

AN ANALYSIS OF THE REASONS BEHIND THE LACK OF BLACK HEAD
FOOTBALL COACHES AT THE NCAA DIVISION I-A LEVEL
AND RECOMMENDATIONS ON IMPROVEMENTS
TO SOLVE THIS PROBLEM

by

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The lack of minority head coaches at the Division I-A level is not a new trend, nor one that is improving. In a sport where less than 10% of head coaches are minorities, a survey was randomly sent out to several head and assistant coaches at the collegiate level. The survey showed most coaches believe there are discrepancies in the hiring process that impair minorities, there tends to be unfair favoritism towards non-minority coaches after a termination and minority coaches are less likely to be recommended for a head coaching position. To encourage the diversity among head

coaches, recommendations should include diversifying the hiring search committee, adding a rule similar to the National Football League's Rooney Rule and adding additional graduate assistant positions.

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For my parents, who taught me to always strive for the best and Hilary Berkman, who provided additional inspiration on my journey through life.

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CHAPTER I

INTRODUCTION

Controversy surrounds the lack of black head football coaches at the college level. It is important to research and understand what barriers, if any, are preventing the hiring of black coaches. The first intercollegiate football game resembling today's football rules took place June 4, 1875 between Tufts University and Harvard University.¹ Though there have been rule changes in the nearly 150 years since that game, the race of the head coaches has predominantly stayed the same. Since 1875 when minorities had few rights, the United States has seen everything from desegregation of public schools to the first black president, so why is it so rare to see a black head coach in Division-I Football Bowl Subdivision (FBS), formerly Division-IA, college football?

The first National Collegiate Athletic Association (NCAA) Division-I FBS black head coach was Willie Jeffries at Wichita State University in 1979. Northwestern broke the color barrier in the Big 10 Conference after Dennis Green was hired to lead the Wildcats in 1981. The third black head coach was Cleve Bryant at Ohio University in 1985, while Wayne Nunnley became the fourth black head coach when he took the reign at University of Nevada at Las Vegas. Northwestern was the first institution in Division-I FBS to hire two black head coaches. Dennis Green resigned to take a position in the

¹ Smith, R.A. "Sports and Freedom: The Rise of Big-Time College Athletics", New York: Oxford University Press, 1988.

National Football League (NFL) in 1986 and was replaced with Francis Peay. The first black coach in the Pacific-10 Conference was Stanford's Dennis Green, who came from the San Francisco 49ers. During the 1990s, 10 African Americans were named to head coaching positions at major universities.²

In 2002, only four (3.5%) head coaches and 12 (5%) offensive and defensive coordinators were African American. Six years later during the 2008-2009 season, 5% of head coaches were African American.³ The six schools that had African-American head coaches were State University of New York at Buffalo, University of Houston, Kansas State University, University of Miami (Florida), Mississippi State University and University of Washington. There was one Latino coach at Florida International University and one Polynesian at the U.S. Naval Academy. Offensive and defensive coordinators this past season were slightly more diverse with 31 (12.2%) being black, three (1.2%) being Latino, four (1.6%) were Asian and 217 (85.1%) of the 255 coordinators were white men. The number of 255 coordinators excludes the 10 coordinators who were also head coaches of their respective teams. Of the 1,018 assistant coaches during the 08-09 season, 682 (67%) were white, 312 (30.6%) were black, 14 (1.4%) were Latino and 10 (1%) were Asian. Of the 12,253 football student-

² Hill, Fitzgerald and John W. Murray Jr. "The Status of Blacks as Major College Football Coaches." *The Journal of Blacks in Higher Education* (1997): 122-123.

³ Berkowitz, Steve and Wieberg, Steve. "Minority Coordinators Rise, Head Coaches Lag in College Football." *USA Today* 14 May 2009.

athletes, 50% were black, 45.9% white, 2.3% Latino, 1.6% Asian and 0.11% of other minority background.⁴

The beginning of the 2009-2010 season will see nine (7.5%) head coaches who are minorities out of 120, seven of whom are black.⁵ Three black coaches were fired during or after the 2008 season and four additional were hired. Of the four hired, they were all previously an offensive or defensive coordinator. There will be 39 (15%) minority offensive or defensive coordinators out of a total 261 positions.⁶ This shows that as the further down the career ladder, from head coach to coordinator to assistant to player, the racial composition goes from barely diverse to almost complete diversity. African American coaches make up 22.9% of all coaches in Division-I men's college basketball, the other major revenue sport in the NCAA.⁷ This goes to show the severity of the problem in college football compared to other sports.

At no time in the history of the NCAA have there been at least ten black head coaches at the Division-I FBS level. In fact, at the start of the 2008 football season, there had been only 22 black head coaches at the Division-I FBS level.⁸ In the past 27 years, there have been 466 head coaching openings at the FBS level and black coaches have

⁴ University of Central Florida. "The Buck Stops Here: Assessing Diversity among Campus and Conference Leaders for Football Bowl Subdivision (FBS) Schools in the 2008-09 Academic Year." Demographics Study. 2008.

⁵ Berkowitz, Steve and Wieberg, Steve. "Minority Coordinators Rise, Head Coaches Lag in College Football." *USA Today* 14 May 2009.

⁶ Berkowitz, Steve and Wieberg, Steve. "Minority Coordinators Rise, Head Coaches Lag in College Football." *USA Today* 14 May 2009.

⁷ Ford, Richard. "Blackballed: Why are there so Few Black Coaches in College Football." *Slate* 26 December 2008.

⁸ Black Coaches & Administrators. "2008 BCA Football Hiring Report Card." 2008.

been selected for 21 (5%) of those with 20 occurring after 1990. This seems to be a strikingly low number considering 50% of college football players at the Division-I FBS level are black. It is even more startling when former student-athletes comprise the greatest potential pool of coaches within a respective sport.⁹

This thesis seeks to determine if Title VII, which prohibits employment discrimination based on race, color, religion, sex and national origin, or any other laws are being violated with the current situation of head coaches in college football and determine recommendations to better the situation. Furthermore, it is important to evaluate the process and pathways individuals partake into becoming a head coach. This thesis will help produce recommendations on increasing diversity among head coaches at this level. Another objective is to look at the average coaching tenure of a black head coach and compare it to previous coaches at the school. This is important because it will show if black coaches are retained for a shorter period than white coaches, which if true and circumstances are similar to previous coaches, could show a bias that could be related to the lack of black head coaches being hired.

⁹ Everhart, C.B., & Chelladurai, P. (1998). Gender Differences in Preferences for Coaching as an Occupation: The Role of Self-Efficacy, Valence, and Perceived Barriers. *Research Quarterly for Exercise and Sport*, 69, 188-200.

CHAPTER II

LITERATURE REVIEW

Past literature suggests that there may in fact be a problem with the lack of minority football coaches at the collegiate level. Several researchers continue to analyze the scarcity of black leaders in college football and focus on what should be done to diversify head coaches in college football.

In 1993, T. Cox wrote that leadership positions in college football for minorities are slim, while black student-athletes in football have a dominant presence in Division-I:

For minorities in predominantly majority settings, the time and energy that is used to establish legitimacy could be more productively used to solve organizational problems. Moreover, the reluctance or inability of members of out-groups to assume leadership positions represents a potential loss of leadership talent for organizations. For all of these reasons, persistent power imbalances among culture groups in a diverse organization pose hazards to organizational effectiveness.¹⁰

Cox also describes how there can be interview bias in the hiring process of head coaches:

Although interviews offer many benefits, two facts about them combine to create a strong potential for cultural-diversity related bias: (1) the “similar to me”

¹⁰ Cox, T. (1993). *Cultural Diversity in Organizations: Theory, Research & Practice*. San Francisco, CA: Berrett-Koehler Publishers.

phenomenon and (2) the fact that interviewers, especially those making the final decisions, tend to be members of the dominant group.¹¹

Cox helped shine light on potential shortcomings in the hiring process for head coaches. By showing that there is the potential of cultural bias, Cox suggested how universities could better suit themselves to having fair hiring practices for minority candidates. Even after this research was completed, the lack of minority head coaches remains, with many questions unanswered.

Hill and Murray Jr. (1997) established that there is not only a lack of black head coaches in college football but also a lack of black offensive and defensive coordinators. They also established that only a few coaches were given opportunities to lead a university's football team when openings arose.¹² In 1995, there were a total of 108 head coaching positions, 108 offensive coordinator positions and 108 defensive coordinators among major football programs. There were only six black head coaches (5.5%), four black offensive coordinators (3.7%) and seven defensive coordinators (6.5%). Also included was the number of assistant coaches who were black; 213 out of 972 (21.9%). Between the 1982 and 1987 football seasons, there were 263 head coaching vacancies at the Division I-A level and only 14 were filled with black head coaches.

Hill and Murray Jr. state that most collegiate administrators perceived black football coaches as lacking the necessary experience and skills to serve in leadership

¹¹ Cox, T. (1993). *Cultural Diversity in Organizations: Theory, Research & Practice*. San Francisco, CA: Berrett-Koehler Publishers.

¹² Hill, Fitzgerald and John W. Murray Jr. "The Status of Blacks as Major College Football Coaches." *The Journal of Blacks in Higher Education* (1997): 122-123.

roles in predominantly white colleges and universities. Also, due to the need to recruit black student-athletes, usually one black assistant coach was hired to monitor and supervise the growing number of black football players. Their research states that a large majority are assigned staff positions with limited responsibility, minimum authority and often token status. A 1997 survey of NCAA Division-I FBS black football coaches showed that 70% agreed to some extent that their job security and career opportunities are not related to their ability to coach on the football field. If this is true, it could explain why there is a larger percentage of black assistant coaches with minimum responsibility, compared to coordinators and head coaches who have more authority and power.

Brooks and Althouse (2000) provided various explanations for the lack of minority coaches in sports as a whole. After collecting data on the topic, they stated that race, athletic participation, structural barriers and career mobility patterns were all variables that influenced coaching at the collegiate level. Structural barriers can include what conference the university was in, whether it was a private or public institution, and the previous football success of the university.¹³ For instance, when Brooks and Althouse wrote this in 2000, there had never been a black head coach in the Southeastern Conference (SEC). The first black head coach in the SEC was Sylvester Croom, who was hired to coach Mississippi State University starting the 2004 season. Though this literature gave us a prospective on the problem and potential reasons behind it, not a single variable could clearly explain the coaching mobility patterns of coaches and it was impossible to conclude what positions would lead to a head coaching position.

