

**Building Positive Change:
The Black Coaches and Administrators (BCA)
Hiring Report Card for NCAA FBS and FCS Football Head
Coaching Positions (2010-11)**



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The Black Coaches and Administrators (BCA)
through a grant from the NCAA**

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DISCLAIMER

The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida and any other institutions and individuals that assisted with this study are not liable for any implications or ramifications based on the results of the study. While the research design was conducted for the Black Coaches and Administrators (BCA) Hiring Report Cards (HRC) by TIDES, the content of the design has been a collaborative effort of the past BCA-sponsored Summits for Equity in Hiring (2001-2006) and TIDES. The summit group comprises representatives of the BCA, the NCAA, selected athletic administrators, conference commissioners and other recognized sport professionals. The BCA's purpose in conducting this study in partnership with TIDES is to objectively analyze the data that was provided (or not provided) by each of the institutions. Any non-scientific issues related to the study should be addressed with the BCA.

Images on Cover Page (Coaches are listed from left to right; and top row is listed first, the second row listed second, and bottom row listed last) University of Colorado Head Coach Jon Embree, Kent State University Head Coach Darrell Hazel, Miami University of Ohio Head Coach Don Treadwell, Stanford University Head Coach David Shaw, Vanderbilt University Head Coach James Franklin, Elon University Head Coach Jason Sweption, Gardner-Webb University Head Coach Ron Dickerson, Jr., University of Northern Colorado Head Coach Earnest Collins, Jr., University of North Carolina Head Coach Everett Withers.

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The Black Coaches and Administrators, Inc (BCA) is a 501 (c)- (3) tax exempt non-profit organization whose primary purpose is to foster the growth and development of ethnic minorities at all levels of sports both nationally and internationally. The BCA is committed to creating a positive enlightened environment where issues can be examined closely, debated sincerely and resolved

honestly. The BCA's focus involves the concerns of its colleagues in professional sports, all levels of the NCAA, junior college and high school.

BCA Mission Statement:

- To address significant issues pertaining to the participation and employment of minorities in sport in general and intercollegiate athletics in particular.
- To assist minorities aspiring to have a career in athletics through educational and professional development programming and scholarships.
- To provide youth and diverse communities the opportunity to interact positively with the BCA as a corporate citizen and community builder through a variety of alliances.

The Institute for Diversity and Ethics in Sport (TIDES)

The Institute for Diversity and Ethics in Sport serves as a comprehensive resource for issues related to gender and race in amateur, collegiate and professional sports. The Institute researches and publishes a variety of studies, including annual studies of student-athlete graduation rates and racial attitudes in sports, as well as the internationally recognized Racial and Gender Report Card, an assessment of hiring practices in coaching and sport management in professional and college sport. The Institute also monitors some of the critical ethical issues in college and professional sport, including the potential for exploitation of student-athletes, gambling, performance-enhancing drugs and violence in sport.

The Institute for Diversity and Ethics in Sport is part of the DeVos Sport Business Management Graduate Program in the University of Central Florida's College of Business Administration. This landmark program focuses on business skills necessary for graduates to conduct successful careers in the rapidly changing and dynamic sports industry while also emphasizing diversity, community service and sport and social issues.

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BCA EXECUTIVE DIRECTOR STATEMENT

The BCA Hiring Report Card has influenced the landscape of collegiate football hiring

By Floyd A. Keith

As the executive director of the BCA, it is refreshing to have an opportunity to acknowledge success in the equitable hiring of ethnic minority coaches in Division I collegiate football. I believe it is one of the most shining examples of positive change on the landscape of intercollegiate sport in recent times as it pertains to diversity and inclusion efforts.

In the 2010-2011 collegiate football hiring cycle, noteworthy advances were taken with the selection of coaches of color in 10 of the 29 searches during the hiring cycle. Seven head football coaches of color were appointed on the FBS level during this cycle. Three head coaches were hired on the FCS level pushing the final Division I hiring total for this cycle to 10.

The current 19 head coaches of color on the sidelines of FBS institutions when added to the nine head coaches of color in the FCS (excluding historically black colleges and universities) elevates the present number of ethnic minority head football coaches in NCAA Division I football to a record total of 28.

How did we get here?

The Black Coaches and Administrators (BCA) began releasing the association-sponsored hiring report card for NCAA Division I football in 2003 with the assistance of Dr. Keith Harrison and the Paul Robeson Research Center. In 2003, the FBS had only three head football coaches of color. The accountability of this report card coincided with the formulation of the NCAA football professional development academies, which were inspired by the foresight of the late NCAA president Dr. Myles Brand. The NCAA programs were initiated in 2004. Simultaneously, in 2003, the NFL produced the "Rooney Rule" which was forged by the hands of the Fritz Pollard Alliance (FPA). All of the aforementioned instruments harmonized with the ever-present voice of social and racial conscience in sport orchestrated by the work and dedication of Dr. Richard Lapchick and The Institute for Diversity and Ethics in Sport he represents. Dr. Lapchick has been at the forefront in bringing equitable hiring into the social conscience of America.

Voices have made a difference. The voice of retired and future Hall of Fame NFL head football coach Tony Dungy is a powerful one. Coach Dungy is a proven product of the profession and a respected spokesman. He serves as a valued resource to many collegiate administrators and search firms who wisely seek his input.

Without question, I believe the BCA-funded and TIDES-researched football hiring report card has had a significant and lasting influence on this historic breakthrough. The following facts will validate this premise:

- 1) 52 percent of all the ethnic minority football coaches ever hired have been hired in the eight years since the publication of the first BCA Football Hiring Report Card.
- 2) Of the 22 coaches hired since the inception of the BCA Football Hiring Report Card, 19 have been hired in the past five years.

3) In the past two years, 19 appointments have occurred, almost doubling the number of head coaches who began the 2009 football season on the FBS level.

4) From the 2003 football season, since the first 2004 BCA report card, there has been a 600 percent increase in the number of Football Bowl Subdivision (FBS) head football coaches from three (3) to an all-time high of 19 today.

To sustain this momentum and continue the progress, everyone must understand the history of this challenge. The hiring increases are the direct result of the collective efforts of many who choose to stand up for justice and not block its path.

Our report card is a valuable and crucial tool; the evidence is overwhelming. Most certainly, college presidents and athletic directors remain the key influencers in the hiring process. Establishing relationships between administrators and capable prospective collegiate and professional football coaches of color is crucial to the process of achieving equity and inclusion. History has proven that hiring is about relationships.

The executive office of the NCAA must continue to play a significant role via professional development programs. Nine of the current Division I head football coaches, two Division II head coaches and three Division III head coaches participated in one or more of the NCAA programs.

Winning will continue to be important. A successful record will always be a key influence in hiring. When coaches of color are successful in all of the common denominators of the professional profile formulae, the likelihood of becoming a head coaching candidate greatly increases. Of the head coaches in the past five NFL Super Bowls, 50 percent have been African-Americans. Tony Dungy and Mike Tomlin have claimed Super Bowl championships. In 2009, three coaches of color took FBS teams to bowl games. In 2010, the number doubled. Seven coaches of color guided teams to FBS bowl games in 2011. Three FCS coaches participated in the NCAA FCS playoffs and one coach led his team to the NCAA Division III playoffs as well.

For change to continue, it is important for all advocates to maintain their passion. History provides a window to the past, as well as a blueprint for the future. If all of the aforementioned stakeholders continue to stand up for justice progress will continue.

Finally, I wish to express sincere appreciation to Dr. Richard Lapchick, chief author of this report, and University of Central Florida graduate research assistants, Mrs. Simone Jackson and Mr. Andrew Lilly of The Institute for Diversity and Ethics in Sport (TIDES). Their dedicated work and research has made the eighth edition of the BCA Hiring Report Card a reality. Thank you Dr. Lapchick, Simone and Andrew!

Floyd A. Keith
Executive Director
Black Coaches and Administrators

BCA PRESIDENTIAL STATEMENT

Danielle O'Banion, President of the Black Coaches and Administrators, is the Associate Head Coach of the women's basketball team at The University of Memphis. On behalf of the BCA, she provides a statement regarding the release of the BCA Hiring Report Card #8 of NCAA FBS and FCS college football head coaching positions.

The Black Coaches and Administrators (BCA) have sought to promote equity and opportunity for student-athletes and sports professionals at all levels of athletics in both coaching and administration. Dr. Richard Lapchick and The Institute for Diversity and Ethics in Sport (TIDES) Research team have again provided the principle research and data analysis for the 2011 BCA football hiring report card; as well as the previous 2010 report. The initial six reports were researched by Dr. Keith Harrison and the Paul Robeson Research Center beginning in 2004. These reports have maintained an objective process of evaluation designed to measure the annual hiring trend of NCAA Division I football. The combined efforts of Dr. Lapchick, Dr. Harrison and the BCA have resulted in a noticed and steady rise of opportunities in head football coaching positions for NCAA Division I coaches of color since the release of the initial report of 2004.

