BLACK COACHES IN THE NATIONAL FOOTBALL LEAGUE:

Superior Performance, Inferior Opportunities

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<u>Dedication</u>

We dedicate this report to Art Shell, Tony Dungy, Dennis Green, Ray Rhodes and Herman Edwards – the five black NFL head coaches of the modern era – each of whom had the skill, courage and tenacity to burst through the glass ceiling. In the tradition of Jackie Robinson, these men are civil rights pioneers.

BLACK COACHES IN THE NATIONAL FOOTBALL LEAGUE: SUPERIOR PERFORMANCE, INFERIOR OPPORTUNITIES

by Johnnie L. Cochran, Jr. and Cyrus Mehri[1]

Executive Summary

Football is "America's game." But it is more than a game. It is deeply woven into the fabric of our society and part of our shared culture as Americans. In city after city around the country, football provides a rich common ground for a diverse fan base. Each week people of all backgrounds discuss, debate, celebrate and agonize – together – over the fortunes and disappointments of their teams. We prepared *Black Coaches in the National Football League: Superior Performance, Inferior Opportunities* because we, too, love the sport and we believe that America's Game should represent America's diversity and the best values in our society.

A.   An Unprecedented Statistical Analysis

This Report examines the plight of African-American head coaches and head coaching candidates in the NFL. We are the first to apply methods of statistical analysis developed in civil rights enforcement cases to this issue. We bring the knowledge and experience gained from years of battling race discrimination at major corporations such as Texaco, Coca-Cola, Johnson & Johnson and BellSouth. That experience has made us national experts on the effects of glass ceilings and glass walls in denying minority employees a fair chance to compete for positions of leadership.

The parallels between the struggles of African-Americans at these companies and within the NFL coaching ranks are striking. For years, we have discovered and documented how minority professionals are forced to significantly outperform their white counterparts to advance half as far. And even those employees who break through the glass ceiling are afforded far less room for error than similarly situated whites. The same is true among NFL coaches, and we have the numbers to prove it.

Wins and losses – the currency of football and all team sports – form the statistical heart of this Report. We created a database including the win/loss records of each head coach in the NFL over the last fifteen years. We then asked labor economist Dr. Janice Madden of the University of Pennsylvania to analyze this database and compare the overall performance of the five African-American head coaches (Art Shell, Dennis Green, Tony Dungy, Ray Rhodes and Herman Edwards) with all other head coaches during this period.

Dr. Madden determined that:

- the black coaches averaged 1.1 more wins per season than the white coaches

- the black coaches led their teams to the playoffs 67% of the time versus 39% of the time for the white coaches

- in their first season, black coaches averaged 2.7 more wins than the white coaches in their first season

- in their final season, terminated black coaches win an average of 1.3 more games than terminated white coaches

- the black coaches inherited teams with an average of 7.4 wins per season and, during their tenures, increased the average wins for their teams to 9.1 per season.

Statistical analysis thus demonstrates that by virtually every objective criteria, black head coaches in the NFL have outperformed their white counterparts. And indeed, as the Report and accompanying profiles illustrate, the coaching tenures of the five African-American NFL coaches are a living testament to this outstanding performance.

B.   Last Hired, First Fired

The cruel counterpart to the superior performance of black coaches in the NFL is inferior hiring opportunities. Our Report describes several manifestations of such limited opportunities, including the higher bar set for black coaches before they are seriously considered for top coaching positions ("moving goal posts") and the tendency to quickly terminate black coaches. In case after case, NFL owners have shown more interest in – and patience with – white coaches who don't win than black coaches who do.

As the saying goes, black coaches are the last hired and the first fired. This reality is well known in the world of football. During Super Bowl Week XXXV

this February, a panel of ESPN experts were asked their opinion on the most important issue facing the NFL today. The most frequent response was poor minority hiring in the head coaching ranks. (Clayton 2002) Commentators such as Richard Lapchick, holder of an Endowed Chair at the University of Central Florida and author of the *Racial & Gender Report Card*, have been documenting this phenomenon for years and speaking out against it.

Our Report also discusses several explanations for the dismal record of minority hiring into NFL head coaching positions. Among them: lack of diversity among decision-makers and lack of diversity in final candidate slates. Or, as sports commentator Frank Deford has described the problem,

> Football coaches are executives...[T]he people who hire football coaches probably fail at getting to know young black coaching candidates, there is almost surely some kind of submerged racism, which presumes that, sure, a black man can handle a little basketball club, but a heavy-duty football operation is really too complicated to trust to a minority.

(Deford 2002)

C.   A Game Plan For Change

NFL Commissioner Paul Tagliabue has responded to this situation with informal efforts to cajole team owners, but his efforts are far from adequate. The situation has gotten worse, not better, in recent years. This season the number of black head coaches among the 32 NFL teams has dropped from (a never-impressive) three to two. During the 2002 hiring cycle, NFL fans watched African-American coaching pioneers such as Tony Dungy and Dennis Green terminated despite their winning programs. Meanwhile Marvin Lewis, arguably one of the most dynamic and gifted head coaching candidates, could not obtain a meaningful opportunity to compete for a head coaching position.