¹³ Brooks, D. & Althouse, R. (2000). *Racism in College Athletics*. Morgantown, WV: Fitness Information Technology.

Mixon and Treviño (2004) explored the possibility of racial discrimination in the dismissal and retention of college football coaches by university administration.¹⁴ Their study focused on whether the lack of minority head coaches is due to unfair dismissal and retention towards black coaches and if they are retained for a smaller amount of time. Mixon and Treviño obtained data from 81 institutions over an 11-year period (1990-2000) that contains the coach's race, variables on cumulative winning records, annual on-the-field improvements, and pre-/post-season game participation. The study showed that black coaches, on average, face a dismissal probability that is 9.6% below that of white coaches. Mixon and Treviño explained this could be taken as universities giving black coaches beneficiary treatment because a school's approach to social concerns involving race and gender issues. The study states that black representation in head coaches at the college level may be disproportionately low, possibly because of discrimination. However, once hired, black coaches are given more time to succeed than non-blacks when other variables are held constant.

A potential problem with Mixon and Treviño's study is that there were so few minority head coaches at the Division-I FBS level that the results are inconclusive. When studying the 81 institutions and comparing black coaches to white coaches, if a few outliers or unique situations occur, it can greatly impact results. For example, 886 individual football seasons were played during the 11-year span and only about 3.8% or almost 34 seasons were coached by a black head coach. This is an average of three black

¹⁴ Mixon, Franklin G. and Treviño, Len J. "How Race Affects Dismissals of College Football Coaches." *Journal of Labor Research* (2004): 645-656.

head coaches each season, meaning there was an average of 78 non-black coaches each season. If just one black head coach was retained when the statistics and variables in this study show he should not have been retained, it will dramatically skew the results compared to a white coach in a similar situation. Therefore, the results of this study should be interpreted with this limitation in mind.

In college football, and many other sports, it seems as if assistant coaches are the ones who are hired to be head coaches. Sagas and Cunningham (2005) examined competing hypothesis (human and social capital vs. discrimination) concerning the differential career outcomes of black and white assistant football coaches.¹⁵ Research was gathered from 328 NCAA Division-I FBS assistant coaches (224 white, 104 black coaches). Results from the study demonstrated there were differences in the number of promotions received, career satisfaction of coaches, and organizational proximity to the head coach position among the coaches. Black coaches scored lower on each outcome. This may be explained by black coaches getting fewer promotions and being at a farther proximity to the head coach leads to overall dissatisfaction in their coaching career. Using a multivariate analysis of variance (MANOVA), it was determined that differences could not be explained by racial differences in human and social capital, thereby providing support for the discrimination hypothesis.

This is an important study in determining the reasons behind a lack of black head coaches at the Division-I FBS level. To become a head coach, a coach must be promoted

¹⁵ Sagas, Michael and George B. Cunningham. "Racial Differences in the Career Success of Assistant Football Coaches: The Role of Discrimination, Human Capital, and Social Capital." *Journal of Applied Social Psychology* (2005): 773-797.

to higher ranks. For example, a high school coach could be promoted to a collegiate position coach (running backs coach, defensive backs coach, etc), then promoted to an offensive or defensive coordinator position, and then promoted to a head coaching position. If white coaches are being promoted more than black coaches with similar resumes this might be a cause for the lack of black head coaches. The ratio of black assistant coaches to white assistant coaches is far greater than the ratio of black head coaches to white head coaches, therefore further research could look into why black assistant coaches are being promoted less often than their white counterparts. Another area of research that could be looked into after this study is why white assistant coaches are in closer proximity to the head coach than are black assistants. This could provide additional insight on ways to help increase the diversity of head coaches in college football.

Each year, for the past five years, the Black Coaches Association (BCA) researches and generates a hiring report card for college football. The report card examines the current situation of minority coaches in college football and also distributes grades on the hiring process of schools with a head coaching vacancy. The report card reports statistics and recommendations on improvements to increase the diversity in college football. On average over the past five years, schools earned a “C” grade, even though over half of the schools received grades of an “A” or “B”. Schools are graded individually on five components; time frame, communication, candidate, search committee, and affirmative action. These five numerical grades are merged together to

get a final letter grade for the school on how they did in allowing a minority a chance and an equal opportunity in the hiring process for a head coach.

In 2005, five of 23 FBS schools earned an “A” grade, seven earned a “B” grade and four received an “F” grade.¹⁶ In 2008, nine of 18 FBS schools earned an “A” grade, which is the highest in the history of the hiring report card, two earned a “B” grade and two earned an “F” grade.¹⁷ Though letter grades are up overall, the hiring of minority head coaches is still a concern. Note that their study has a limitation. Schools can follow the process established by the BCA to achieve high grades but if a school knows it is going to hire a white coach regardless of the process, the grades are misleading. There is not a good way to tell how authentic schools are in actually wanting to diversify compared to schools that follow BCA guidelines but are committed to hiring a white coach.

This BCA report focuses on the lack of black head coaches at the Division-I FBS level by showing where problems arise in the hiring process. Though some schools are doing more to give minority coaches a better chance at landing a head coaching job, the results are similar to the lack of diversity in decades past. If schools continue to get passing grades in the BCA’s annual hiring report card, over time the results should follow and the percentage of black head coaches should rise. To increase diversity among head coaches, the NCAA could make rules similar to the Rooney Rule the NFL uses. The Rooney Rule requires NFL teams to interview at least one minority candidate for a head

¹⁶ Black Coaches & Administrators. "2005 BCA Football Hiring Report Card." 2005.

¹⁷ Black Coaches & Administrators. "2008 BCA Football Hiring Report Card." 2008.

coaching opportunity or face penalties from the NFL. The Rooney Rule will be discussed in depth in the recommendation section.

An issue in the popular press but not researched fully in academic journals is the influence of fans and boosters in the athletic department setting. In 2006, Mike Fish reported on ten of the most powerful boosters around the country. Some of the boosters contribute large sums of money in support for university athletics while others play a more influential role within the athletic departments. Phil Knight of Nike is one of the University of Oregon's largest boosters just as T. Boone Pickens is for Oklahoma State University. When boosters spend enough money to help build new stadiums, one can only assume they have indirect influence on the hiring and firing of coaches, athletic directors and even presidents of universities. Some of the most powerful boosters in the country donate millions of dollars to these universities. Following is Table 2.1, which is a list of the top ten major donors to universities in 2006.¹⁸

¹⁸ Fish, Mike. *Most Powerful Boosters*. 12 January 2006. 11 March 2009
<<http://sports.espn.go.com/ncf/news/story?id=2285986>>.

Table 2.1: Table of Major Donors at Universities

Booster	School Affiliation	Amount Donated
Paul W. Bryant Jr.	University of Alabama	At least \$10 million
Christy Gaylord Everest	University of Oklahoma	Family donated nearly \$80 million
Joe Jamail Jr.	University of Texas	Estimated \$30 million
Paul Tudor Jones II	University of Virginia	More than \$50 million
Phil Knight	University of Oregon	At least \$52 million
Bill Laurie	University of Missouri	More than \$30 million
Don Leebern Jr.	University of Georgia	At least \$500,000
Bobby Lowder	Auburn University	More than \$20 million
T. Boone Pickens	Oklahoma State University	More than \$290 million
John "Thunder" Thornton	University of Tennessee	At least \$1 million.

An example of a booster having control in an athletic department is at the University of Oregon. Pat Kilkenny, who has donated millions of dollars to Oregon's athletic department and friend of Phil Knight, was hired as the athletic director after Bill Moos resigned from the job. Kilkenny, who is the only athletic director in the six major conferences without a college degree, was asked in an interview regarding the next time he considers hiring or firing a coach. Will he call Phil Knight first to see what he thinks? Kilkenny's response was, "Yeah, I'd probably talk to him about it, I would talk to some other donors too."¹⁹ This suggests that boosters and donors play at least some part in some schools' hiring process of coaches.

¹⁹ "Outside the Lines: Knight's Influence on Oregon." 6 April 2008. *ESPN*. 25 April 2009
<<http://sports.espn.go.com/broadband/video/clip?id=3332343&categoryid=null>>.

It appears that many schools do not want to take the risk of losing millions of dollars from donors; therefore they may be more apt to listen and follow donor's preferences. The money may help the university and athletic departments' finances, but could hamper the opportunity for minorities to get head coaching jobs. None of the top ten major donors mentioned are of color, and many of the top donors for universities around the country are the same demographic as the top ten listed; white, male and over 50 years of age.

In summary, previous research suggest there is a lack of minority head football coaches at the Division-I FBS level. Research showed that leadership positions for minority coaches are scarce and over time the problem has not improved substantially. A reason behind this could be that minority football coaches are perceived as lacking experience and skills which in turn limits their chances of being interviewed for head coaching positions. Instead of getting the opportunities to advance up the career ladder, the research suggests they are usually assigned to staff positions with limited responsibility and authority. Minority coaches may not be able to advance past these limited responsibility positions because they can face discrimination in the hiring process from athletic administrators, school administration and even boosters when applying for head coaching jobs.

CHAPTER III

RESEARCH QUESTIONS

The literature review examined the current lack of minority head football coaches at the Division-I FBS level but still left several questions unanswered. Research has shown that minority coaches are not being hired as often as their white counterparts for head coaching positions. This leads to questions regarding why this is happening. Is it because of discrimination or minorities not following the pathways coaches partake in becoming a head coach? Do fans or boosters play a large part in the hiring process?

Past literature suggest there is a lack of diversity in committees hiring head coaches, including the academic leadership of universities, athletic director, board of trustees and boosters and donors on the committee. An individual may believe it is difficult for schools that have always hired white head coaches to move from that culture, especially if the donors and fans do not want a change. Though the athletic director and president of the university make the decision to hire coaches, donors can and probably do influence the decision. If these donors, or any other individuals involved in the hiring process do not want a minority head coach because of race or color, the result could be a violation of Title VII. This thesis researches these issues more in depth in order to determine if a violation of Title VII is currently taking place in college football.