The findings of the 2011 BCA Football Hiring Report Card highlight a positive trend in NCAA Division I intercollegiate athletics which has reflected a vast improvement in the ratio of ethnic minority head football coaches. The NCAA Division I presidents, chancellors and athletic directors who provide institutional feedback regarding their respective search processes are to be commended. Their participation reflects a commitment to growing opportunities for all student-athletes and professionals in intercollegiate athletics. In simple terms, the data reflected in this report underscores the principle theme of the BCA's effort in this process--the more inclusive the selection process, the more opportunities will be realized for diverse populations.

In closing, I wish to extend a very special thanks to Dr. Lapchick and the TIDES staff at the University of Central Florida for their work to produce this report on behalf of the BCA. The number of opportunities to lead NCAA Division I football programs continues to increase thanks in part to the culture of accountability fostered by the BCA Hiring Report Card.

Sincerely,



Danielle J. O'Banion
President
Black Coaches and Administrators

EXECUTIVE SUMMARY

Between 1982 and 2010, there were 520 head football coach openings at FBS schools. In those 28 years, African-Americans were hired a total of 48 times (9.2 percent). Last season alone, 10 African-Americans were hired at the end of the year. Joining a Latino and a Polynesian coach, that made 28 coaches of color, six more than ever before at the FBS and FCS level combined. As recently as 2007, there were only five.

One of the main criteria for progress is where people of color are being hired as coaches. BCS coaches are some of the most prestigious and influential figures in college sport. There are now African-Americans coaching in the ACC (2), Big 12 (1), Big East (1), Pac-12 (2) and the SEC (2). Unfortunately, there are only eight coaches of color combined in the ACC, Big 12, Big East, Big Ten, Pac-12 and SEC. However, this is a vast improvement from just two seasons ago (2009-2010) when there were no African American head football coaches in the Big East, Big Ten, Pac-10 or SEC.

Schools in the FCS, Division II and Division III levels have been even less diverse in their hiring practices. This year, while there are 120 FCS schools that compete in football, only nine have head coaches of color and only three coaches of color (Jason Swepson, Ron Dickerson, Jr., and Earnest Collins, Jr.) were hired this past year at the FCS level. There were 19 coaches of color at the FBS schools in the 2011 season.

The 2010-11 Hiring Report Card is the eighth annual report. This year, the overall grades continue to improve at some institutions as well as the individual letter grades in certain categories. However, there is still room for improvement as some schools continue to fall below par when each of the four categories of the Hiring Report Card is examined. The following is a snapshot of the overall grades in the four hiring categories:

OVERALL FINAL GRADES

There are a total of 29 schools that participated in the study. Twenty-one are **FBS** institutions and eight are **FCS** institutions. There are 16 “A’s,” five “B’s,” six “C’s,” and two “F” grades for the **FBS** and **FCS** schools combined. The overall grades for **FBS** are as follows: 14 “A’s,” two “B’s,” four “C’s,” and one “F” grade. The overall **FCS** final grades are as follows: two “A’s,” three “B’s,” two “C’s” and one “F” grade. West Virginia was not graded because it had a “coach in waiting.” The University of North Carolina-Charlotte elected not to participate in the study and was given an automatic “F” grade. FBS school San Diego State was the only school which responded and received an “F” grade. Ohio State and North Carolina have new head coaches, but did not have an external hiring process. However, North Carolina did hire an African-American when it promoted Everett Withers from defensive coordinator to head coach. Pittsburgh initially hired Mike Haywood, an African-American, but soon replaced him with Todd Graham.

FBS Grading Category Breakdown:

Communication— 10 “A’s,” eight “B’s,” and three “F” grades in this area.

Search Committee— 10 “A’s,” six “B’s,” one “C” and four “F” grades in this area.

Final Candidates— nine “A’s,” five “B’s,” three “C’s,” and four “F” grades in this area.

Time Frame— 10 “A’s,” eight “B’s,” one “C,” one “D,” and one “F” grade in this area.

FCS Grading Category Breakdown:

Communication— two “A’s,” two “B’s” and four “F” grades in this area.

Search Committee— one “A,” four “B’s,” and one “C,” and two “F” grades in this area.
 Final Candidates— two “B’s,” three “C’s,” and three “F” grades in this area.
 Time Frame— seven “A’s” and one “F” in this area.

OVERALL GRADING CATEGORY BREAKDOWN

Collectively, the most significant findings this year of the four grading categories are **Communication** and **Search Committee**. In these categories, over half of the schools did not earn an “A” grade (59 percent and 62 percent) while 59 percent of the schools earned an “A” in **Time Frame**. The 29 searches had a reported total of 145 individuals participating in a voting capacity on the search committee. Of these 145 individuals, 39 were racial minorities (27 percent). This is an increase from the previous report (23 percent). When the FBS and FCS schools were combined, 72 percent received either an “A” or “B.” The most glaring statistic is in the **Final Candidates** category. Only nine of the 29 schools surveyed earned a grade of an “A.” Furthermore, only 16 schools received an “A” or “B” grade (55 percent).

HIGHLIGHTS OF PAST EIGHT YEARS (2004-2011)

The studies of the past eight years show the remarkable turnover of FBS and FCS head football coaches. In the eight years of the BCA HRC, there have been a total of 250 vacancies including 157 vacancies at FBS schools and 93 vacancies at FCS schools.

Currently there are 19 (16 percent) coaches of color at FBS schools. There are 17 African-Americans, a Latino and an Asian (Polynesian). The seven African-Americans hired in the last year are in Table 1. There are nine (8 percent) coaches of color at the 120 FCS schools. All except one coach are African-American. Jerome Souers of Northern Arizona is Native American.

Table 1: Listing of Ethnic Minority Head Football Coaches hired for the 2011 season at FBS and FCS Schools

Name	Institution	Division	Race/ Ethnicity
Jon Embree	University of Colorado	FBS	African-American
Darrell Hazell	Kent State University	FBS	African-American
Don Treadwell	Miami University of Ohio	FBS	African-American
Everett Withers ^	University of North Carolina	FBS	African-American
Mike Haywood *	University of Pittsburgh	FBS	African-American
David Shaw	Stanford University	FBS	African-American
James Franklin	Vanderbilt University	FBS	African-American
Jason Swepson	Elon University	FCS	African-American
Ron Dickerson, Jr.	Gardner-Webb University	FCS	African-American
Earnest Collins, Jr.	University of Northern Colorado	FCS	African-American

[^]Interim head coach

*No longer the head coach at Pittsburgh

Source: *The Institute for Diversity and Ethics in Sport*, ©2011

There have been 42 full-time African-American head coaches in the history of the FBS schools. Willie Jeffries was the first hired in 1979 at Wichita State. There have been two Latino coaches in the history of

the FBS schools. Between 1979 and 2002, a total of 19 full-time African-American head coaches were hired.

Since the initial BCA Football Hiring Report Card, 22 new full-time African-American head coaches have been hired. In other words, 52 percent of all the African-American coaches ever hired have been hired in the eight years since the publication of the first BCA Football Hiring Report Card. Furthermore, 19 of the 22 have been hired in the past five years; 16 of the 22 have been hired in the last three years. The BCA Hiring Report Card is clearly an effective tool.

Table 2: HISTORICAL COMPOSITE OF HEAD FOOTBALL COACHES OF COLOR HIRED AT NCAA FBS COLLEGES AND UNIVERSITIES
Current through the start of the 2011 football season (Dr. Fitzgerald Hill, 2011)