Despite the success of other professional sports leagues, notably the NBA, in providing greater opportunity for African-American coaching candidates, the owners of the NFL franchises continue to disappoint. To prompt real advancement on this issue, we include with this Report a Fair Competition Resolution, which we call on the Commissioner to bring before the team owners for a vote, prior to the next hiring cycle.

To ensure increased opportunities for minority coaching candidates, at a minimum there must be diversity among the key decision-makers (*i.e.*, in the front office) and among the final slate of coaching candidates for each open position. The Fair Competition Resolution would empower the Commissioner's

Office to reward one or more teams per year with a draft pick for engaging in noteworthy hiring practices that encourage diversity among management decision-makers. (For example, the decision to hire Ozzie Newsome as the General Manager of the Baltimore Ravens would be the kind of decision to merit such consideration.) Our proposed Resolution would also mandate that individual teams place qualified minority candidates into the finalist pool for all open head coach, assistant head coach and coordinator positions, unless the team chooses to opt out of this requirement for a particular hiring selection by forfeiting a draft pick.

We believe that our Fair Competition Resolution can accomplish what no amount of cajoling has – it will make diversity *matter* to the team owners. The foundation of any fair competition is a level playing field. It is high time America's Game was played on one.

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I. SUPERIOR PERFORMANCE

In this first section, we demonstrate by facts and statistical analysis the superior performance of the African-American head coaches who have burst through the glass ceiling. The section includes some NFL historical background, an explanation of our data and methodology, a summary of Dr. Janice Madden's analysis, and some narratives illustrating the accomplishments and "high impact" of each of the modern-era African-American head coaches.

A. <u>Historical Complexion of the NFL Coaching Fraternity</u>

The National Football League has been in existence since 1920 and has employed over 400 head coaches. Of this group, only 1.5% have been African-American (6 out of 400). The first black NFL coach of modern times was Art Shell, who began his tenure with the Oakland Raiders in 1989, sixty-four years after Fritz Pollard, the first black coach in the NFL, led the Hammond Pros from 1923 to 1925.

After Shell, only four additional African-American coaches have joined the fraternity of NFL head coaches.[2] And only two black coaches remain on the current register of 32 head coaches, comprising only 6% of the coaching ranks. By comparison, 67% of the players in the NFL are African-American. Moreover, 28% of NFL assistant coaches and offensive/defensive coordinators – the prime feeder positions for head coaching jobs – are African-Americans.[3] (Lapchick 2001) The argument that there are too few black coaches in the pipeline for head coach positions founders on that single statistic.

	White	Black
Players	30%	70%
Assistants and Coordinators	72%	28%
Head Coaches	94%	6%

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[2]   In addition to these five African-American coaches, Terry Robiskie was an interim coach for the Redskins in 2000 for three games. This Report and the statistical analyses on which it relies have considered only coaches who coached at least one full season in the NFL.

[3]   The *2001 Racial and Gender Report Card* by Richard E. Lapchick states that at the start of the 2000 season African-Americans held 28% of "assistant coaching positions" in the NFL. (Lapchick at 34) Dr. Lapchick has informed us that this category includes both assistant head coach and coordinator positions.

B.   The Database and the Madden Report

Utilizing the NFL's own record-keeping systems, including their official encyclopedia, team websites and press departments, we created a database of regular and post-season win/loss records during the fifteen-year period from 1986 to 2001.[4] The Database, attached as Exhibit A, is organized by team, year, and coach; includes regular and post-season win/loss records; and identifies each coach by race. During this period, 5 African-American coaches coached 27 full seasons, while 86 white coaches coached 426 full seasons.

The completed Database was submitted to Dr. Janice Madden of the University of Pennsylvania for analysis.[5] Dr. Madden's analysis, attached as Exhibit B, makes comparisons in four principle areas based on race: (1) overall season records for all coaches; (2) first-year season records for all coaches; (3) last-year season records for coaches who were terminated; and (4) seasons records for all coaches who coached for the six teams that have hired black head coaches.

1.   *Overall Season Records*

During the 15 years included in the study, African-American coaches averaged over 9 wins per season, while white coaches averaged only 8 wins. The 1.1 more wins per year advantage for black coaches has significant consequences in a 16-game season. A one-win difference (for example, an 8-8 versus 9-7 record) will often be the difference between making the playoffs or the end of the season, since 60% of teams winning exactly 9 games made the playoffs and less than 10% of teams winning exactly 8 games made the playoffs. (Madden Rept. at 1-2; Chart 1)

The performance of African-American head coaches in leading their teams to the playoffs has also been superior. Teams led by white coaches made the playoffs 39% of the time, while black coaches took their teams to the playoffs an

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[4]   The database used in this Report was compiled from data in *Total Football II: The Official Encyclopedia of the National Football League* (Bob Carroll, et al. eds., 1999), which in turn relied on statistics provided by the Elias Sports Bureau. Each team's press department then verified its respective records and provided supplemental team data for 1999 to 2001. The data was then submitted to a Pro Stats company for verification. We selected a fifteen-year time range in order to encompass three seasons prior to the hiring of Art Shell, the first black coach of the modern era.