Another possible reason for racial discrepancy is that head coaches simply manage the other coaches on the team rather than coach individual players. For example, a head basketball coach will coach the individual players and call defensive and offensive plays, but in most cases in football, an offensive or defensive coordinator will call the plays the athletes run, not the head coach. It is possible that white players prefer to be coached by white coaches or black players prefer to be coached by black coaches. Since head football coaches rarely coach their athletes directly, there would be a greater need for black assistant or position coaches than a black head coach.

The overall research questions are to find what reasons are behind the lack of black head football coaches at the NCAA Division-I FBS level. The thesis will look more specifically at four topics to understand if they have an effect on the diversity of head football coaches.

The first topic to look at is the process and pathways individuals take when becoming a head coach. Demographics of interest include the age coaches became a Division-I FBS assistant coach, coordinator or head coach. It will be important to look at how long coaches are in a certain position before advancing and seeing how large of a factor experience plays. Logically, one could expect coaches to work as a high school coach or a graduate assistant, then advance to an offensive or defensive coordinator position before finally moving to a head coaching spot. Exploring the demographic information will help find the pathways individuals take in becoming a head coach.

The next question is whether Title VII, a federal mandate against discrimination in employment based on race, sex, national origin or religion, is being violated in hiring

practices. Sagas and Cunningham (2005) previously showed that discrimination could be a factor in determining differences in the coaching careers of white coaches and African American coaches. If coaches are being discriminated against because of their race or color, this suggests a violation of Title VII. Looking more precisely at this issue will help determine if schools are violating Title VII when looking at candidates for a head coaching position.

The third question is to determine if fans, boosters, or donors play a part in the hiring process and if so to what extent. This is unique in that it has not been studied previously even though it is an issue in the popular press. The lack of scholarly literature on this subject makes it that much more interesting to find out if this is a problem. Boosters and donors can donate large amounts of money to university athletic departments, therefore if they have an influence in the hiring of coaches it could hurt minorities who are of a different demographic than them.

The final question seeks to answer whether a student-athlete's race is a factor into the race of a coaching staff. It may be useful to determine if student-athletes of a certain race prefer to work with coaches of a certain race. If they do, considering assistant coaches are the ones who work most with student athletes, it could be a reason for the possible lack of head coaches and coordinators compared to assistant coaches. By completing future research and finding the answers to these questions, this report will help answer why there are a lack of minority head football coaches at the Division-I FBS level.

CHAPTER IV

PROCEDURES AND METHODOLOGY

To help in the research, a survey was created to obtain the opinions of Division-I FBS coaches on the current state of minority head coaches in college football. This survey was used to help better understand: (1) how coaches feel about minority coaches, (2) the role of fans, boosters, and donors in the hiring process, (3) the role of academic and athletic administrations in the hiring process, (4) reasons for the lack of minority coaches and (5) recommendations on how to help solve the problem.

The survey was sent to 36 head coaches and 200 assistant coaches at the NCAA Division-I FBS level. The head and assistant coaches were selected by a convenience sample and reside in various regions around the country. The method for deciding who to send surveys to depended on the availability of a coach's email address on the athletic website. The process included going to all Division-I FBS school website athletic directories and sending a survey to each head coach that had an email address listed. The same process was followed for assistant coaches, except once in the athletic directories, only a few assistant coaches were randomly selected from each school, not each one that was listed. The coaches surveyed are located around various conferences and race or color had nothing to do with who was selected. This was also done to protect against any conference policies, norms or prejudices in a certain part of the country.

The survey was sent out to coaches and returned using a web service called SurveyMonkey. This appeared to be the quickest and most convenient way to send out surveys and for coaches to respond. The survey was opened for head coaches on March 9, 2009 and closed May 15, 2009. The survey was opened for assistant coaches April 14, 2009 and closed May 15, 2009. The head coaches received three separate reminder messages about the survey and assistant coaches received two additional reminder messages. Originally, the survey was going to be sent to head coaches only but because of a low return rate, a similar survey was created for assistant coaches. This explains why the survey was open for a shorter period of time and one less reminder message sent. SurveyMonkey also concealed the identities of whom the survey was sent to and the identity of all coaches surveyed was kept confidential. The responses were coded as HC and AC which stands for a “Head Coach” surveyed and an “Assistant Coach” surveyed respectively. An example would include HC-3 would refer to head coach #3 surveyed or AC-7 would refer to assistant coach #7 surveyed. The identity of the coaches was kept confidential to help ensure honest answers were given when coaches completed the surveys.

The survey sent out to the head coaches of Division-I FBS programs consisted of three sections and a total of 27 questions, 24 of which were multiple choice and three short answers. The coaches were told they did not have to answer any question they were not comfortable answering. The first section focused on the demographics of the coaches where the coaches were given several options from which to choose. The seven questions in this section were:

1. At what age did you begin your coaching career?
2. At what age did you first become a Division-I head coach?
3. How many coaching jobs (including high school) did you have before you became a head coach at the Division-I level?
4. How many years did you previously coach before your first Division I head coaching job?
5. How many years have you been a Division-I head coach including the upcoming 2009 season?
6. What is the highest level of education you completed?
7. What previous job did you have before you first became a head coach?

Assistant coaches were sent slightly different demographic questions:

1. At what age did you begin your coaching career?
2. At what age did you first become a Division-I assistant coach?
3. How many coaching jobs (including high school) did you have before you became an assistant coach at the Division-I level?
4. How many years did you previously coach before your first Division-I assistant coaching job?
5. How many years have you been a Division-I assistant coach including the upcoming 2009 season?
6. What is the highest level of education you completed?
7. As an assistant coach, what current position or coordinator spot do you serve as?

The next section contained statements and answers. For each statement, the subject was to select one of five answers to; strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The answers were scaled one thru five with an answer of strongly disagree rated as one and strongly agree rated as five. This set of statements and answers were sent to both head and assistant coaches. The 17 statements in this section include:

1. There is currently a problem in the hiring process at universities as a whole that hurts minority coaches applying for Division I head coaching positions.

2. The hiring process at my current university or a university I have previously been with is set up fairly and gives minorities an equal opportunity at a head coaching position
3. Fans play a large part in the hiring process at my current university or previous university I have been with.
4. Boosters and/or donors play a large part in the hiring process at my current university or a previous university I have been with.
5. A white coach who was fired is more likely to be recommended for another head coaching job than would a black head coach who was fired.
6. Minority head coaches with a losing record are more likely to be fired than white coaches with the same record.
7. White coaches, whether an assistant or head coach, tend to have longer stints at a university compared to a minority coach.
8. Student-athletes of a certain race or color would rather work with a coach of a similar race or color.
9. Black head coaches with a losing record are more likely to be fired than white coaches with the same record.
10. The practice of naming a "Head Coach Designate" hurts minority recruiting.
11. "Who you know" is more important than "what you know" when it comes to being recommended for a head coaching job.
12. White coaches possess greater coaching skills than minority coaches.
13. Minority coaches possess greater coaching skills than white coaches.
14. Minority coaches better serve as assistant coaches than head coaches.
15. White coaches better serve as assistant coaches than head coaches.
16. The NCAA should make a rule similar to that of the NFL's Rooney Rule.
17. If I knew my current or past university was treating minority coaching applicants unfairly by not giving applicants equal opportunity for consideration, I would report this to the conference or NCAA even if it jeopardized my job.

The final section consisted of three short open-ended answer questions where the subjects could voice their opinions on the situation with minority coaches in college football. The same questions were sent to both head and assistant coaches. The three questions in this section were:

1. If you think there is a problem with the lack of minority football coaches, why do you think this is occurring?
2. If you think there is a problem with the lack of minority football coaches, what recommendations would you make to increase the diversity of head coaches at the Division I level?
3. Are there any comments or suggestions that you think would be useful to this research not mentioned above?

CHAPTER V

RESULTS AND DISCUSSION

Of the surveys that were sent out to the 36 head coaches, ten started the survey. Of those ten that started the survey, nine (25%) completed the entire survey. The survey was sent to 200 assistant coaches of who 75 started the survey. Of those 75 assistant coaches who started the survey, 55 (27.5%) completed it. The survey yielded a very low response rate from both head and assistant coaches, which can be attributed to this being a sensitive subject. Even though the coaches were told that their responses, their identity and their school would be kept confidential, some still opted out. In total, one head coach and 20 assistant coaches started the survey but failed to finish the survey even though they could skip any question they elected not to answer. In presenting the results, only descriptive statistics will be reported.

It is very important to understand the process in which coaches routinely go in their path to becoming a head coach. The surveys of head coaches show 90% of respondents began their coaching career between the ages of 22 and 24, 90% didn't become a Division-I head coach until after the age of 40 and 80% had at least 15 years of previous coaching experience. During this time period, 60% of these coaches got their experience from holding 4 to 5 football jobs before becoming a head coach with 90% of coaches having their last job before becoming a head coach being an offensive or

defensive coordinator. Every single head coach who completed this survey had at least a bachelor's degree, with 70% earning a master's degree.

Of the assistant coaches who were surveyed, 56% began their coaching career between the ages of 22 and 24 and 38.7% received their first Division-I assistant coaching job between the ages of 25 and 28. 40.6% of the respondents held 2 to 3 previous positions before they were offered their first Division-I assistant coaching job and 33.8% had 3 to 5 years of experience. 32.9% of assistant coaches surveyed had at least 15 years of experience as a Division-I assistant coach. Of the assistant coaches surveyed, 47.3% earned a master's degree with everyone holding at least a bachelor's degree. Of the assistant coaches surveyed, 20.3% are offensive or defensive coordinators, 43.4% are offensive position coaches, and 33.8% are defensive position coaches with the remaining 2.7% selecting "other".

