitchers' mounds -- both of which will antagonize fans by reducing offense. And with pre-strike attendance at an all-time high, the fans weren't exactly clamoring for these moves, either...

While no one's shedding tears over the demise of The Baseball Network, its messy death further tarnished baseball's image. NBC and ABC executives publicly trashed MLB's inability even to address basic issues about its own future. As ABC Sports President Dennis Swanson told the St. Louis *Post-Dispatch*, "For the life of me, with these people expressing such a dire need for money, I can't understand why in the most lucrative market perhaps in television history, they're the only ones not capitalizing on it. I don't know where major league baseball is going, and that's sad for me because I love the sport." Meanwhile, with The Baseball Network about to "treat" fans to a postseason in which, thanks to regionalization, more than half the games will be unavailable in their market, two months before the start of this farce Acting-Commissioner-for-Life Bud Selig says in *Baseball America*: "There's no question that while we've made a lot of mistakes, this is about the greatest one. Unfortunately, there may be nothing we can do about it right now." Way to lead, Bud!

Then there's the little matter of labor negotiations. In the 4-1/2 months since Judge Sotomayor's injunction ended the strike, the owners haven't been able to form enough of a consensus among themselves even to return to the bargaining table...though that hasn't stopped Braves President Stan Kasten, among others, from publicly blaming the players for the delay. In a delicious bit of poetic justice, though, the hard-line owners have only themselves to blame for the injunction. Although labor law would allow the owners to impose the terms of their most recent contract offer in the event of a bargaining impasse, the hard-liners weren't satisfied. Instead they tried to create Jerry Reinsdorf's dream world by force, proclaiming an absolute, unilateral right to abolish salary arbitration, rescind the anticollusion provisions under which they had three times been found liable for violating the players' rights, and require free agents to negotiate with a central management bargaining unit rather than seek the highest bidder from among the individual teams. According to the owners, these moves were legally justified because arbitration, free agency and the like weren't mandatory subjects of collective bargaining. If their lawyers actually recommended this tactic, MLB may have a nice malpractice action: less than two weeks before the owners acted, the Second Circuit Court of Appeals, which all parties knew would hear the expected NLRB challenge, reaffirmed its 1987 decision which held that the NBA's "College Draft, Right of First Refusal, and Revenue Sharing/Salary Cap System are mandatory subjects of bargaining." NBA v. Williams, 45 F.3d 684, 691 (2d Cir. 1995). Two of the three judges who laughed the owners' emergency appeal out of court poured salt in the wound by suggesting that if the owners had settled for implementing their own proposal, they might well have won the case. Thus the overreaching of hard-line owners may have led directly to an injunction which forced them to operate in 1995 under terms worse than those offered by the players, and which forbids them from declaring another impasse without the court's permission. Meanwhile, for the first time a Senate subcommittee has voted to repeal baseball's antitrust exemption -- a bill which, if enacted, could allow the players permanently to block any salary cap or luxury tax by decertifying their union.

(And I'm sorry, Gary Hailey or John Thorn or whoever butchered my *Total Baseball* essay, this is not an "implausible scenario" -- the NFLPA won free agency by decertifying in just this manner, and the NBA players' threatened decertification forced the league to renegotiate its new labor agreement. In fact, decertification would be even easier for the MLBPA, since the players could simply retain the new law firm of Fehr, Rich & Orza to manage their licensing programs and provide incidental labor-relations advice to individual players.)

Meanwhile much of the media, with ESPN the most egregious offender, described every on-field development as evidence that small market teams could no longer compete. Never mind that the Reds and Rockies, in two of baseball's four smallest markets, were leading their divisions while the Brewers and Royals, in the two smallest, contended for the AL wild-card berth. Never mind that the flood of last-minute trades saw the Reds and Mariners acquiring talent while the Mets and Blue Jays sold it off, or that the Angels and Indians were running off with pennants despite Opening Day payrolls over $10 million below those of the Braves, Yankees or Blue Jays. Moreover, a substantial body of economic literature (including one of **Larry Hadley**'s papers, listed below) suggests that while greater revenue sharing would reduce total player salaries and make small markets more profitable, it would have little or no effect on competitive balance. As always, good management means more than market size.

Research Projects

Salary database. After spending more hours than I care to admit in front of a microfilm reader, I've found over 2,500 reported player salaries for seasons prior to 1984. For more recent seasons, I'm hoping to use the annual summaries appearing in *USA Today* and elsewhere; thanks to **John Matthew** and **Larry Hadley** for sending me several of these lists. **Leon Battista** and **Tim Hylan** have both offered to share their data on earlier salaries with me -- as much of their material was verified by the IRS in connection with a valuation of the Milwaukee Brewers franchise, it should be especially reliable. The database includes fields for Player, Salary, Year, Team, League, Method (arbitration, free agency, etc.), Seniority, Age, Year Signed, and Duration of Contract, as well as a line for comments and another to identify the source of the salary information. Getting the salaries will be downright easy compared to identifying from newspaper accounts who's on a multiyear contract and when it was signed -- I'd appreciate all the help I can get on that task. Copies of this database will soon be available to all interested SABR researchers for the cost of an SASE-with-diskette.