1.	Willie Jefferies	Wichita State	1979-82	21-32-0
2.	Dennis Green	Northwestern	1981-85	10-45-0
3.	Cleve Bryant	Ohio University	1985-89	9-44-2
4.	Wayne Nunnely	Las Vegas	1986-91	19-25-0
5.	Francis Peay	Northwestern	1986-91	13-51-1
6.	Dennis Green	Stanford	1989-91	16-18-0 (26-63-0)#
7.	Barry Alvarez	Wisconsin	1990-2005	118-73-4
8.	Willie Brown	Long Beach State	1991	2-8-2
9.	James Caldwell	Wake Forest	1992-00	26-63-0
10.	Ron Cooper	Eastern Michigan	1993-94	9-13-0
11.	Ron Dickerson	Temple	1993-97	8-47-0
12.	Matt Simon	North Texas	1994-97	17-26-1
13.	Ron Cooper	Louisville	1995-97	13-20-0 (22-33-0)#
14.	Bob Simmons	Oklahoma State	1995-00	29-37-1
15.	Tyrone Willingham	Stanford	1995-01	43-35-1
16.	John Blake	Oklahoma	1996-98	11-21-0
17.	Tony Samuel	New Mexico State	1997-04	27-52-0
18.	Jerry Baldwin	Louisiana Lafayette	1999-01	6-27-0
19.	Bobby Williams	Michigan State	1999-02	16-17-0
20.	Fitzgerald Hill	San Jose State	2001-04	14-33-0
21.	Tyrone Willingham	Notre Dame	2002-04	21-15-0
22.	Karl Dorrell	UCLA	2003-07	35-25-0
23.	Sylvester Croom	Mississippi State	2004-08	21-38-0
24.	Tyrone Willingham	Washington	2005-08	11-37-0 (95-97-1)#
25.	Ron Prince	Kansas State	2006-08	17-20-0
26.	Turner Gill	Buffalo	2006-09	20-30-0
27.	Mario Cristobal*	FIU	2007	16-33-0
28.	Ken Niumatalolo*	Navy	2007	27-14-0
29.	Randy Shannon	Miami	2007-10	21-17-0
30.	Dewayne Walker+	UCLA	2007	0-1-0 +
31.	Kevin Sumlin*	Houston	2008	23-16-0
32.	Mike Locksley	New Mexico	2009	1-11-0
33.	Ron English*	Eastern Michigan	2009	2-22-0
34.	Mike Haywood	Miami (Ohio)	2009-11	10-15-0
35.	DeWayne Walker*	New Mexico State	2009	5-25-0
36.	Ruffin McNeil#	Texas Tech	2009	1-0-0#
37.	Willie Taggart*	Western Kentucky	2010	2-10-0
38.	Larry Porter*	Memphis	2010	1-11-0
39.	Mike London*	Virginia	2010	4-8-0
40.	Charlie Strong*	Louisville	2010	7-6-0
41.	Turner Gill*	Kansas	2010	3-9-0
42.	Ruffin McNeil*	East Carolina	2010	6-7-0
43.	Joker Phillips*	Kentucky	2010	6-7-0
44.	Don Treadwell@	Michigan State	2010	2-0
45.	Jon Embree*	Colorado	2011	First Season

46.	James Franklin*	Vanderbilt	2011	First Season
47.	Mike Haywood	Pittsburgh	2011	0-0-0
48.	Darrell Hazell*	Kent State	2011	First Season
49.	David Shaw*	Stanford	2011	First Season
50.	Don Treadwell*	Miami (OH)	2011	First Season
51.	Everett Withers*	North Carolina	2011	First Season

Note. * Indicates that the coach is currently employed at the institution.

Indicates the total head coaching record at Division I-A institutions.

+ Served as interim head coach for Las Vegas Bowl after Karl Dorrell was relieved as head coach at the completion of the 2007 regular season.

Served as interim head coach for the 2010 Alamo Bowl after Mike Leach was terminated prior to the game.

@ Served as interim head coach for two games in 2010 season, while head coach while Mark Dantonio recovered from a heart attack.

^ Barry Alvarez and Mario Cristobal are Latino

Table 3: Final Grades by School and Division Chart for 2011, Report #8

Final Grades for All Schools by Division Affiliation		
School Name	Division Affiliation	Final Grade
Ball State University	FBS	A
University of Colorado	FBS	A
University of Connecticut	FBS	A
Indiana University	FBS	A
Kent State University	FBS	A
University of Louisiana at Lafayette	FBS	A
University of Miami	FBS	A
Miami University of Ohio	FBS	A
University of Minnesota	FBS	A
University of North Texas	FBS	A
University of Pittsburgh	FBS	A
Stanford University	FBS	A
Temple University	FBS	A
Vanderbilt University	FBS	A
Arkansas State University	FBS	B
University of Tulsa	FBS	B
University of Florida	FBS	C
University of Maryland	FBS	C
University of Michigan	FBS	C
Northern Illinois University	FBS	C
San Diego State University	FBS	F
Elon University	FCS	A
University of North Carolina-Charlotte	FCS	F
University of Northern Colorado	FCS	A
Furman University	FCS	B
Gardner-Webb University	FCS	B
Texas State University	FCS	B
Idaho State University	FCS	C
Stetson University	FCS	C

Source: *The Institute for Diversity and Ethics in Sport*, ©2011

Table 4: Final Grades For All Schools By Division for 2011, Report #8

<i>Final Grades For All Schools By Division</i>					
	A	B	C	D	F
FBS	14	2	4	0	1
FCS	2	3	2	0	1
Total	16	5	6	0	2

Source: The Institute for Diversity and Ethics in Sport, ©2011

METHODOLOGY

Data Collection

For this year's report, the research team at The Institute for Diversity and Ethics in Sport (TIDES) collected the data from November 2010 through September 2011 from each of the FBS and the predominantly white FCS institutions that filled a head football coaching position. Floyd Keith, the Executive Director of the BCA, sent a standard package each time there was a documented head football coach opening. He contacted the athletic director and president at each of the individual institutions with an official letter via email to inform them that principal investigator, Dr. Richard Lapchick, Director of The Institute for Diversity and Ethics in Sport (TIDES), would evaluate them on four criteria (see Figure 1). Dr. Lapchick then sent out a follow-up letter that lists the evaluation content and criteria. Thus, all institutions knew what they would be evaluated on and specifically by what criteria. Schools e-mailed, faxed or mailed in their information to TIDES. This year, there were a total of two "F" grades. One of those two schools refused to participate, which results in an automatic F grade. In the past three years, only three institutions have received an automatic F grade.

Before the final data analysis was completed, a confirmation letter was sent to each school. The confirmation letter listed the data that was already collected, and was sent to confirm accuracy and verification purposes. Each school had the opportunity to make necessary corrections to the data the researchers compiled. The signature of both the president of the university and the athletic director were required on the confirmation letter. Eighteen of the 29 schools responded to confirm their data.

A trend has started to occur in head football coaching positions in which schools appoint a "coach in waiting." This is where a head football coach will be retiring in the near future and the successor has been named. The BCA Task Force has determined that this year the schools doing this will not be graded. The BCA will reconsider how to handle this in the future. West Virginia was the only school in this category and their hiring will not be evaluated in this report.

Respondents

There were a total of 29 schools that participated in the study. As stated above, all but one of the 29 schools that had coaching vacancies submitted data. Based on the policy of the BCA Task Force, choosing not to participate is to participate even if you do not turn in a survey.

Schools were divided into those from the FBS division and those from the FCS division. There were 21 FBS schools and eight FCS schools. Table 3 lists the institutions included in this study categorized by divisional affiliation. All 29 schools were graded and evaluated.

Measurements

Each school was graded on four categories or components: **Communication, Hiring/Search Committee, Candidates Interviewed and Reasonable Time**. Each school was asked specific questions for each of the four categories. Each category has a numerical score that was converted into a letter grade for presentation purposes. Each numerical score is used in the computation of the final grade (see Figure 1). Schools which hired a coach of color received a two point bonus to their final score.¹

Communication

Each school is measured by the number of direct telephone communications with the Executive Director of the Black Coaches and Administrators (BCA) and/or the Chair of the Minority Opportunity Interests Committee (MOIC). If an institution has two or more communications, they earn an "A." If there is one communication, they earn a "B," and no communications results in an "F." Once the letter grade was determined, a numerical score was assigned: "A"=5, "B"=4 and "F"=2.5. These numerical scores are used to compute the final grade.

Hiring/Search Committee

The Hiring/Search Committee² measurement consists of the percentage of people of color on the search committee. After the percentage of people of color on the search committee is determined, it is then converted into a letter grade that adheres to the following grading scale: "A"= 30 percent or above people of color on the search committee; "B"= 20-29 percent people of color; "C"=10-19 percent people of color; "F"= 9 percent or less people of color on the search committee. Once the letter grade is determined, a numerical score was assigned: "A"=5, "B"= 4, "C"=3.5 and "F"=2.5. These numerical scores are used to compute the final grade.

Candidates Interviewed

The Candidates Interviewed category is measured by ascertaining the percentage of candidates of color earning on-campus interviews. After the percentage of people of color in the candidate pool is determined, it is then converted into a letter grade that adheres to the following grading scale: "A"= 30 percent or more of people of color in the candidate pool; "B"= 20-29 percent of people of color; "C"=10-19 percent of people of color; "F"= 9 percent or fewer of people of color in the candidate pool. Once the letter grade was determined, a numerical score was assigned: "A"=5, "B"=4, "C"= 3.5 and "F"=2.5.

Reasonable Time

The duration of the search and hiring process is recorded and graded. This measurement is made objective by examining previous patterns of head coaching hiring decision time frames by experts in the hiring process of head football coaches. The grading category for a reasonable time is as follows: "A"= two weeks or longer to make a final decision, "B"= six to 13 days, "C"= four to five days, "D"= two to three days, and "F"= one day or less to make a decision. When more time is allowed during the search

¹ This bonus affected the final grade of three qualifying schools by approximately one letter grade.