The results of the demographic section of this survey show that the majority of assistant and head coaches began their coaching career between the ages of 22-24. In becoming a head coach, it would be wise to get an assistant coaching position earlier in life. Eight (80%) of the head coaches had at least 15 years experience and six (60%) held four-to-five football jobs during this time. This appears logical if a coach starts his career at a smaller school and advances to an assistant coach at a larger school. From there, they would be promoted to a coordinator position and then a head coaching position. The goal of minority coaches would be to take opportunities at larger schools when they become available and into a coordinator position when if at all available. Minorities should strive to obtain a Master's degree to increase their opportunity to stand out over

peers. This should increase their chances of landing a head coaching spot. But, even having all the qualifications, it could still be difficult to land a head coaching job if there is a problem in the hiring process at universities that hurts minority coaches.

The next section of the survey is where various responses were seen from head coaches and assistant coaches on whether there is a problem on the hiring of minority head coaches at the Division-I level. Of head coaches surveyed, 22.2% selected agree that there is currently a problem in the hiring process at universities as a whole that hurts minority coaches applying for head coaching jobs. When asked whether the school they are with or previously with had a hiring process in place that gave minorities an equal opportunity at a head coaching position, 55.5% agree they did. Only one (11.1%) head coach surveyed believed their current or past school had an unfair hiring process that did not give minorities a fair and equal chance of being hired for a head coaching position. On the other hand, the majority of assistant coaches surveyed, 53.2%, agree that there is currently a problem in the hiring process at universities as a whole that hurts minority coaches applying for head coaching positions and only 58% feel their current or past school has fair hiring practices to give minorities a fair and equal chance.

This is very important because assistant coaches are the ones involved in day-to-day operations within the NCAA level and they are the individuals searching for head coaching jobs. If assistant coaches feel there is a problem, this suggests that there may indeed be a problem that needs to be fixed. Ironically, only 58% of assistants claim that at their current university or a university they were previously affiliated with, the hiring process is set up fairly to give minorities an equal chance of obtaining a head coaching

job. 40.4% of the assistant coaches disagree, suggesting the hiring system is set up fairly, or remained neutral, which means the hiring process should be looked at more closely.

In 2004, Myles Brand, president of the NCAA, was interviewed about the lack of minority head coaches in college football. Brand stated,

“It seems to me that the underlying issue, the one that’s making it most difficult for highly qualified African American coaches to rise to the head coaching level is the search process itself. The search process sometimes is very short and not entirely open. It doesn’t allow a full consideration of talented individuals, and as a result of that the BCA has undertaken what they’re calling a “report card,” which will focus in on whether the search process really does provide a fair and open consideration of all the talent that’s there.”²⁰

What plays a large part in the hiring process of universities? Of head coaches surveyed, 44.4% agree that fans play a large part in the hiring process and 44.4% agree boosters and/or donors play a large part in the hiring process. Of assistant coaches surveyed, 22.6%, believe fans play a large part in the hiring process. 60.6% believe boosters and/or donors are the ones who play a major role in the hiring process. Head coaches and assistant coaches both believe that boosters and donors have some effect on the hiring process at universities; therefore, suggesting they should be limited in the roles that they play in the hiring committees and decision-making, if they are contributing toward a non-diverse bias.

²⁰ Roach, Ronald. "Academics and Athletics: Playing for the Same Team." *Black Issues in Higher Education* 8 April 2004: 26-31.

The next topic is about the perceptions coaches have on discrimination based on the race of the coach and getting fired. Of head coaches surveyed, 11.1% believe minority coaches with a losing record are more likely to be fired than a white coach with the same record. 22.2% believe that white coaches tend to have longer stints at a university compared to a minority coach. Assistant coaches have a slightly different opinion.

Of assistant coaches surveyed, 40.4% agree that minority head coaches with a losing record are more likely to be fired than a white coach with the same record. 35.5% believe white coaches, whether an assistant or head coach, tend to have longer coaching stints at a university compared to a minority coach. This finding yields different results than the study done by Mixon and Treviño. Their study showed that universities are giving black coaches preferential treatment because of the school's approach to social concerns involving race and gender issues. The study stated that once hired, black coaches are given more time to succeed than non-blacks when other things are held constant. The results from this survey show that coaches' perceptions are different and it is perceived that black coaches are more likely to be fired than a white coach under similar circumstances. Additionally, 50.8% of assistant coaches believe white coaches who are fired are more likely to be recommended for another head coaching job than a black coach who was fired. Of head coaches surveyed, 11.1% believe a white coach who was fired is more likely to be recommended for a head coaching job over a black coach who was fired. This is an example of where head coaches and assistant coaches appear to have varying opinions.

The difference in opinion is important because the survey results suggest that the majority of all head and assistant coaches agree that white coaches do not possess better coaching abilities than minority coaches, and minority coaches do not possess better coaching abilities than white coaches. Coaches also agree that race is not a factor in who is better suited to be an assistant coach or head coach. Even with all coaches agreeing on this, the majority of assistant coaches feel minority coaches are at a disadvantage whether in being recommended for a head coaching job or the length of tenure as a head coach. This could suggest there may be injustices occurring based on race, which Title VII prohibits.

Title VII was originated out of the Civil Rights Act of 1964. Title VII federally mandates against discrimination in employment based on race, sex, national origin or religion. Coaches surveyed agree that race plays no part in the coaching ability of an individual therefore if minority coaches are not given opportunities at a head coaching position Title VII can be used. This can be hard to prove unfortunately, as there are two main components of Title VII claims: disparate treatment and disparate impact.

Disparate treatment is a concept in employment discrimination that prohibits treating one employee different from other employees who are in a similar situation based on their race, national origin, sex or religion. An example of this would be that a black worker and a white worker skip work one day; the employer fires the black worker but does not fire the white worker. Disparate impact refers to proving unlawful employment discrimination based on the impact a practice has on one group from another. An example would be if in hiring workers, you required a college degree for the

job and the degree requirement screened out vastly more blacks than whites. As a result, there was a disparate impact based on race, even though there was no intentional discrimination. To help solve the problem, talks about affirmative action and something similar to the Rooney Rule for college football have been mentioned.

The NFL has the Rooney Rule, which was established in 2003, requires teams to interview minority candidates for a head coaching opportunity. At the start of the 2006 season, the overall percentage of minority coaches jumped to 22%, up from 6% prior to the Rooney Rule.²¹ Though this has had a positive impact in the NFL, 22.2% of head coaches agree with adding a similar rule to college football with 44.4% remaining neutral. Of assistant coaches surveyed, 40.3% agree that the NCAA should implement a rule similar to the Rooney Rule with 22.6% remaining neutral. Though head coaches do not necessarily think the NCAA should add a Rooney Rule, some state legislators believe it could be beneficial. A bill introduced to Oregon Legislature in 2009 would require state universities in Oregon to interview a minority candidate before it could hire a head coach.²² The bill would make Oregon the first state with such a law. This comes months after the University of Oregon selected a head coach designate, who was white, after former head football coach Mike Belotti, also white, accepted the position of athletic director for the school. This raises the question of whether naming a head coaching designate hurts minority coaches and minority recruiting. 11.1% of head coaches agree it hurts minority recruiting and 44.4% disagree while 44.4% remained neutral. 40% of

²¹ Collins, Brian W. *Tackling Unconscious Bias in Hiring Practices: The Plight of the Rooney Rule*, June 2007 NYU Law Review.

²² "Oregon May Require Minority Interviews for Football Coaches." *USA Today* 4 March 2009.

assistant coaches agreed that naming a head coaching designate hurts minority recruiting while only 18% disagree. The potential reason for this is because there is no interview process, no opportunity for minorities to get interviewed, and candidates are recruited from within the organization. This is not the first time this has happened in Oregon. What sparked the interest in the new legislation was Portland State University's process in hiring a head football coach in 2007. It obtained a speed waiver to sidestep Oregon University System affirmative action hiring requirements so it could hire Jerry Glanville.²³ Continuously sidestepping affirmative action hiring requirements lessens the opportunities for minorities to obtain head coaching positions.

The survey asked coaches to state their opinions whether student-athletes prefer to work with a coach of the same race or color. Of head coaches surveyed, not one agreed a student-athlete of a certain race or color would prefer to work with a coach of a similar race or background. 66.6% disagree with that statement and the other 33.3% remain neutral. Of assistant coaches, 27.5% agree that student-athletes of a certain race prefer to work with a coach of a similar race or color, 45.2% disagree and 27.4% remain neutral again producing a slight difference in opinion between head and assistant coaches. This was asked because this could be a possible explanation for why there is a larger percentage of minority assistant coaches overall compared to minority head coaches overall. In football, the head coach oversees the entire program, but it is the assistant position coaches who work more individually with the student-athletes. With half of all

²³ Steves, David. "Bill to Require Minority Coach Interviews." *The Register-Guard* 18 April 2009.

football student-athletes being African American, more minority assistant coaches would make sense.

This helps answer one of the previous questions if student-athletes wanting to work with a coach of the same race or color is a reason behind the lack of minority head coaches. Because 50% of all football student-athletes are African-American, it would make sense that African Americans would be 50% or so of assistant coaches because they are the ones working directly with the athletes. According to head coaches, this is not the case but 45.2% of assistant coaches agree with the statement in the survey. The assistant coaches who work closely with these athletes every day at practice are more likely to see and note their preferences. This could be a possible reason behind the lack of minority head coaches, but may not be one of the main reasons.

In the hiring of head coaches, it may be about whom you know, rather than what you know. 44.4% of head coaches and 85.5% of assistant coaches surveyed agreed, “who you know” is more important than “what you know” when it comes to being recommended for a head coaching job. Only 22.2% of head coaches and 9.7% of assistant coaches disagree. This implies that coaches who build strong relationships with other coaches and figures of power are more likely to get recommended. Recall the study by Sagas and Cunningham that demonstrated there were differences in the number of promotions received, career satisfaction of coaches, and organizational proximity to the head coach position among the coaches.²⁴ Black coaches scored lower on each outcome

²⁴ Sagas, Michael and George B. Cunningham. "Racial Differences in the Career Success of Assistant Football Coaches: The Role of Discrimination, Human Capital, and Social Capital." *Journal of Applied Social Psychology* (2005): 773-797.

including proximity to the head coach position among other coaches. This is very important because in a sport where coaches agree it is about “who you know” rather than “what you know,” minority coaches are farther away from the head coach than their white counterparts. Therefore, minorities may be at a disadvantage and also may be less likely to be recommended for a head coaching position. There can be various reasons why minority coaches feel less connected to the head coach than white coaches, but it could be related to why there is a lack of black head coaches in college football.