Owner/Team Papers. **Andy McCue** notes that the personal papers of team owners could be a treasure trove of inside information for Business of Baseball researchers. So could old team records. Does anyone know where such papers have been archived? The New York Public Library has the papers of Al Spalding and Harry Wright -- what about more modern figures like Branch Rickey, Tom Yawkey, Bill Veeck , Ford Frick or Walter O'Malley? How many executives, or their teams, have forwarded their archives to the Hall of Fame library? Send along anything you know.

Team Finances. A very difficult topic to research -- not only because most teams' books are private, but because, as **Andrew Zimbalist** and others have demonstrated, the numbers in the books often bear only a passing resemblance to economic reality. (If Major League Baseball were truly as unprofitable as the owners insist to the players and the press, why would investors line up to pay more than $100 million for expansion franchises?) Still, any information is better than no information, so I'm compiling a spreadsheet with each team's annual attendance (from *Total Baseball*), local media revenues (from *Broadcasting* and other sources), total player salaries where known, and reported profit or loss where available.

Evolution of the Commissioner's Office. With the 75th anniversary of Judge Landis's coronation approaching this fall, the contrast between Landis' autocracy and today's anarchy would make an excellent project for someone willing to follow the evolution of Major League Baseball's governing documents. How could a Bud Selig, or a General Eckert, ever assume nominal control of an organization whose first two Commissioners were a sitting federal judge and an incumbent U.S. Senator?

Bibliography. Even before the strike, more books and articles about the business side of baseball had been published in the past 10 years than in the previous fifty. **Andy McCue**'s *Baseball Online* project has identified dozens of these works without even touching upon economists' increased fascination with baseball players' salaries and performance as an ideal data set in which to test their theories. Does anyone want to take a stab at assembling an annotated bibliography of these works for the benefit of future researchers?

Length of Games

The recent wave of proposals to speed up the game got me to thinking: how much longer are the games of today? According to the 1994 *Stats Baseball Scoreboard*, from 1989 through 1993 American League games averaged 2:51, NL games, 2:44. By contrast, in 1967 NL games averaged 2:31 (6/8/68 *TSN*), falling to

2:27 in 1968 and 1969 (2 /1/69 and 4/11/70 *TSN*) -- a difference of about 17 minutes in 25 years.

But the real lengthening came earlier, during the 1940s and 1950s. *The Sporting News* reported that in 1942, the average American League game lasted exactly 2:00. This figure fell to 1:58 in 1943 before rising to 2:04 in 1945, 2:06 in 1947, 2:12 in 1948 and 2:19 in 1949 (5/31/50 *TSN*). Lee Allen, who kept track of so much other minutiae, reported in the 1961 *Official Baseball Guide* the following averages for both leagues: 1951, 2:23; 1952, 2:25; 1953, 2:26; 1954, 2:30; 1955, 2:32; 1956, 2:32; 1957, 2:34; 158, 2:32; 1959, 2:38, and 1960, 2:38. Thus in the 18 years from 1942 to 1960, the length of the average game grew by thirty-eight minutes, rising only about 10 minutes in the next 30 years despite longer commercial breaks and far more relief pitching. Despite all of Carlton Fisk's trips to the mound and Tony LaRussa's four-pitcher innings, the longest nine-inning game in major league history remains the second game of the Dodger-Giant pennant playoff in 1962, which took an incredible 4:18 to complete.

Complaints about long games also have a long history. In the February 14, 1962 *Sporting News*, George Sisler identified three causes of delay which should sound very familiar: (1) the high number of 3-and-2 counts; (2) an increased number of pitching changes; and (3) greater delay between pitches, with slow hurlers and batters stepping out. Ten years earlier, in 1952, a *Sporting News* fan survey revealed that 10/29/52 TSN fan poll: 60% thought games were too long, with 32% saying they attended fewer games as a result. The fans blamed the longer games on delaying tactics by pitchers and batters, too much managerial masterminding, and too many arguments. Their recommendations: 1/3 wanted to give umpires more authority to break up conferences and eject stallers; 15% wanted to enforce the time limit between pitches; others wanted fewer warmup pitches and quicker appearances by relievers (10/29/52 *TSN*).

Research Papers Available

As the Committee grows and develops, this will become an increasingly important section of the Newsletter: brief summaries of longer research papers sent to the Committee, copies of which are available to interested readers. All members are encouraged to submit additional material to the Committee archives -- their own past work, articles they've found useful, and anything else relating to the economic, labor, legal or organizational aspects of Organized Baseball. In the comments below, I've tried to note which articles may be too technical for readers who don't want to wade through formal economic analysis.

Larry Hadley not only sent me copies of four papers he wrote or co-wrote, but has offered to mail copies free of charge to any interested Committee member. Contact him directly: **Lawrence Hadley, Economics Dept., Univ. of Dayton, Dayton, OH 46469-2240, E-mail Hadleyla@udayton.edu**. His papers include:

A Salary Cap for Major League Baseball: A Partial Equilibrium Analysis (with Elizabeth Gustafson), presented at the Southern Economics Convention in Orlando, November 1994: 26-page article summarizing the likely effects of the owners' 1994 proposed cap on competitive balance; concludes that a cap would increase competitive balance, especially if industry revenues rise and/or the salaries of non-star players fall.