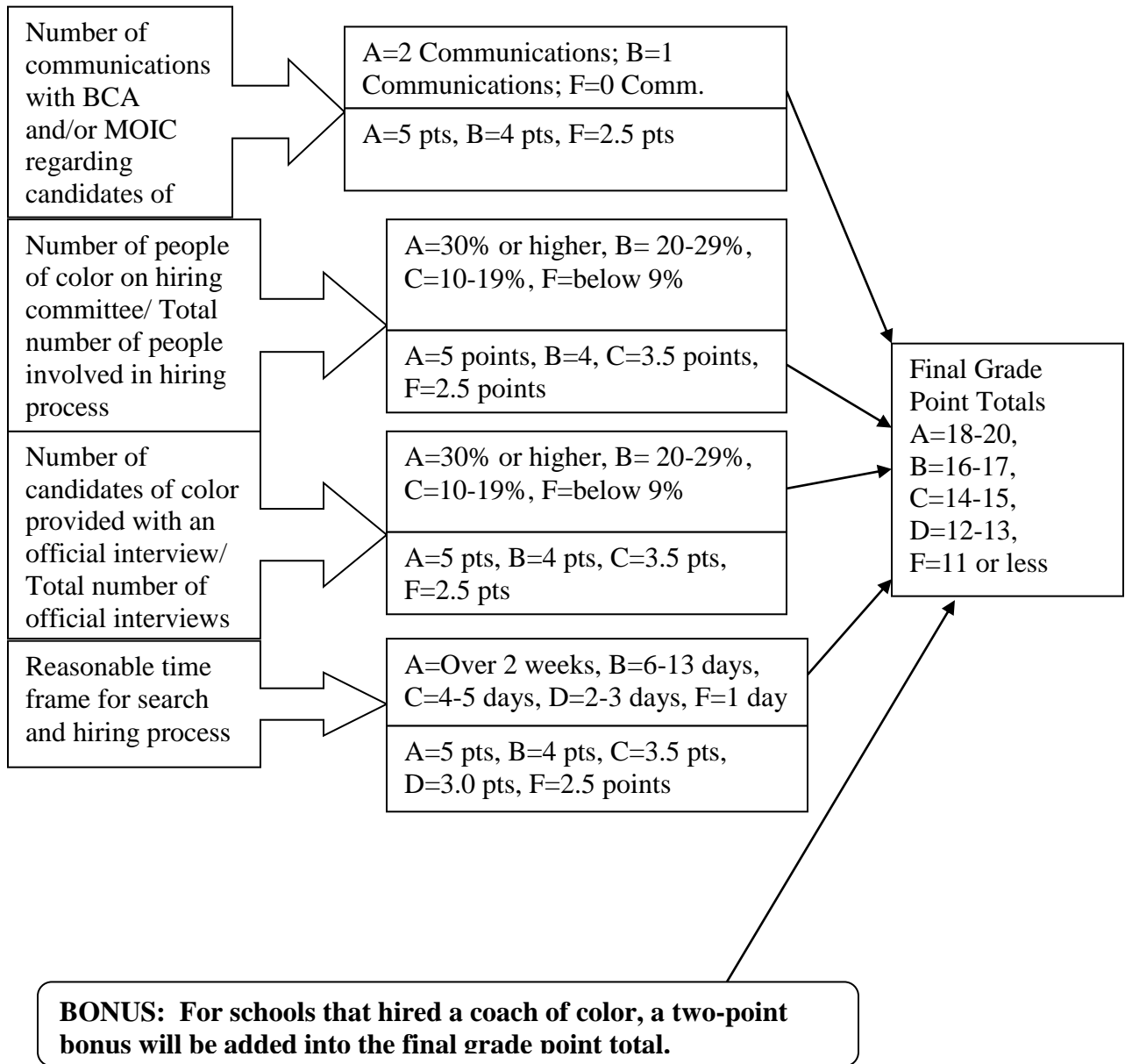
² Some institutions called their search committee advisory boards.

process, more potential applicants become aware of the open position and the search committee has the chance to seek out additional candidates. Thus, a longer hiring process can help to ensure that the most qualified candidates are able to apply, which is why longer time frames earned higher grades. Once the letter grade was determined, a numerical score was assigned: “A”= 5, “B”=4, “C”=3.5, “D”= 3.0 and “F”=2.5.

Final Grades

Once the letter grade is determined for each institution, it is then converted into a numerical score based on the following scale: “A”=5, “B”=4, “C”=3.5, “D”=3, “F”=2.5. These numerical scores are used to compute the final grade. The final grade is arrived at by adding the numerical scores for each of the four categories. The higher the numerical score (a total of 20 final numerical score points was possible), the better the letter grade. Once the final numerical score is calculated, it is converted into a letter grade. The final grading scale is as follows: “A”=18-20 final points; “B”=16-17 final points; “C”=14-15 final points; “D”= 12-13 final points; “F”= 11 or less final points. Two bonus points are added to a schools final grade for hiring a coach of color.

Figure 1: Research Design Diagram for the Hiring Report Card



© BCA with research analysis and assessment by The Institute for Diversity and Ethics in Sport based on the model developed by the Robeson Research Center.

FINDINGS AND RESULTS

Table 4: Final Grades for All Schools by Division for 2011, Year #8

<i>Final Grades For All Schools By Division</i>					
	A	B	C	D	F
FBS	14	2	4	0	1
FCS	2	3	2	0	1
Total	16	5	6	0	2

Source: The Institute for Diversity and Ethics in Sport, ©2011

Among FBS schools, 67 percent had an “A” while 25 percent of FCS schools earned an “A” grade. However, when “A” and “B” grades were combined, FCS schools closed the gap and improved to 63 percent, while FBS schools increased to 76 percent. In addition, 13 percent of the FCS schools received an “F” as compared to 5 percent of the FBS schools.

Schools with an “A”

Sixteen out of 29 total schools (55 percent) earned an “A” final grade. Fourteen of these schools were FBS institutions and two were FCS institutions. Of those who earned an “A” as an overall grade, two had grades of an “A” in all of the categories (see Table 5). Like last year, Communication, Search Committee and Time Frame were grading categories where institutions generally earned either an “A” or “B” grade.

An overall “A” indicates that the institution is actively seeking the best people for the position, including people of color, who meet the schools’ job description criteria. It is possible for all institutions to achieve a perfect score. This year, Ball State University and the University of North Texas earned a perfect score. Each of these schools will receive a certificate to congratulate them on their commitment to diversity.

Table 5: Grading Breakdown for “A” Schools

Division	School	Communication	Search Committee	Candidates (Interview)	Time Frame
FBS	Ball State University	A	A	A	A
FBS	University of Colorado	B	C	A	A
FBS	University of Connecticut	B	A	A	B
FBS	Indiana University	A	A	B	B
FBS	Kent State University	A	F	A	A
FBS	University of LA at Lafayette	B	A	A	A
FBS	University of Miami	A	A	C	A
FBS	Miami University of Ohio	A	F	B	A
FBS	University of Minnesota	A	B	B	A
FBS	University of North Texas	A	A	A	A
FBS	University of Pittsburgh	B	B	A	A

FBS	Stanford University	A	F	A	B
FBS	Temple University	A	A	B	B
FBS	Vanderbilt University	F	A	A	A
FCS	Elon University	A	B	B	A
FCS	University of Northern Colorado	B	A	A	F

Source: *The Institute for Diversity and Ethics in Sport*, ©2011

Schools with a “B”

Five out of the 29 schools (17 percent) earned a “B” as a final grade (see Table 6) including two FBS and three FCS schools. A “B” grade indicates that the institution could enhance some aspects of the hiring process, but it is actively seeking improvements to demonstrate support of racial diversity in high-ranking leadership positions. The “B” schools have a wider range of grades in all of the categories than the “A” schools. In the Search Committee category, only one school earned an “A.” The categories of Communication and Time Frame had the highest overall grades on average. Only one school received an “A” in more than two out of the four categories.

Table 6: Grading Category Breakdown for "B" Schools

Division	School	Communication	Search Committee	Candidates (Interview)	Time Frame
FBS	Arkansas State University	A	A	F	D
FBS	University of Tulsa	A	B	B	C
FCS	Furman University	B	B	B	A
FCS	Gardner-Webb University	B	F	C	A
FCS	Texas State University	B	B	C	A

Source: *The Institute for Diversity and Ethics in Sport*, ©2011

Schools with a “C”

Six of the 29 total schools (21 percent) earned a “C” as the final grade (see Table 7). That included four FBS and two FCS institutions. A “C” represents maintaining the status quo. Previously in higher education, a “C” grade signified average results. In terms of proactively seeking equity and diversity, a grade of “C” indicates that the institution is operating at below par. Much like last year’s findings, the Candidate component was the area where the “C” schools could use the most improvement. The Search Committee category could also use improvement.