Head and assistant coaches surveyed had varying opinions about if there is a lack of minority head coaches at the Division-I level. When asked if they knew their current or past university was treating minority coaching applicants unfairly by not giving applicants equal opportunity for consideration, would they report this to the conference or NCAA even if it jeopardized their job, 75% of head coaches said they would report it while the other 25% “strongly disagree” with the statement. 41% of assistant coaches said they would report unfair treatments to the NCAA while 36.1% remained neutral and 23% said they would not. A possible reason for the surge in “Neutral” responses among assistant coaches could be they could hamper their chances of becoming a head coach when they report possible violations. An example of this is when Bruce Pearl, currently head men’s basketball coach at the University of Tennessee, was an assistant at the University of Iowa. Pearl essentially called a high school recruit and intentionally recorded the phone conversation when he got the athlete to admit a University of Illinois assistant coach offered him money and a car. After Pearl turned the tape over to the NCAA, they found other violations and as a result Illinois received recruiting restrictions

and a one-year post-season ban. Many coaches around the country and commentators called Pearl's actions "career suicide".²⁵ In college football, alerting officials of unfair hiring practices will help other minorities, but could hurt the person who actually reports it. To help change the current situation on the lack of minority coaches at the Division-I FBS level, recommendations to improve the problem should be made and implemented.

The final part of the survey consisted of open-ended short-answer questions about reasons behind the lack of minority coaches in college football and recommendations to help solve this problem. Two out of the nine head coaches (22.2%) who completed the survey wrote on at least one of the short-answer questions while 39 of the 55 assistant coaches (70.9%) who completed the survey commented on at least one short-answer question.

Head coaches believe the main problem is that minority coaches are not given the opportunity to interview for head coaching positions. There are only a few positions that are open each year and so it is hard to obtain a position no matter who you are, but it is increasingly difficult when you are not even given the opportunity to interview for a position. To counter this, head coaches recommended adding a rule similar to the NFL's Rooney Rule and adding more graduate positions. This will give more minorities a chance to get in the coaching system and have an opportunity at head coaching positions.

Many assistant coaches believe the main reason behind the lack of minority head coaches is because of the influence of boosters and donors on athletic and academic administrations, unfair hiring practices and a lack of graduate assistant positions

²⁵ *Wikipedia*, 28 May 2009 <http://en.wikipedia.org/wiki/Bruce_Pearl>.

available. 60.6% of assistant coaches and 40.4% of head coaches believe boosters and donors have too much control and influence over whom to hire or not hire which leads to an unfair hiring practice by universities. These coaches believe athletic directors and university presidents do not want to upset the donors and therefore will listen to their recommendations for head coaching prospects. The other issue raised by assistant coaches was the lack of graduate assistants that can be on the team. By limiting the number, it reduces the chances of additional coaches joining the Division-I FBS ranks where they can build relationships and work on networking.

Several assistant coaches recommended adding a rule similar to the Rooney Rule and adding more graduate assistant positions. Most coaches agree that adding a rule similar to the Rooney Rule in college football would help level the playing field and give minorities opportunities they have not previously had. Even if the individual does not get the job, his name will circulate amongst the people empowered to make decisions in the future. Adding more graduate assistant positions would be beneficial in allowing up-and-coming minorities an opportunity to get involved at the Division-I level. Assistant coaches believe that most schools would love to have additional graduate assistants; therefore this could be a valuable recommendation in giving minorities an additional opportunity to succeed.

CHAPTER VI

RECOMMENDATIONS

The surveys returned by head and assistant coaches expressed the coaches' perceptions on why there is a lack of minority head coaches at the Division-I FBS level. The survey results showed coaches believe there are discrepancies in the hiring process that impair minorities, there tends to be unfair favoritism towards non-minority coaches after a termination and minority coaches are less likely to be recommended for a head coaching position. To encourage diversity among head coaches, recommendations are made to help change the current environment into a situation where everyone is treated fairly and given an equal opportunity.

The first recommendation is for the NCAA to add a rule similar to the NFL's Rooney Rule and not allow schools to name a head coaching designate unless a minority has been interviewed. The Rooney Rule has worked in the NFL and there is no reason for it not to work with the NCAA. No harm is done in forcing universities that are searching for a new head coach to interview a minority coach. This gives minority coaches an opportunity at becoming a head coach rather than being overlooked. With an evenly diversified hiring committee the best coach will be hired whether a minority or not. AC-2 states, "I think if the NCAA took an approach like the NFL where you have to interview a certain amount of minority candidates will really help because it puts minorities in a position to, at the very least, get to know and build relationships with

those that are hiring.” AC-27 says “Make schools interview at least one minority applicant because even if the individual doesn't get the job, his name will circulate amongst the people empowered to make decisions in the future.” By not allowing a head coach designate to be named, it allows the university to follow the university's affirmative action hiring process and not sidestep it. One of the most notable examples of where the Rooney Rule along with not naming a designate has worked was with the Pittsburgh Steelers.

The Steelers had on its staff a logical successor to the head coach who was retiring. The successor was Ken Whisenhunt, a white male who many felt had all the attributes and abilities to lead the organization in the right direction. Rather than naming him as a head coaching designate, the Steelers followed the Rooney Rule by interviewing multiple individuals including a minority. The Steelers ended up hiring Mike Tomlin, who is black and in 2009 led the Steelers to the Super Bowl victory. The Steelers took the time to interview all qualified individuals even though many within the organization had a successor in mind. They found out there was a better coach available who was black. If the Steelers had not done this, Mike Tomlin might not have had the chance to become a head coach. Even if naming a head coaching designate seems logical, as was in the University of Oregon's case, the school is not doing anything to help give minorities a fair and equal chance at becoming a head coach.

When universities begin interviewing minority applicants for head coaching positions, they should not discount minorities, rather look broadly among them. AC-18 states:

“Try to avoid interviewing the same minority candidate for the same jobs because it eliminates the opportunity to meet other viable minority candidates. It can seem as though people target a small list of minority candidates and just keep recycling their names for the jobs which are open. Why can't the NCAA Football Committee speak to other collegiate or professional sports teams and see how it is they have managed to change the diversity throughout their coaching ranks and implement similar tactics to help change the landscape of college football. No one regardless of race or skin color should be denied the opportunity to do what it is they love and unfortunately, that's what is taking place.”

The next recommendation is to allow additional assistant coaches to be on the staff if they are minority. AC-16 states, “There are not enough opportunities for minorities to get in at the ground level like graduate assistant positions. These jobs are so competitive that schools don't have to recruit minority coaches.” HC-2 says, “I suggest that we be given an additional graduate assistant position in NCAA Division-I with the mandate that at least one of our GA's is a minority, with the recommendation it be two. Perhaps allow one or more minority assistants be added above and beyond the nine assistant coach limit that we have.” This would allow additional opportunities for minorities to network and build relationships with individuals in power. AC-39 stated, “There is a limited number of minority GA's at the BCS level. Most coaches hire computer guys instead of potential coaches. It's a faster more fair track in the NFL so most minority coaches take that path.” AC-11 states, “Currently every Division 1A team can have two graduate assistants. The NCAA should allow every school three graduate

assistants provided that one is a minority or four if two are minority coaches. This will encourage colleges to recruit minority coaches if they want more than two GAs. And believe me, they will want more than two GAs.”

Once minorities obtain an assistant coaching position, they should strive harder to build relationships with the head coach, athletic department and university officials. Research has shown minority coaches are more distant to the head coaches, which could lead to fewer promotions and a slower trek up the career ladder. AC-7 stated, “I think the perception of us as players and as coaches has a lot to do with the slow process of change for minority coaches. When being viewed as only players and non-thinkers by those that recruit us as players, it's been slow to prove and change the perception. Also, I think the network for minority coaches is very small due to the lack of minority representation in administrative positions and higher level assistant positions.” Adding more graduate assistant positions would expand the network for minority coaches by increasing minority representation among coaching staffs.

The third recommendation for diversifying head coaches in college football includes diversifying the hiring search committee. Coaches appeared to agree that boosters and/or donors play a large part in the hiring of head football coaches at universities. At times, these boosters are on the hiring committee that screens applicants. At the conclusion of the 2008 football season, the University of Central Florida assessed and examined the race and gender of conference commissioners and campus leaders including college and university presidents, athletic directors, and faculty athletics representatives for all FBS institutions. The results showed that during 2008-2009

season, 92.5% of the presidents, 86.7 percent of the athletic directors, 92.6% of the faculty athletic representative, 83.3% of faculty and 100% of conference commissioners were white.²⁶ This shows that there is very little diversity among leadership positions within universities and their athletic departments.

Most major donors for the universities are white males. The majority of athletic directors and presidents at universities are also white males. This can lead to a very non-diversified search committee, which could then be skewed to hire a coach of similar characteristics. AC-18 stated, "There are two or three headhunters that A.D.s or search committees use, such as Chuck Neinas and I wonder how many minority coaches they recommend. It appears that they are the power brokers who are instrumental in a lot of new hires." Chuck Neinas is an individual many schools contact when they are looking for a new head coach. Neinas acts as a consultant by providing names and recommendations for various coaches. AC-13 stated, "I believe it is based off of who the donors want, and many of them are older men who have certain prejudices." AC-17 stated, "Athletic Directors are too concerned about what the "Boosters" and fans might think instead of hiring the best candidate." AC-27 stated "Not enough pressure is being put on College Presidents or AD's to look at all candidates, not just the one's they are most comfortable or familiar with." AC-28 stated, "Money. Boosters, administrators, head hunters, hiring committee, new media, etc. all favor one type of Head Coach Candidate. The whole process is perfectly designed to produce the outcome we have in

²⁶ University of Central Florida. "The Buck Stops Here: Assessing Diversity among Campus and Conference Leaders for Football Bowl Subdivision (FBS) Schools in the 2008-09 Academic Year." Demographics Study. 2008.

college football.” AC-2 stated, “I think the problem is the relationships with Presidents and Athletic Directors. Lots of minorities are not friends with those people in those higher positions. White coaches tend to have better relationships with these people and it is about who you know.”