Increased Revenue Sharing for Major League Baseball? (with Elizabeth Gustafson), February 1995: 19-page article concluding that so long as owners are primarily concerned with maximizing profit rather than winning games, changes in the revenue-sharing formula will have no effect on competitive balance, and that franchise relocation offers a better solution to the supposed woes of small-market teams.

Arbitration and Salary Gaps in Major League Baseball (with Elizabeth Gustafson), 34 Quarterly Journal of Business and Economics 32 (Summer 1995): 16-page, rather technical article concluding that (1) based on their performance, position players not yet eligible for arbitration are underpaid by about 25%, and ineligible pitchers are underpaid by 40%; and (2) players ineligible for arbitration are generally compensated on a scale based on their years of service.

The Most Valuable Baseball Teams of All Time, April 1995: 16-page article which draws upon previously-derived equations for predicting the salaries of batters and pitchers based on their performance to estimate how much the players on 30 past championship teams would have earned in the 1993 labor market. The 1993 world champion Blue Jays earned $34,082,879; the highest-salaried team from the past, the 1938 Yankees, would have earned $49,932,772, topped by Lou Gehrig's $12.7 million. (Babe Ruth was projected to earn just over $16 million in 1927, but since Gehrig and many other teammates were too junior to have qualified for salary arbitration, the '27 Yankees' total payroll would have been only $41,375,559.)

Leon Battista, *Salary Determination and Collective Bargaining in Major League Baseball, 1965-1990*, a 28-page working draft presented at the seventh Cooperstown Symposium in June 1995: Overview of previous efforts to predict player salaries from player statistics, suggesting a set of performance and other variables (including race, experience, and market size) to use in future analysis and reminding researchers that the existence of the MLBPA has fundamentally altered the way in which baseball salaries are determined.

Timothy R. Hylan, Maureen J. Lage and Michael Treglia, *Institutional Change and Invariance of Behavior in Major League Baseball: A Panel Study of Player Mobility from 1949 to 1992*: 28-page, quite technical study testing the effect of the rookie draft and free agency on player mobility; concludes that the draft had no effect on mobility, but that the patterns of player mobility changed significantly once the players, through free agency, gained a voice in where they would play.

Daniel Marburger, *The Impact of Gate Revenue-Sharing and Luxury Taxes on Competitive Balance and Salaries in Professional Sports: A New Approach to a New Proposal*: 25-page, fairly technical assessment, finding an ambiguous effect of increased gate revenue sharing and concluding that as a means of cost containment, luxury taxes are preferable to salary caps.

Allen R. Sanderson, "Bottom Line Drive," June 1995 University of Chicago Magazine: Seven-page summary of issues in baseball economics, analyzed in layman's language; concludes that despite the owners' protestations, no major league team is consistently unprofitable, and that players and owners alike benefit from the monopoly profits accruing to the Major League Baseball cartel.

Stephen Busch Panus, *Salary Arbitration in Major League Baseball: Is It Necessary for the Stability of the Game or Is It Undermining the Financial Viability of Baseball?*, seminar paper, Spring 1995: 24-page overview of the arbitration process, concluding that arbitration has worked well and that any attempt to eliminate arbitration in return for earlier free-agent eligibility would exacerbate the problems resulting from revenue disparities between owners.

A couple of "oldies" from my Miscellaneous Papers shelf:

Chuck Hildebrandt, *The Rise and Fall (And Rise and Fall) of World Series TV Ratings (1950-1989)*, presented at the 1990 SABR convention: 36-page overview of trends in World Series ratings, with detailed appendix containing Nielsen rating data for every World Series game from 1950 through 1989

Roger G. Noll, *The Economic Viability of Professional Baseball: Report to the Major League Baseball Players Association*, July 1985: 51-page report prepared for the Players Association in response to owners' claims of industrywide losses; analyzes and critiques financial information provided by the owners, with a detailed, team-by-team evaluation of areas in which club financial records may exaggerate expenses or understate revenues and an assessment of probable "real-world" profitability of each team.

I've also prepared several summaries of my own:

(1) A 14-page table of salary arbitrations from 1974 through 1994, listing the player, team, requested salary, offered salary, awarded salary, and often the player's prior-year salary;

(2) A six-page chart of *Financial World*'s estimated team revenue/expense/profit data from 1990 through 1994; and

(3) A three-page annotated listing of the roughly 50 judicial opinions in the Business of Baseball Committee archives.

If you're interested in any of these papers, copies can be ordered from me -- Doug Pappas, 100 East Hartsdale Ave., #6EE, Hartsdale, NY 10530 -- for 12 cents/page to cover the cost of copying and mailing, with a 60-cent minimum.

Changes to the Committee Roster

The following SABR members have joined since the last Newsletter:

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