Table 7: Grading Category Breakdown for "C" School

Division	School	Communication	Search Committee	Candidates (Interview)	Time Frame
FBS	University of Florida	B	B	F	B
FBS	University of Maryland	B	B	F	B
FBS	University of Michigan	B	F	C	B
FBS	Northern Illinois University	F	A	C	B
FCS	Idaho State University	A	B	B	C
FCS	Stetson University	B	F	C	A

Source: The Institute for Diversity and Ethics in Sport, ©2011

Schools with a "D"

No schools earned a "D" grade. A "D" grade indicates that schools are performing below par.

Schools with an "F"

Two schools earned an "F" grade (See Table 8). Of those, The University of North Carolina – Charlotte earned an "F" grade because it did not submit its information. Only San Diego State University submitted a survey and received an "F" grade.

Table 8: Grading Category Breakdown for "D," or "F" Schools

Division	School	Communication	Search Committee	Candidates (Interview)	Time Frame
FBS	San Diego State University	F	B	F	F
FCS	University of North Carolina – Charlotte	F	F	F	F

Source: The Institute for Diversity and Ethics in Sport, ©2011

Conclusion

This was by far the best year ever regarding how many coaches of color were hired at FBS and FCS schools. Ten African-Americans were hired in this hiring cycle. They joined 16 other African-American head coaches and a Latino and a Polynesian coach. This year, there were 28 head coaches of color at the FBS and FCS level combined, including a record-breaking 19 at FBS schools.

There are now eight African-Americans coaching in at BCS schools including the ACC (2), Big 12 (1), Big East (1), Pac-12 (2), and the SEC (2).

All of these good results give reason for optimism. Since 28 of the 29 schools submitted their information, there is clear indication that schools are respecting the process. It is important to note that the majority of the schools earned either an “A” or “B” grade in each of the categories. The categories with the highest grades were Time Frame, Communication and Candidates. Schools with lower grades often earn lower marks in the Search Committee component.

The BCA Football Hiring Report Card clearly is an important tool to assure accountability in the hiring process. An amazing 52 percent of all the African-American coaches ever hired have been hired in the eight years since the publication of the first BCA Football Hiring Report Card.

In those eight years, 23 full-time African-American head coaches have been hired. Moreover, 17 of the 23 have been hired in the last three years.

The purpose of grades in the Hiring Report Card each year is to have an objective measurement that quantifies the four major categories that are used in hiring practices. Through systematic evaluation of institutions of American higher education and their athletic departments, various leaders of diversity-based organizations, such as the BCA, hope to increase the public awareness of the opportunities for head coaches of color based on objective and not subjective information.

The BCA HRC is making a difference by helping to create a more equitable hiring process that resulted in 19 head coaches of color in the FBS and 9 in the FCS for the 2011 college football season. There were 16 in 2009 and 22 in 2010.

I have to add notes of caution that the BCA and other groups need to remain vigilant to avoid any erosion of the hard earned progress made so far. The hiring process is far more open than it was eight years ago in the FBS schools as there have been healthy percentages of people of color on the search committees and among the candidates interviewed. However, the percentage of “A” grades for the 2010-2011 BCA HRC declined slightly from 59 percent in 2009-10 report to 55 percent for 2010-2011.

Then there is the important matter of what programs the new coaches inherited. In the year prior to them accepting their head coaching positions, the records of their new schools were collectively 65 wins and 121 losses or 35 percent. In other words, most took over teams that, at best, were struggling. For the coaches hired this year, it got a little better as collectively Colorado, Kent State, Miami (OH), North Carolina, Stanford, Vanderbilt, Elon, Gardner-Webb, & Northern Colorado were 55-54 in 2010.

These days FBS coaches are not given long to turn programs around. It is now more common to fire a “losing” coach after three years. And in the case of coaches of color, history says it is not likely that they will get second chances. Turner Gill at Kansas is the only one of the 19 head coaches of color who had head coaching experience elsewhere after turning the program around at Buffalo. Tyrone Willingham is the only coach of color ever hired at another school after being fired.

However, even with the notes of caution, this 2011 BCA Football Hiring Report Card is by far the best news for equity in hiring in college sport in many years. The findings also should encourage some of the key stakeholders (i.e., the BCA, NCAA, athletic directors, institutions and college presidents) to continue to work in concert to increase the diversity hiring practices in collegiate athletics.

When we are talking about race and gender, there are never any guarantees. Only persistent championing of the right way to do things will help assure a sustained momentum for change.

Table 9. Division I head football coaches of color in 2011

Football Bowl Subdivision (FBS)

1. Mario Cristobal, Florida Intl	Latino
2. Jon Embree, Colorado (BCS)	<i>African-American (new)</i>
3. Ron English, Eastern Michigan	African-American
4. James Franklin, Vanderbilt (BCS)	<i>African-American (new)</i>
5. Turner Gill, Kansas (BCS)	African-American
6. Darrell Hazell, Kent State	<i>African-American (new)</i>
7. Mike Locksley, New Mexico	African-American
8. Mike London, Virginia (BCS)	African-American
9. Ruffin McNeill, East Carolina	<i>African-American</i>
10. Ken Niumatalolo, Navy	Asian (Polynesian)
11. Joker Phillips, Kentucky (BCS)	African-American
12. Larry Porter, Memphis	African-American
13. David Shaw, Stanford (BCS)	<i>African-American (new)</i>
14. Charlie Strong, Louisville (BCS)	African-American
15. Kevin Sumlin, Houston	African-American
16. Willie Taggart, Western Kentucky	African-American
17. Don Treadwell, Miami of Ohio	<i>African-American (new)</i>
18. Dwayne Walker, New Mexico State	African-American
19. Everett Withers, North Carolina (BCS)	<i>African-American (new)</i>

Football Championship Subdivision (FCS)

1. Nigel Burton, Portland State	African-American
2. Earnest Collins, Jr., Northern Colorado	<i>African-American (new)</i>
3. Ron Dickerson, Jr., Gardner-Webb	<i>African-American (new)</i>
4. Trent Miles, Indiana State	African-American
5. Tony Samuel, Southeast Missouri	African-American
6. Jerome Souers, Northern Arizona	American Indian
7. Jason Sweptson, Elon University	<i>African-American (new)</i>
8. Tom Williams, Yale	African-American
9. Norries Wilson, Columbia	African-American

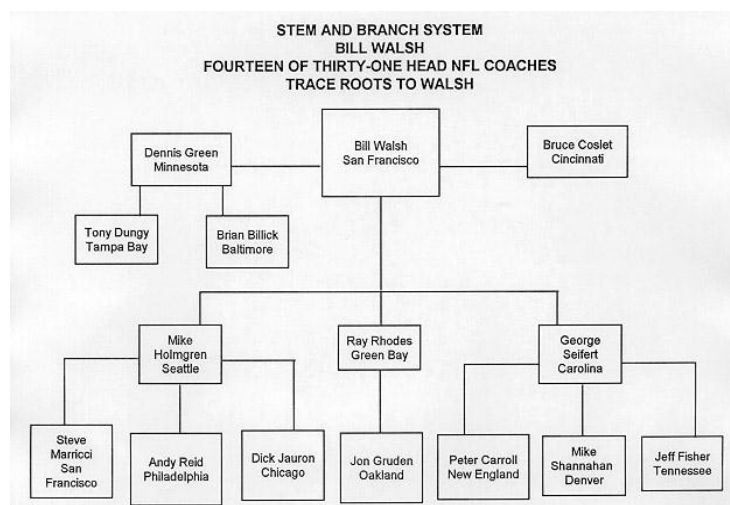
Appendix

Appendix A. Background and Context of Coaching Mobility Patterns

Gaining access to head coaching positions is similar to positive career mobility patterns and networks in other corporate executive positions in America—it is as much *who you know and who knows you* as compared to what you know (Sutton, 2007). Coaching mobility networks or ties are related to what is known as the internal mobility careers avenue. Some evidence indicates successful coaches function as key links in networks that generate other successful coaches (Brooks, 2002). A critical step for assistant coaches of color is to attach themselves as individuals (i.e. seeds) and eventually become coordinators (i.e. branches) and eventually become a head coach (i.e. trees) (see Figures 1 and 2). Once this process matures, individuals are able to network with coaching leaders that can get them on the right “hiring trees,” which will enable them to compete for head coaching vacancies.