The best way for universities to proceed is to increase the number of members in the search committee and make the committee multicultural. By increasing the number of members in the search committee, it lessens the impact boosters and/or donors have. AC-3 states, “I only think that there is a lack of minority Head Coaches. Booster groups and Athletic Directors aren't comfortable making the decision to hire a minority yet.” When increasing the number of members in the committee, do not just add additional boosters and donors to the committee. Instead, add faculty, alumni, and other individuals who do not have large amounts of money invested in the university and are not opposed to looking at all candidates equally and comfortably. When increasing the number of members on the committee, make sure the overall ratio percentage of minority to non-minority increases as well. For example, if there are ten members on a committee and one member is a minority, do not add ten members and only one extra minority, add several minorities.

The results are not surprising per se, but the difference in responses between head and assistant college football coaches raises the most concern. The majority of head coaches believe there is not a problem in the hiring process that hurts minorities while assistant coaches believe the opposite. Over half of assistant coaches are neutral or agree that a minority coach with a losing record is more likely to be fired than white coaches

with the same record; on the other hand, head coaches disagree. A larger percentage of assistant coaches agree than disagree that naming a head-coaching designate hurts minority recruiting while head coaches is the opposite. Assistant coaches believe a white coach who has been fired is more likely to be recommended for another head coaching job than a black head coach who was fired. Head coaches disagree with that statement. As it appears, assistant coaches believe that the lack of minority coaches in college football is a larger problem than head coaches do. If this is the case and head coaches are not willing to go extra lengths to diversify and equalize the hiring processes at universities, athletic departments, donors and school presidents may not either.

CHAPTER VII

LIMITATIONS

The results of the survey demonstrate only the opinions of a small sample of head coaches and assistant coaches. To receive a statistically reliable sample, a substantially greater number of coaches must weigh in on their beliefs. The only coaches who were able to respond to the survey were coaches with email addresses on their school's athletic website. If a coach did not have an email address listed online, then he did not have the opportunity to partake in the survey. Roughly 25% of head and 20% of assistant coaches at the Division-I FBS level were asked to participate in the survey. Another limitation is that the results of the survey are represented as dependable findings, but may not be statistically significant as only descriptive statistics were reported.

Additionally, coaches surveyed believe boosters and/or donors play a large part in the hiring process, yet it is impossible to determine how much of an influence they have within each school. Another limitation to this research is that it looks only at Division-I FBS coaches and hiring practices. This problem expands out into the other subdivisions in college football, thus for future research, including coaches from the Division-II and Division-III level would provide additional insight into the problem.

CHAPTER VIII

CONCLUSION

The purpose of the research was to identify some of the reasons behind the lack of black head football coaches at the NCAA Division-I FBS level and to provide recommendations on improvements to solve this problem. By researching and gathering additional background information, the survey helped identify questions to ask head and assistant coaches about minority head coaches and whether there was a current problem with the lack of minority head coaches.

Results indicated that among the coaches surveyed, they believe there is a problem in the hiring process at universities at the FBS level. Currently the ratio of white head coaches to minority head coaches is 13:1. The ratio between white offensive or defensive coordinators to minority offensive or defensive coordinators is nearly 7:1. The ratio between white assistant coaches to minority assistant coaches is nearly 3:2 and white football student-athletes compared to minority student-athletes is 1:1. Research suggests that minorities are not being given a fair and equal chance at moving up the ranks from player or assistant to a coordinator or head coach.

The surveys returned by head and assistant coaches suggest reasons behind this include unfair hiring practices and procedures at schools, boosters playing a large and influential role in the hiring of new coaches, naming a head coaching designate, and the

race or color of an individual. Though head and assistant coaches have differing opinions on certain subjects, one thing they both agree about is that the race or color of an individual has no effect on the ability to be a coach and neither race nor color makes an individual a better assistant or head coach. Even so, assistant coaches feel that minority coaches who are fired are less likely to be recommended for a head coaching job than white coaches who are fired. Coaches also believe that minority coaches are more likely to get fired than a white coach with an identical record. This could mean that once a minority head coach is hired, he is given higher standards with a shorter time to reach them. If a minority head coach is hired, society could think they selected him over a white coach so he must be something special. Many times coaches are hired after a coach was fired or resigned due to lack of team performance. It is not always possible to see an immediate turnaround as a coach, whether or not the coach is white or black, because they have to acquire coaching staff members and recruit their own athletes. That process could take a period of several years to complete. Therefore, if minority coaches are not given this amount of time to turn a program around then the odds are against them. In the end, this hurts the chance for the minority coach to acquiring a new head coaching position.

Additionally, prior research has showed minority coaches are farther away from the head coach than their white counterparts and in a profession where coaches agree it is more about “who you know” rather than “what you know”, minorities are at a disadvantage and may be less likely to be recommended for a head coaching position. Research suggests that Title VII may be a factor in the hiring of head coaches. Coaches

agree that race plays no part in the coaching ability of an individual therefore if minority coaches are not given opportunities at a head coaching position Title VII can be used if it has to do with race or gender. Many coaches seem reluctant to push the issue of raising a Title VII case. A possible reason coaches are not yet willing to take the issue to court is the fear of not being able to obtain a head coaching job in the future. For example, if a university is sued over a Title VII issue by a minority coach, other universities may not interview that candidate for a position at their school because they do not want to take a chance of being caught in litigation. With the subject already being sensitive to most schools and coaches, they would not want additional negative press from an issue such as a Title VII lawsuit. If a coach did file a suit, it would more than likely help other minority coaches in a similar situation rather than the coach who filed the lawsuit.

The discrepancies found in the hiring process that disadvantages minorities and provides unfair favoritism towards non-minority coaches allows for recommendations to be made to encourage diversity among head football coaches. To encourage the diversity among head coaches, recommendations should include diversifying the hiring search committee, adding a rule similar to the NFL's Rooney Rule and adding additional graduate assistant positions. Diversifying the hiring search committee removes some of the weight boosters and/or donors as well as administrators play. The majority of major donors, athletic directors and presidents at universities for the colleges are white males. This can lead to a very non-diversified search committee, which could then be more inclined to hire a coach of similar characteristics. By diversifying the hiring search

committee and making it multicultural, it has the potential to lessen the impact of booster and administrators who may have prejudices.

Several coaches believe adding a rule similar to the NFL's Rooney Rule at the collegiate level will help diversify the population of head coaches at the FBS level. The Rooney Rule has worked in the NFL and no harm is done in forcing universities that are searching for a new head coach to interview a minority coach. This gives a minority coach a greater chance at becoming a head coach rather than being overlooked because of their race or color. The third recommendation of adding additional assistant coaches/graduate assistants if they are minority can lead to diversification of coaching staffs at universities. By adding additional graduate assistant positions, the network for minority coaches can expand by increasing minority representation among coaching staff members, which not only gets a foot in the door but also allows for networking and relationship building opportunities that can see positive payoffs in the later years.

Statistically, the diversity of coaches at the FBS level continues to stay the same with little variance each year. In 1993, there were only three African-American head football coaches. In 1997, there were eight African-American head football coaches, in 2005 there were three, in 2008 there were six and in 2009 there will be seven. Some years there are more than others but the only difference in 12 years from 1997 to 2009 is that there is one less African-American head football coach at the FBS level. More needs to be done to increase the diversity at the head coaching ranks, especially when the talent is out there. It will be up to the universities to take this upon themselves since they currently do not face any penalties if they do not at least interview a minority when a

head coaching vacancy appears. The survey returned by coaches revealed 41% of assistant coaches and 75% of head coaches stated that if they knew their current or past university was treating minority coaching applicants unfairly by not giving applicants equal opportunity for consideration, they would report this to the conference or NCAA even if it jeopardized their job. It appears that most assistant coaches would not jeopardize their job they have worked hard for just so other individuals can get a fair chance at becoming a head coach and increasing diversity among coaches. This is the attitude that keeps the current situation at a standstill. Most agree there is a problem with the lack of minority head coaches and the hiring process, but most are not willing to do anything to fix it if hampers the chances of advancing in their own career. It becomes someone else's problem where someone else can take the first step in fixing broken policies and procedures. Until these numbers reach 100% and academic and athletic administrations are on the same page, there will continue to be a lack of representation of minorities at the head coaching level in college football.

APPENDIX A

HEAD COACH SURVEY

Minority Coaches in College Football -- (Head Coach Survey)		
At what age did you begin your coaching career?		
	Response Frequency	Response Count
(18-21)	10.0%	1
(22-24)	90.0%	9
(25-27)	0.0%	0
(28-30)	0.0%	0
(31-34)	0.0%	0
(35+)	0.0%	0
answered question		10
skipped question		0

At what age did you first become a Division-I head coach?		
	Response Frequency	Response Count
(25-28)	0.0%	0
(29-32)	0.0%	0
(33-36)	10.0%	1
(37-40)	20.0%	2
(41-43)	20.0%	2
(44+)	50.0%	5
answered question		10
skipped question		0

How many coaching jobs (including high school) did you have before you became a head coach at the Division-I level?		
	Response Frequency	Response Count
(0)	0.0%	0
(1)	0.0%	0
(2)	0.0%	0
(3)	10.0%	1
(4)	30.0%	3
(5)	30.0%	3
(6)	0.0%	0
(7)	10.0%	1
(8+)	20.0%	2
answered question		10
skipped question		0

How many years did you previously coach before your first Division-I head coaching job?		
	Response Frequency	Response Count
(0-2)	0.0%	0
(3-5)	0.0%	0
(6-8)	10.0%	1
(9-11)	10.0%	1
(12-14)	0.0%	0
(15+)	80.0%	8
answered question		10
skipped question		0

How many years have you been a Division-I head coach including the upcoming 2009 season?		
	Response Frequency	Response Count
(1-2)	30.0%	3
(3-4)	10.0%	1
(5-6)	10.0%	1
(7-8)	10.0%	1
(9-10)	20.0%	2
(11-12)	10.0%	1
(13-14)	0.0%	0
(15+)	10.0%	1
answered question		10
skipped question		0

Fans play a large part in the hiring process at my current university or a previous university I have been with.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	3	2	0	2	2	2.78	9
answered question							9
skipped question							

Boosters and/or donors play a large part in the hiring process at my current university or a previous university I have been with.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	1	1	3	2	2	3.33	9
						answered question	9
						skipped question	0

Minority head coaches with a losing record are more likely to be fired than white coaches with the same record.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	5	2	1	1	0	1.78	9
answered question							9
skipped question							

White coaches, whether an assistant or head coach, tend to have longer stints at a university compared to a minority coach.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	4	2	1	1	1	2.22	9
<i>answered question</i>							
<i>skipped question</i>							

Student-athletes of a certain race or color would rather work with a coach of a similar race or color.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	3	3	3	0	0	2.00	9
						answered question	9
						skipped question	1

Black head coaches with a losing record are more likely to be fired than white coaches with the same record.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	5	1	2	1	0	1.89	9
						answered question	9
						skipped question	1

The practice of naming a "Head Coach Designate" hurts minority recruiting.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	3	1	4	1	0	2.33	9
						answered question	9
						skipped question	1

If I knew my current or past university was treating minority coaching applicants unfairly by not giving applicants equal opportunity for consideration, I would report this to the conference or NCAA even if it jeopardized my job.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	2	0	0	1	5	3.88	8
<i>answered question</i>							8
<i>skipped question</i>							2

If you think there is a problem with the lack of minority football coaches, why do you think this is occurring?

	Response Count
	2
<i>answered question</i>	2
<i>skipped question</i>	8

Comment Text

1. They are not given the opportunity to interview especially at schools with strong tradition or financial backing to develop strong programs
2. There are so few head coaching opportunities that it is difficult to obtain a head coaching position period. In addition, there was a certain period of time that the "pool" of minority candidates was limited, in part because the NFL seemed to take so many good young minority coaches. I think now, we have a much larger pool of candidates with good collegiate experiences.

If you think there is a problem with the lack of minority football coaches, what recommendations would you make to increase the diversity of head coaches at the Division-I level?

	Response Count
	38
<i>answered question</i>	38
<i>skipped question</i>	37

Comment Text

1. include at least one minority candidate to interview for each head coaching opening
2. I suggest that we be given an additional graduate assistant position in NCAA Division I with the mandate that at least one of our GA's is a minority, with the recommendation it be two.

Are there any comments or suggestions that you think would be useful to this research not mentioned above?	
	Response Count
	29
<i>answered question</i>	29
<i>skipped question</i>	46
Comment Text	

1. it would be nice if the emphasis was on hiring good coaches, teachers, leaders who do things the right way as opposed to hiring white coaches or minority coaches. Head coaching positions are hard to get as it is it, it took 20 years for me to get an opportunity and nobody got reprimanded or graded down because they didn't hire or interview me at other places.
2. Perhaps allow one or more minority assistants be added above and beyond the nine assistant coach limit that we have.

APPENDIX B

ASSISTANT COACH SURVEY

Minority Coaches in College Football -- (Assistant Coach Survey)			
At what age did you begin your coaching career?			
		Response Frequency	Response Count
(18-21)		16.0%	12
(22-24)		56.0%	42
(25-27)		17.3%	13
(28-30)		8.0%	6
(31-34)		0.0%	0
(35+)		2.7%	2
<i>answered question</i>			75
<i>skipped question</i>			0

At what age did you first become a Division-I assistant coach?		
	Response Frequency	Response Count
(18-21)	0.0%	0
(22-24)	13.3%	10
(25-28)	38.7%	29
(29-32)	21.3%	16
(33-36)	17.3%	13
(37-40)	2.7%	2
(41-43)	4.0%	3
(44+)	2.7%	2
<i>answered question</i>		75
<i>skipped question</i>		0

How many coaching jobs (including high school) did you have before you became an assistant coach at the Division-I level?		
	Response Frequency	Response Count
(0)	12.2%	9
(1)	14.9%	11
(2)	23.0%	17
(3)	17.6%	13
(4)	13.5%	10
(5)	5.4%	4
(6)	6.8%	5
(7)	4.1%	3
(8+)	2.7%	2
answered question		74
skipped question		1

How many years did you previously coach before your first Division-I assistant coaching job?		
	Response Frequency	Response Count
(0-2)	25.7%	19
(3-5)	33.8%	25
(6-8)	20.3%	15
(9-11)	6.8%	5
(12-14)	8.1%	6
(15+)	5.4%	4
answered question		74
skipped question		1

How many years have you been a Division-I assistant coach including the upcoming 2009 season?		
	Response Frequency	Response Count
(1-2)	6.8%	5
(3-4)	12.3%	9
(5-6)	12.3%	9
(7-8)	5.5%	4
(9-10)	15.1%	11
(11-12)	9.6%	7
(13-14)	5.5%	4
(15+)	32.9%	24
answered question		73
skipped question		2

If I knew my current or past university was treating minority coaching applicants unfairly by not giving applicants equal opportunity for consideration, I would report this to the conference or NCAA even if it jeopardized my job.

Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
Select one	7	7	22	8	17	3.34	61
answered question							61
skipped question							14

If you think there is a problem with the lack of minority football coaches, why do you think this is occurring?

	Response Count
	39
answered question	39
skipped question	36

Comment Text

- i do not think that there is a big problem in the area you are surveying.
- I think the problem is the relationships with Presidents and Athletic Directors. Lots of minorities are not friends with those people in those higher positions. White coaches tend to have better relationships with these people and it is about who you know.
- I only think that there is a lack of minority Head Coaches. Booster groups and Athletic Directors aren't comfortable making the decision to hire a minority yet.
- Good coaches going to the pros
- networking!
- I believe a great number of top quality African-American coaches who would make excellent head coaches have taken the opportunity to go to the NFL and not spending as much time building a career in college. Whether many of these coaches lose patience with the college process, or go for financial gain, I think the majority of top head coaching candidates are in the NFL
- I think the perception of us as players and as coaches has a lot to do with the slow process of change for minority coaches. When being viewed as only players and non thinkers by those that recruit us as players, it's been slow to prove and change the perception. Also, I think the network for minority coaches is very small due to the lack of minority representation in administrative positions and higher level assistant positions.
- I don't think it's a problem
- The most qualified young DI coaches come from the graduate assistant pool each year. The NCAA limits each University to 2 graduate assistants. Thus, the entry level pool size is small. Historically, at the universities that I have been a part of, very few minority athletes that wanted to be graduate assistants. There needs to be more entry level positions for minorities who have finished playing professional football or do not have the grades to get into graduate school.
- A large segment of top minority coaches opt for the NFL
- Where the school local is
- The problem is related to amount of applicants! You have a job and 100 applicants you will have 10-15% minority candidates! The second part of the problem is the head coaches want to hire people they know and trust. This is a problem whether you have a white head coach or a Minority head coach! They will always lean toward those they are comfortable with or had prior experience

with ...Minority or not

13. I believe it is based off of who the donors want, and many of them are older men who have certain prejudices
14. Need more qualified candidates.
15. There is a problem because there is no one to hold Universities accountable to any hiring practices.
16. There are not enough opportunities for minorities to get in at the ground level like graduate assistant positions. These jobs are so competitive that schools don't have to recruit minority coaches.
17. Athletic Directors are too concerned about what the "Boosters" and fans might think instead of hiring the best candidate.
18. Small number of minorities being hired as graduate assistants
19. THIS IS OCCURRING BECAUSE OF THE RECYCLING OF HEAD COACHES. THE TERM "LACK OF EXPERIENCE" IS THROWN AROUND.
20. Not a lot of applicants
21. The fans, board members , and others are still scared to make decisions to give other chances.
22. have to do a good job preparing themselves in the profession, learning more about all the positions, special teams.
23. I don't believe there is a problem, if your good, qualified and a minority you move up the so called coaching ladder must faster as a minority than ever before. Best time to be a qualified minority coach.
24. Because again, It's all who you know.
25. the problem is on most 1a staff there is only two minority coaches on staff. which is hard to overcome.
26. Self-perpetuating system. Most of the recommendations come from a flawed system.
27. Not enough pressure is being put on College Presidents or AD's to look at all candidates, not just the one's they are most comfortable or familiar with.
28. Money. Boosters, administrators, head hunters, hiring committee, new media, etc. all favor one type of Head Coach candidate. The whole process is perfectly designed to produce the outcome we have in college football.
29. Either they are unqualified or its just not a good fit. Being minority has nothing to do with it!
30. i think the main problem is we hire people we know not who might be the best. i am a result of this
31. If in fact there is a problem with a lack of minority football coaches it's because there are not enough quality minority coaches out there.
32. boosters/money people
33. I do not think there is a problem. If a white coach and a black coach have the same skill set, more often than not the black coach will advance in their career much faster. If a black coach is highly skilled he will rise in this profession much faster than a white coach that is equally skilled.

34. The lack of minority head football coaches deals with many aspects. Some are not qualified to be head coaches, some are stuck in a situation where in this particular area of the state... they can't be head coaches, then there are some that get the head coaching jobs, but its for a lack luster program where it is difficult to win... How are they suppose to succeed.
35. I don't think it's a problem...I think Black coaches have an advantage in the hiring process...A good coach is a good coach the color of the skin is meaningless..The right fit for a university
36. We do not have a equal representation of minorities in positions of power in the Athletic Departments and in the position of AD.
37. The amount of money that is generate by college football and the hiring process eliminates as much chance on an unknown or less visible candidate regardless of their ethnic makeup.
38. My question would be, how many minority coaches are actively seeking head coaching jobs
39. There is a limited number of minority GA's at the BCS level. Most coaches hire computer guys instead of potential coaches. It's a faster more fair track in the NFL so most minority coaches take that path.