The Pipeline: Old and New Hiring Trees and a Multicultural Approach

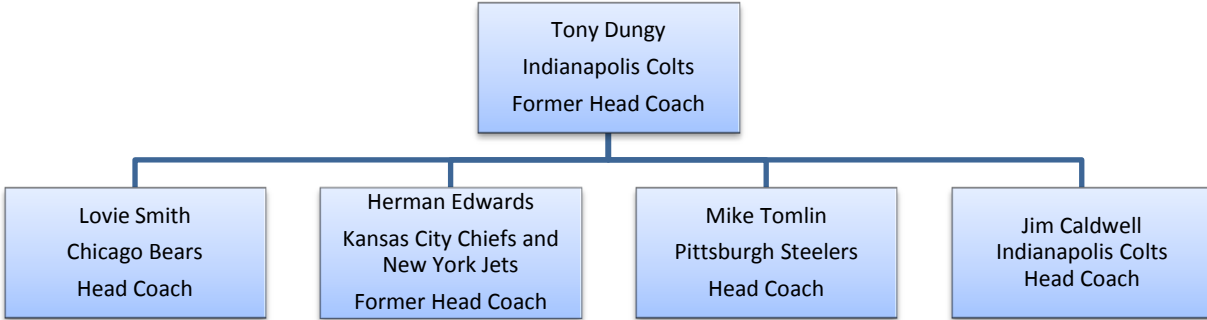
FIGURE 2: THE BILL WALSH HIRING TREE (BASED ON PAST HEAD COACHING POSITIONS)



Source: Brooks ©2002.

The hiring tree diagrams of the late Bill Walsh and former NFL head coach Tony Dungy are important snapshots of what all concerned with this topic should note. Analyzing the presence of hiring trees in the coaching culture of collegiate and professional sports coupled with the emergence of “new trees” in the landscape is critical. This is because new trees emerging will perpetuate diversity in ways that research and activism are limited in impact. *It should be noted that hiring trees that organizationally depict the top figures need to be both white and non-white as access to leadership opportunities are not limited to minorities giving minorities opportunities—but majority populations embracing talent and diversity.*

FIGURE 3: THE TONY DUNGY HIRING TREE



Adapted from: Professor Earl Smith, © 2007, Race, Sport and the American Dream.

Offensive and defensive coordinators are usually in the best position to move up as a head coach.

Table 10: 2011 Season Racial/Ethnic Compositions of FBS Division Offensive and Defensive Coordinators

Race/Ethnicity	Number	Percentage
White	220	84.6
African-American	31	11.9
Latino	3	1.2
Asian	5	1.9
Native American	1	.4
Total	260	100

Source: The Institute for Diversity and Ethics in Sport ©2011

Appendix B. *Limitations of the Report*

As with any study, there are some limitations. One limitation is the fact that only FBS and FCS schools were included in this study. Likewise, the notion of token interviews must be taken into account as a limitation. Unfortunately, we are unable to quantify which institutions, if any, had token interviews with minority candidates. The biggest limitation is something virtually impossible to quantify and objectively analyze—alumni influence and pressure on the final decision of the head coach hired by each institution. This is why social network theory is an important frame and lens to gain a deeper understanding of diversity in terms of head coaching vacancies in college athletics and the broader society.

Appendix C. Recommendations for Future Research

While not explicitly indicated, white American student-athletes and white American coaches should also be concerned with this issue and make choices to attend institutions that promote and value diversity, because there are *many* of those from majority populations that do care about these issues (Coakley, 1999).

Future research should examine the broader scope of these issues related to equity and diversity in coaching positions in other American schools and other higher education institutions. Investigating high schools, community colleges and other collegiate levels such as Division II, Division III and NAIA (National Association of Intercollegiate Athletics) can only enhance our understanding of this important social issue.

Nonetheless, researchers and scholars should continue to examine booster and alumni networks and their impact on college sports. Specifically, this attempt to qualify and even correlate their influence on head coaching vacancy decisions and other hires and fires might shed light on the *power* of these stakeholders that impact the hopes and dreams of all individuals and groups from the human race.

In the final analysis, we must analyze how far we have come in college sports in terms of diversity. The fact remains that many of the schools must continue to improve those categories in which they either performed at the average or status quo level (“C” grade) or earned inferior grades (D or F). Any low mark by an institution within each of the four categories has impacted the final outcome in a negative way the last three years. This is why the BCA Hiring Report Card of FBS and FCS football teams in American higher education must continue to *keep scoring* the hiring process.

However, this score keeping must continue with a sense of urgency to keep coaches of color moving up, down, and through the pipeline with a real chance to obtain a head coaching position.

Appendix D: Year-by-Year Grades for the BCA Reports from 2004-2011

Table 11: Final Grade Comparisons of Years 2004 through 2011

Source: Paul Robeson Research Center, ©2009

Division	Year	A	B	C	D	F
FBS	2004	6	4	2	1	1
	2005	5	7	5	2	4
	2006	4	1	1	1	3
	2007	9	6	3	1	4
	2008	11	3	6	0	2
	2009	8	4	3	3	4
	2010	13	5	1	0	1
	2011	14	2	4	0	1
FCS	2004	2	5	2	2	3
	2005	0	1	2	3	1
	2006	8	2	1	2	3
	2007	2	2	1	1	6
	2008	5	1	2	0	1
	2009	3	4	2	0	1
	2010	7	4	0	0	3
	2011	2	3	2	0	1

When looking at the past eight years of the study, the following snapshot is painted from the preceding table. Forty percent of schools, regardless of division, earned an “A” grade while 62 percent of the schools surveyed earned either an “A” or “B” grade. However, 38 percent of the schools earned a “C” grade or less, which is below par in terms of proactive diversity.

For more information on past reviews of the literature and theoretical framework analyses for the Hiring Report Cards, Years 2004, 2005, 2006, 2007, 2008, 2009, and 2010, please go to www.bcasports.org and see appendix.

**Table 12: Final grades by School and
Division Chart and Graph for 2004, Year #1**

<i>Source: Paul Robeson Research Center, © 2009</i>		
School Name	Final Grade	Division Affiliation
Army	C	FBS
Central Michigan	B	FBS
Duke University	B	FBS
Eastern Michigan University	A	FBS
Kent State University	D	FBS
Mississippi State	A	FBS
University of Central Florida	B	FBS
University of Cincinnati	A	FBS
University of Idaho	C	FBS
University of Nebraska	B	FBS
University of Nevada-Reno	F	FBS
University of Akron	A	FBS
University of Arizona	A	FBS
University of Texas El Paso	A	FBS
Central Connecticut State University	C	FCS
Cornell University	A	FCS
Elon University	B	FCS
College of the Holy Cross	A	FCS
Fordham University	B	FCS
Southern Utah University	F	FCS
University of Massachusetts	B	FCS
Northeastern University	B	FCS
University of Richmond	B	FCS
The Citadel	B	FCS
University of San Diego	F	FCS
La Salle University	D	FCS
Texas State University	F	FCS
Sacred Heart University	D	FCS

FBS Division

	Communication	Search Committee	Candidates	Time Frame	Aff. Action
A	6	6	10	11	0
B	2	2	0	2	4
C	0	1	1	0	9
D	0	0	1	0	0
F	6	5	2	1	1

FCS Division

	Communication	Search Committee	Candidates	Time Frame	Aff. Action
A	4	2	8	7	5
B	4	1	0	4	1
C	0	4	0	0	3
D	0	0	0	1	1
F	6	7	6	2	4

Table 13: Final Grades by School and Division Chart and Graph for 2005, Year #2

Source: Paul Robeson Research Center, © 2009

Final Grades for All Schools by Division Affiliation		
School Name	Division Affiliation	Final Grade
BYU	FBS	C
East Carolina University	FBS	B
Indiana University	FBS	A
Louisiana State University	FBS	D
Marshall	FBS	F
Miami University (Ohio)	FBS	B
New Mexico State University	FBS	C
Notre Dame	FBS	B
Ohio University	FBS	A
Oklahoma State University	FBS	B
San Jose State University	FBS	F
Stanford University	FBS	C
Syracuse University	FBS	C
University of Florida	FBS	D
University of Illinois	FBS	A
University of Mississippi	FBS	B
University of Pittsburgh	FBS	C
University of South Carolina	FBS	F
University of Utah	FBS	F
University of Washington	FBS	B
University of Nevada Las Vegas	FBS	A
Utah State	FBS	B
Western Michigan	FBS	A
The Citadel	FCS	D
Dartmouth	FCS	B
Indiana State	FCS	C
Sam Houston State University	FCS	C
Southeastern Louisiana University	FCS	F
Stephen F Austin University	FCS	D
Weber State	FCS	D

FBS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	16	7	17	16	6
B	2	7	1	4	4
C	0	3	0	1	4
D	0	0	0	0	2
F	5	6	5	2	7

FCS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	4	1	5	7	0
B	1	1	1	0	3
C	0	2	0	0	3
D	0	0	0	0	1
F	2	3	1	0	0