If you think there is a problem with the lack of minority football coaches, what recommendations would you make to increase the diversity of head coaches at the Division-I level?	
	Response Count
	38
<i>answered question</i>	38
<i>skipped question</i>	37
Comment Text	

- they should have never cut the GA positions by 2. when the NCAA did this they cut the number of coaches entering into the profession in half.
- I think if the NCAA took an approach like the NFL where you have to interview a certain amount of minority candidates will really help because it puts minorities in a position to, at the very least, get to know and build relationships with those that are hiring.
- I don't think there is.
- Na
- stop using the word "minority" for a start. females, and every color and ethnic group except white males are considered part of the minority. maybe pick from the "majority" pool?
- The Rooney Rule is the most effective means of creating opportunity to prove one's worth in an interview

7. It comes down to breakthroughs not only in coaching but also administration
8. A program that ensures that former players at their universities get guaranteed opportunities in some capacity within the athletics department for a year after they have completed their eligibility. Whether as interns, g.a., student assistants, ect. but it needs to be guaranteed. Also, the opportunity to bridge the gap between minority coaches on DI levels and those at HBCs.
9. based on per capita it's not a problem. You can't isolate one profession and come out with a lack of representation
10. See the above so that there are more minority coaches at entry level positions.
11. Have AD's take a hard look at all candidates regardless of color. Seek the man, not the skin color
12. Stop letting the booster run the show
13. AS long as we are aware that there are some problems we can address and solve.... it is our lack of awareness that is unacceptable!
14. Rooney rule
15. apply the same Rooney rule for assistants.
16. Federal Hiring practices, because Universities are only concerned about winning and give head coaches too much latitude with hiring practices.
17. Colleges should have to have at least one minority candidate go through the interview process. Also, they should still be given opportunities even if he gets fired from a job. The fact is the first head coaching job a black coach gets is not going to be a "Gold Mine." Many white coaches get fired from one job and go right into another job.
18. There are two or three Headhunters that A.D.s or search committees use, such as Chuck Neinas and I wonder how many Minority coaches they recommend. It appears that they are the power brokers who are instrumental in a lot of new hires.
19. Put a system in place similar that of the NFL... require minority interviews before filling the position
20. LET THE BODY OF WORK SPEAK FOR ITSELF.
21. Learn your skill and apply
22. Force people or conferences to have so many in conferences. Have a title ix.
23. branch out more, make more contacts, work more camps
24. We need to keep plugging away to get more involved or more minority coaches in the system.
25. if 80% of the players are minorities there shouldn't be a problem in finding and teaching young minority coaches.
26. Education / dialogue at the "university president" level.
27. Make schools interview at least one minority applicant because even if the individual doesn't get the job, his name will circulate amongst the people empowered to make decisions in the future.

28. Mandate the process similar to the NFL
29. No recommendations! Football is football, for the most part, schools will hire the best available!
30. like you said the Rooney rule is not full proof, but its a start. if we can prove its genuine
31. I don't think the race of a person should have anything to do with the job he or she attains. It's the quality of work a person produces. A persons character and quality of work should be the 2 major determining factors for hiring someone. It is all about the education we are able to provide for the student athlete.
32. ad/presidents should look for best candidates and not worry about boosters/money people
33. Black coaches merely have to get better at their craft, increase their education level, etc.
34. Keep on being a voice in today's football world. Continue the knowledge of the game and how to communicate with a wide variety of people.
35. More programs to recruit more minorities to become coaches to represent the diversity of the team/sport.
36. I think the University itself is responsible for the diversity of its coaching search not the NCAA.
37. Make it more public on the minority coaches interviewing for jobs
38. The Rooney Rule would be a good addition. More guys should take DIAA HC jobs instead of being IA position coaches.

Are there any comments or suggestions that you think would be useful to this research not mentioned above?	
	Response Count
	29
<i>answered question</i>	29
<i>skipped question</i>	46
Comment Text	

1. Why is there all of the special programs to help promote minority coaches in the first place? It is a difficult profession to get into because of the lack of pay at the lower levels. Just because your player make up may be of a certain group of individuals does not mean that the coaching staff must reflect the same numbers.

2. Apply the NFL rule where you have to interview minority coaches for Head jobs.
3. na
4. criteria should be based on merit, not quotas or entitlements.
5. if we are looking at what whites and what blacks have as far as jobs then we are all racist pigs. People are to be hired because of qualifications not color of skin. Now that we have a black president that shows that anyone of any race or creed can do whatever they want as long as they are qualified. There need not to be quotas.
6. Question #1 on the previous page is confusing. There are no problems in minority coaches applying for head positions but there is a problem in the ability to take the process further.
7. All coaches should be judged by their ability, not by their color.
8. No
9. What has the NCAA done....they make billions of dollars in TV contracts from these athletes and what are they doing to help.....Nothing!
10. There is no dialogue about the invisible quota that exists in the minds of head coaches on how many minority he hires in order to be acceptable or the hiring of minority coaches in the stereotype positions of WR, Corners, Defensive Line, Running Backs.
11. Currently every Division 1A team can have two graduate assistants. The NCAA should allow every school three graduate assistants provided that one is a minority or four if two are minority coaches. This will encourage colleges to recruit minority coaches if they want more than two GAs. And believe me, they will want more than two GAs.
12. none
13. My experience is such that any man can reach the heights of the business/profession if he is willing to work, is willing to take the lowest job on the list to get a start, and is dedicated to doing his job to the best of his abilities, honestly, and will not compromise his principles for success.
14. no
15. not really
16. Coaching is a "who you know" business. For assistant positions, minorities have it much better the white coaches. NFL minority internships have made upward mobility for minorities much easier. I personally would love that kind of opportunity but I can't get involved because of my race. Coaching is a great profession now if you are a minority. Tons of opportunity.
17. no

18. Try to avoid interviewing the same minority candidate for the same jobs because it eliminates the opportunity to meet other viable minority candidates. Seems as though people target a small list of minority candidates and just keep recycling their names for the jobs which are open. Why can't the NCAA Football Committee speak to other collegiate or professional sports teams and see how it is they have managed to change the diversity throughout their coaching ranks and implement similar tactics to help change the landscape of college football. No one regardless of race or skin color should be denied the opportunity to do what it is they love and unfortunately, that's what is taking place.
19. Looks like a good study. Good luck
20. look into the fact i have been told by a bcs head coach with national championships under his belt saying he could hire me cause he had to hire a minority. also happened to me with 2 nfl jobs. its happening more and more.
21. I have worked with a lot of great minority coaches all are either Head Coaches or working in the NFL
22. If a young person wants to become an assistant football coach and eventually a head coach then he should put in the work to do so. Jobs should come because a person educated themselves, prepared properly and equipped themselves to adequately serve those under their leadership. If you want more of a certain group in this profession then help with the training process. Do not put a person in a position of leadership before they are prepared it hurts them and the people they are leading.
23. No
24. Difficult topic. Good luck with your study.
25. None
26. None
27. many of the young black coaches go to the NFL ASAP if you have to be just a guy be the with more money.
28. find out how many minority coaches that have been turned down for head coaching jobs
29. Search firms cause more harm than anything. Not only do you have to be in the know with boosters and alumni, but you have to be in the mix with search firm leaders.

APPENDIX C

HEAD COACH SURVEY CONSENT FORM

Consent form for Surveys

You are invited to participate in a research study conducted by Jared Huske from the University of Oregon as part of a graduate program. The purpose of this study is to discover reasons behind the lack of black head football coaches at the NCAA Division I-A level and make recommendations. You were selected as a possible participant in this study because of your first-hand knowledge and experience as a head coach in college football.

If you decide to participate, I would like you to participate in a survey that would take no longer than 15 minutes to complete. There will be several questions asked in the survey that pertain to your experiences throughout your coaching career. This survey is completely voluntary and you may elect to not answer any question you are uncomfortable responding to. After the survey, if you feel uncomfortable about anything answered in the survey you can contact me to voice any concerns.

Any information that is obtained during the survey in connection with this study that can be identified with you will remain confidential. I will not disclose your name in the final research study. Your identity and institution will be kept confidential and I will use a coding system instead of names to ensure anonymity and confidentiality of your information. An example of how this would be written in the study is "HCS-A" which would refer to one head coach surveyed. At the conclusion of this study, all information from the survey will be deleted.

If you have any questions, please feel free to contact Jared Huske at (785) 221-0987. You may also contact any of my three advisors in my graduate program, Jim Terborg may be reached at (541) 346-3354, Phil McCullum may be reached at (541) 346-0804, and Renee Irvin may be reached at (541) 346 2603. If you have any questions regarding your rights as a research subject, contact the Office of Human Subjects Compliance at the University of Oregon at (541) 346-2510.

My clicking next, and continuing to the next page, you have a) have read and understand the information provided, b) are willing to participate in the survey, c) understand that your choice to be part of the survey is voluntary, d) can choose to not participate at any time, e) acknowledge that your name will not be used in any report, f) have received a copy of this form, and g) are not giving up any legal rights or claims.

APPENDIX D

ASSISTANT COACH SURVEY CONSENT FORM

Consent form for Surveys

You are invited to participate in a research study conducted by Jared Huske from the University of Oregon as part of a graduate program. The purpose of this study is to discover reasons behind the lack of black head football coaches at the NCAA Division I-A level and make recommendations. You were selected as a possible participant in this study because of your first-hand knowledge and experience as an assistant coach in college football.

If you decide to participate, I would like you to participate in a survey that would take no longer than 15 minutes to complete. There will be several questions asked in the survey that pertain to your experiences throughout your coaching career. This survey is completely voluntary and you may elect to not answer any question you are uncomfortable responding to. After the survey, if you feel uncomfortable about anything answered in the survey you can contact me to voice any concerns.

Any information that is obtained during the survey in connection with this study that can be identified with you will remain confidential. I will not disclose your name in the final research study. Your identity and institution will be kept confidential and I will use a coding system instead of names to ensure anonymity and confidentiality of your information. An example of how this would be written in the study is “ACS-1” which would refer to one assistant coach surveyed. At the conclusion of this study, all information from the survey will be deleted.

If you have any questions, please feel free to contact Jared Huske at (785) 221-0987. You may also contact any of my three advisors in my graduate program, Jim Terborg may be reached at (541) 346-3354, Phil McCullum may be reached at (541) 346-0804, and Renee Irvin may be reached at (541) 346 2603. If you have any questions regarding your rights as a research subject, contact the Office of Human Subjects Compliance at the University of Oregon at (541) 346-2510.

My clicking next, and continuing to the next page, you have a) have read and understand the information provided, b) are willing to participate in the survey, c) understand that your choice to be part of the survey is voluntary, d) can choose to not participate at any time, e) acknowledge that your name will not be used in any report, f) have received a copy of this form, and g) are not giving up any legal rights or claims.

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