Table 14: Final Grades by School and Division Chart and Graph for 2006, Year #3

Source: Paul Robeson Research Center, ©2009

School Name	Division Affiliation	Final Grade
Boise State University	FBS	F
Kansas State University**	FBS	B
Middle Tennessee University	FBS	A
Rice University	FBS	F
San Diego State University	FBS	A
Temple University	FBS	A
University at Buffalo**	FBS	A
University of Colorado	FBS	D
University of Idaho	FBS	C
Wisconsin University	FBS	F
Butler University	FCS	B
Central Connecticut State University	FCS	C
Columbia University**	FCS	A
Elon University	FCS	D
Fordham University	FCS	A
Georgetown University	FCS	A
Georgia Southern University	FCS	F
Hofstra University	FCS	A
Leigh University	FCS	A
Liberty University	FCS	F
Missouri State University	FCS	F
Murray State University	FCS	A
Southeast Missouri State University**	FCS	A
Stony Brook University	FCS	A
University of Northern Colorado	FCS	B
Virginia Military Institute	FCS	D

**Indicates the school hired a person of color

FBS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	7	3	4	4	4
B	0	2	2	3	1
C	0	0	0	0	2
D	0	0	0	0	0
F	3	5	4	3	3

FCS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	12	5	9	14	6
B	1	8	2	0	2
C	0	0	0	0	6
D	0	0	0	0	0
F	3	3	5	2	2

Table 15: Final Grades by School and Division Chart and Graph for 2007, Year #4

Source: Paul Robeson Research Center, ©2009

School Name	Division Affiliation	Final Grade
Arizona State University	FBS	B
Boston College	FBS	B
Central Michigan University	FBS	A
Florida International University**	FBS	A
Iowa State University	FBS	A
Louisiana Tech University	FBS	C
Michigan State University	FBS	A
North Carolina State University	FBS	B
Rice University	FBS	D
Stanford University	FBS	A
Tulane University	FBS	A
United States Air Force Academy	FBS	F
United States Military Academy	FBS	B
University of Alabama	FBS	F
University of Alabama-Birmingham	FBS	C
University of Cincinnati	FBS	A
University of Idaho	FBS	C
University of Louisville	FBS	F
University of Miami**	FBS	A
University of Minnesota	FBS	B
University of North Carolina	FBS	A
University of North Texas	FBS	B
University of Tulsa	FBS	F
Austin Peay State University	FCS	B
Georgia Southern University	FCS	F
Idaho State University	FCS	F
Jacksonville University	FCS	F
Montana State University	FCS	F
Portland State University	FCS	A
Sacramento State University	FCS	D
Samford University	FCS	C
Stephen F. Austin State University	FCS	B
Tennessee Tech University	FCS	A
Texas State (San Marcos) University	FCS	F
University of San Diego	FCS	F

**Indicates the school hired a person of color

Note: Drake University was not included in the grading this year but did have a head coaching vacancy.

FBS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	17	10	16	13	13
B	6	5	1	7	5
C	0	2	1	0	1
D	0	0	0	2	0
F	0	5	5	1	4

FCS Division

	Communication	Search Committee	Candidates	Time Frame	Affirmative Action
A	3	1	3	9	4
B	7	2	3	0	2
C	0	4	0	0	4
D	0	0	0	1	0
F	2	5	6	2	2

Table 16: Final Grades by School and Division Chart for 2008, Year #5

Source: Paul Robeson Research Center, ©2009

Final Grades for All Schools by Division Affiliation		
School Name	Division Affiliation	Final Grade
Baylor University	FBS	C
Colorado State University	FBS	A
Drake University	FCS	A
Duke University	FBS	A
Eastern Kentucky University	FCS	C
Eastern Washington University	FBS	A
Georgia State University	FCS	A
Georgia Tech	FBS	A
Indiana State University*	FCS	A
Northern Illinois University	FBS	A
Southern Illinois University	FCS	A
Southern Methodist University	FBS	A
Southern Utah University	FCS	C
Texas A&M	FBS	C
United States Naval Academy*	FBS	C
University of Arkansas	FBS	A
University of California Los Angeles	FBS	A
University of South Alabama	FBS	A
University of Dayton	FCS	F
University of Hawaii at Manoa	FBS	B
University of Houston*	FBS	A
University of Michigan	FBS	A
University of Mississippi	FBS	F
University of Nebraska	FBS	B
University of Rhode Island	FBS	B
University of Richmond*	FCS	B
University of Southern Mississippi	FBS	C
Virginia Military Institute	FBS	C
Washington State University	FBS	C
West Virginia University	FBS	F
Western Carolina University	FCS	A
**Indicates the school hired a coach of color		

Table 17: Final Grades by School and Division Chart for 2009, Year #6

Source: Paul Robeson Research Center, ©2009

Final Grades for All Schools by Division Affiliation		
School Name	Division Affiliation	Final Grade
Army	FBS	A
Auburn University	FBS	D
Ball State	FBS	F
Boston College	FBS	B
Bowling Green State University	FBS	B
California Polytechnic State University at San Luis Obispo	FCS	A
Clemson University	FBS	C
Eastern Michigan University**	FBS	A
Illinois State University	FCS	B
Iowa State	FBS	A
Kansas State	FBS	F
Miami University of Ohio**	FBS	A
Mississippi State	FBS	D
New Mexico State University**	FBS	A
Northwestern (LA) State University	FCS	C
Presbyterian College	FCS	F
Purdue University	FBS	D
San Diego State University	FBS	A
Syracuse University	FBS	A
Towson University	FCS	C
University of Massachusetts	FCS	A
University of New Mexico**	FBS	A
University of Oregon	FBS	F
University of Rhode Island	FCS	B
University of Tennessee	FBS	B
University of Tennessee-Chattanooga	FCS	B
University of Toledo	FBS	B
University of Washington	FBS	B
University of Wyoming	FBS	F
University of Texas San Antonio	FCS	A
Utah State University	FBS	C
Yale University**	FCS	A
**Indicates the school hired a coach of color		

Table 18: Final Grades by School and Division Chart for 2010, Year #7

Source: The Institute for Diversity and Ethics in Sports		
School Name	Final Grade	Division Affiliation
Bucknell University	A	FCS
Central Michigan University	A	FBS
Cornell University	A	FCS
East Carolina University**	A	FBS
Georgia Southern University	F	FCS
Louisiana Tech University	B	FBS
Marshall University	A	FBS
Murray State University	A	FCS
Nicholls State University	C	FCS
Portland State University**	A	FCS
Princeton University	A	FCS
Saint Francis PA	A	FCS
Sam Houston State University	B	FCS
San Jose State University	A	FBS
Texas Tech University	B	FBS
University of Akron	A	FBS
University of Buffalo	A	FBS
University of Cincinnati	A	FBS
University of Kansas**	A	FBS
University of Louisiana Monroe	C	FBS
University of Louisville**	A	FBS
University of Memphis**	A	FBS
University of Montana	F	FCS
University of Notre Dame	C	FBS
University of Richmond**	A	FCS
University of South Florida	A	FBS
University of Southern Cal	F	FBS
University of Tennessee	B	FBS
University of Virginia**	A	FBS
UNLV	F	FBS
Valparaiso University	C	FCS
Western Illinois University	F	FCS
Western Kentucky University**	A	FBS
Youngstown State University	B	FCS

****Indicates school with coach of color**

Table 19: Final Grades by School and Division Chart for 2011, Year #8

Final Grades for All Schools by Division Affiliation		
School Name	Division Affiliation	Final Grade
Arkansas State University	FBS	B
Ball State University	FBS	A
University of Colorado**	FBS	A
University of Connecticut	FBS	A
Elon University**	FCS	A
University of Florida	FBS	C
Furman University	FCS	B
Gardner-Webb University**	FCS	B
Idaho State University	FCS	C
Indiana University	FBS	A
Kent State University**	FBS	A
University of Louisiana at Lafayette	FBS	A
University of Maryland	FBS	C
University of Miami	FBS	A
Miami University of Ohio**	FBS	A
University of Michigan	FBS	C
University of Minnesota	FBS	A
University of North Carolina-Charlotte	FCS	F
University of North Texas	FBS	A
University of Northern Colorado**	FCS	A
University of Northern Illinois	FBS	C
University of Pittsburgh^	FBS	A
San Diego State University	FBS	F
Stanford University**	FBS	A
Stetson University	FCS	C
Temple University	FBS	A
Texas State University	FCS	B
University of Tulsa	FBS	B
Vanderbilt University**	FBS	A

****Indicates school with coach of color**

^Originally hired coach of color

Appendix E. *FBS Schools Offensive and Defensive Coordinators (2011)*

FBS Schools Offensive and Defensive Coordinators

Total: 260 coaches are considered either offensive or defensive coordinators. This number excludes 10 offensive or defensive coordinators who also serve as the head coach (Georgia Institute of Technology; Kent State; University of Nevada, Reno; San Diego State University; University of South Carolina, Columbia; Southern Methodist University; Texas A&M University, College Station; Utah State University; West Virginia University, and Western Michigan University).

- **220** (84.6 percent) whites
- **31** (11.9 percent) African-Americans
 - Garrick McGee, University of Arkansas, Fayetteville
 - Alex Wood, State University of New York at Buffalo
 - William Inge, State University of New York at Buffalo
 - Mike Johnson, University of California, Los Angeles
 - Joe Tumpkin, Central Michigan University
 - Tim Banks, University of Cincinnati
 - Charlie Harbison, Clemson University
 - Eric Bieniemy, University of Colorado
 - Brian Mitchell, East Carolina University
 - Darryl Jackson, Florida Atlantic University
 - Jason Phillips, University of Houston
 - Brian Stewart, University of Houston
 - Buddy Wyatt, University of Kansas
 - Steve Brown, University of Kentucky
 - Vance Bedford, University of Louisville
 - Galen Scott, University of Memphis
 - Willie Simmons, Middle Tennessee State University
 - Steve Ellis, Middle Tennessee State University
 - Tyrone Nix, University of Mississippi
 - Chris Wilson, Mississippi State University
 - George Barlow, University of New Mexico
 - Paul Haynes, The Ohio State University
 - Calvin McGee, University of Pittsburgh
 - Paul Randolph, University of Pittsburgh
 - Gary Emmanuel, Purdue University
 - Lorenzo Ward, University of South Carolina, Columbia
 - Pep Hamilton, Stanford University
 - Derek Mason, Stanford University
 - Andre Patterson, University of Texas at El Paso
 - Charlton Warren, U.S. Air Force Academy
 - Ivin Jasper, U.S. Naval Academy
- **Three** (1.2 percent) Latinos
 - John Chavis, Louisiana State University
 - Mike Canales, University of North Texas
 - Manny Diaz, University of Texas

- **Five** (1.9 percent) Asians
 - Dave Aranda, University of Hawaii, Manoa
 - Kennedy Polamalu, University of Southern California
 - Kalani Sitake, University of Utah
 - Norm Chow, University of Utah
 - Payam Saadat, U.S. Military Academy
- **One** (0.4 percent) Native American
 - Jay Norvell, University of Oklahoma

Appendix F: *Acceptable Standards: Division IA Athletic Directors' Association*

The intent of the Division 1A Athletic Directors' Association is to create prescribed and appropriate standards to administer the business of intercollegiate athletics, while addressing specific concerns and trends evident in our profession today. Specifically, the intention of the Association is to reaffirm our commitment to these ethical procedures through the adoption of "Acceptable Standards." While we recognize the reality of how our business has changed, and will continue to change, it is the courage to maintain a standard of inviolate and ethical core values that are the essence of strong and effective leadership. The "Acceptable Standards" described in this document will become an addendum to the Association's Statement of Core Values and Code of Ethics, and will be formally discussed by the membership during the Annual Meeting.

1. Minority Football Coach Hiring Practices

The Director of Athletics is responsible for administration of an effective search for a head football coach. While the hiring process may engage third parties including those from within the institution, alumni, donors and representatives of executive search agencies, it is the obligation of the Athletics Director to manage the process in accordance with the guidelines and standards of their institution, their Conference, the NCAA and this Association.

a. Potential Candidates

Historically, the identification of candidates for a new search begins at the start of the process, which potentially results in a less-than-comprehensive group of candidates. It is prudent to ensure a list of potential candidates will include minority coaches. The development of the diverse group of candidates should be an on-going procedure during the normal course of business throughout the year, and in particular, at times other than when an actual search is underway. This on-going procedure should enable the Athletics Directors to identify a more diverse group of candidates, well in advance of when a search is necessary. Athletics Directors are encouraged to develop a list of potential candidates to specifically include minority candidates, which will enhance the efficiency of a search process, but will also give the Athletics Director more time to personally become better acquainted with those coaches identified as potential candidates, before an actual search is necessary.

Further, the Association offers opportunities to assist and support each Athletics Director through initiatives that will focus on creating a diverse candidate pool:

1. Identification of potential head coach candidates
2. Education/training of candidates
3. Relationship development with candidates
4. Collaboration with other organizations such as the NCAA, BCA, NFL and others

b. Search Firms

When executive search agencies are used during the hiring process, it is imperative the institution and the Athletics Director retain the prerogative to direct the activities of the search agency to adhere to institutional hiring practices and to mandate consideration of all candidates identified by the institution as potential candidates. Further, the Athletics Director should give consideration to a firm's history of inclusion with respect to minority candidates when selecting an agency or consultant.

c. Formal Interviews

Athletics Directors interviewing candidates for head football coaching positions should include one or more minority candidates for that position, resulting in a formal interview opportunity. It is prudent to hire from a broad, diverse and growing group of candidates, and to support equal opportunity and fair hiring practices throughout the hiring process. This is not only the position of the Association, but most likely in alignment with the hiring policies of the institution.

Key items to consider during the search/hiring process that are customarily included in institutional hiring policies:

1. Prior to beginning the interview process, in order to clearly articulate the job expectations for potential candidates, draft a job description that clearly and fully defines the role of the head coach;
2. Review the current information obtained by your on-going efforts throughout the year to identify potential candidates;
3. Conduct outreach efforts to organizations (e.g. use of NCAA/D1A Association/NFL/BCA resources) to obtain resume and reference information;
4. Create an optimally comprehensive group of candidates, making certain your group of candidates is diverse and minority inclusive;
5. Preparation of a "search timeline" that sets forth key decisions and dates leading up to the actual selection of a new coach. It is clear the Athletics Director must maintain flexibility during a search process, while operating in accordance with institutional prerogatives, so the "search timeline" will be specific to the circumstances.
6. Records should be kept that describe the administration of the search process, as well as the details pertaining to each actual interview. The actual interview may be conducted in a location that is convenient for all involved and does not have to occur on campus.

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Author Biography

Richard E. Lapchick

Human rights activist, pioneer for racial equality, internationally recognized expert on sports issues, scholar and author Richard E. Lapchick is often described as “the racial conscience of sport.” He brought his commitment to equality and his belief that sport can be an effective instrument of positive social change to University of Central Florida where he accepted an endowed chair in August 2001. It has been named one of the nation’s top five programs by the Wall Street Journal, the New York Times and ESPN The Magazine. In 2009 it was named the #1 MBA program in the nation for volunteer service.

Lapchick is a regular columnist for ESPN.com and The Sports Business Journal. He has written 16 books, more than 550 articles and has given more than 2,800 public speeches.

He is founder and president of the National Consortium for Academics and Sports, made up of 230 colleges and universities that have helped more the 29,500 former student-athletes return to get their degrees while helping more than 17.5 million young people in the NCAS community service program. He helped create National Student-Athlete Day in 1988 which to date has recognized more than 2.6 million high school students for being citizen-scholar- student-athletes.

Lapchick helped found the Hope for Stanley Alliance, which is organizing groups of student-athletes and sports management students to go to New Orleans to work in the reconstruction efforts in the devastated Ninth Ward. Lapchick was named an honorary citizen by the New Orleans City Council in October 2007.

Considered among the nation's experts on sport and social issues, Lapchick has appeared numerous times on Good Morning America, Face The Nation, The Today Show, ABC World News, NBC Nightly News, the CBS Evening News, CNN and ESPN as well as numerous other news broadcasts.

Lapchick has received eight honorary degrees. He was named the Florida Public Citizen of the Year in 2006. He has been the recipient of numerous humanitarian awards including the Lifetime Achievement Award for Work in Civil Rights from the Rev. Jesse Jackson and the Rainbow/Push Coalition in 2009. He was inducted into the Sports Hall of Fame of the Commonwealth Nations in the category of Humanitarian along with Arthur Ashe and Nelson Mandela. Lapchick has won the Arthur Ashe Voice of Conscience Award, the Women’s Sports Foundation Presidents Award, Ralph Bunche International Peace Award and the Wendell Scott Pioneer Award in 2004 and the NASCAR Diversity Award in 2008 for leadership in advancing people of color in the motor sports industry.

He is listed in Who's Who in America, Who's Who in American Education, Who's Who in Finance and Industry, and Who's Who in American Business. Lapchick was named one of the 100 Most Powerful People in Sports for six years, one of the 100 Most Influential Sports

Educators in America, one of the 20 Most Influential People in College Sport and one of the 20 Most Influential People in Sport in Florida.

Lapchick was one of 200 guests personally invited by Nelson Mandela to his inauguration after leading the American sports boycott of South Africa from 1975 until the end of Apartheid.

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