[5]   Dr. Madden is a professor at the University of Pennsylvania and current director of the Alice Paul Research Center and women's studies program at Penn. Dr. Madden has been retained as an expert labor economist by both plaintiffs and defendants in litigation involving claims of race, age and gender discrimination, including recently settled cases against The Coca-Cola Company and the Federal Deposit Insurance Company.

extraordinary 67% of the time. Dr. Madden concluded that "[t]he win and playoff advantage of African American coaches occurs at all stages of the coaching career." (Madden Rept. at 2,1; Chart 2)

2. *First Season Records*

The gap between the performance of black and white NFL head coaches is widest in the first season, according to Dr. Madden. Based on the first full seasons coached by 6 African-American coaches[6] and by 94 white coaches, African-American coaches averaged 9.5 wins versus an average of only 6.8 wins for white coaches in their first year, *a difference of 2.7 wins.* (Madden Rept. at 2; Chart 1) This is an extraordinary differential in a 16-game season, which can turn a mediocre season into a good one and a good season into a great one.

CHART 1

Average Wins Per Full Season for Coaches,
by Race and Stage of Career
1986 - 2001

Career Stage	Black coaches	White coaches
Average all seasons	9.1	8
First season	9.5	6.8
Last season	6.8	5.5

Number of Wins Per Full Season

☐ Black coaches ■ White coaches
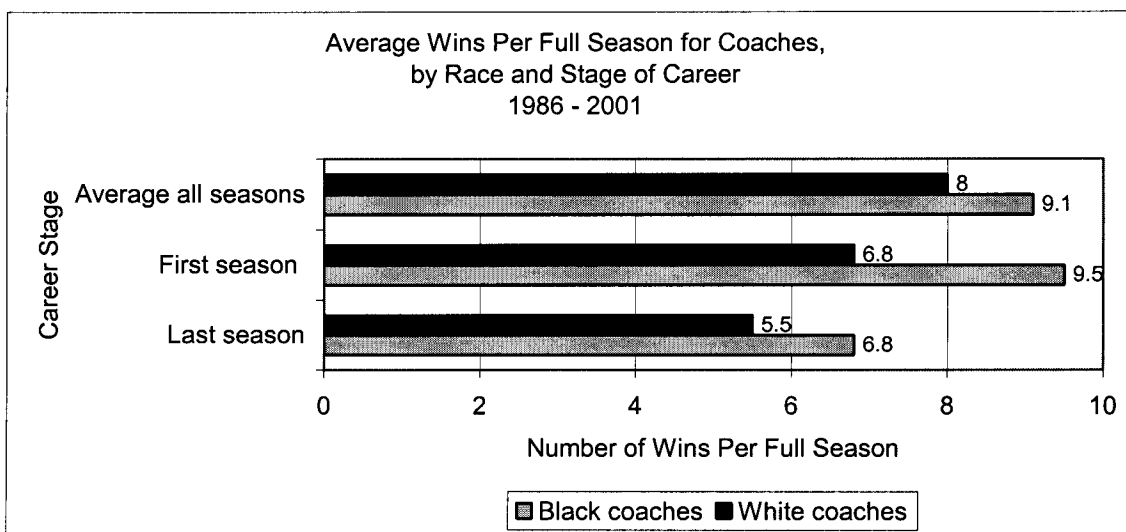
The superior performance of black NFL coaches in leading their teams to the playoffs in their first full season is even more pronounced. Sixty-six percent of teams led by first-year African-American coaches made the playoffs, but only 20% of teams led by first-year white coaches did. (Madden Rept. at 2; Chart 2) By this indicia, the black coaches outperformed their white counterparts by an extraordinary 46%.[7]

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[6]   There are six first seasons among five African-American coaches because Ray Rhodes has coached first seasons with both the Philadelphia Eagles and the Green Bay Packers.

[7]   Critics might say that no African-American coach has coached his team to a Super Bowl victory. This viewpoint ignores that African-Americans have coached only 27 seasons versus the

3. _Records for Seasons of Forced Departure_

Dr. Madden next examined the performance of NFL black coaches during the years immediately preceding their terminations or forced departures and compared this record to the record amassed by their white counterparts during similar periods. Coaches who retired or transferred teams voluntarily were excluded from the analysis.

Dr. Madden determined that black coaches who have been involuntarily terminated averaged more wins per season than similarly situated white coaches. The 5 African-American coaches terminated after completing a full season with their teams between 1986 and 2001 had an average of 1.3 more wins than the 65 white coaches forced to leave during the same time period.[8] Dr. Madden also found that 20% of these African-American coaches made the playoffs in the season they were terminated, compared with only 8% for similarly situated white coaches. (Madden Rept. at 2, Charts 1 and 2)

CHART 2

Proportion of Coaches in Playoffs,
by Race and Stage of Career
1986-2001

Stage of Career	Black coaches	White coaches
Average all seasons	67%	39%
First season	60%	20%
Last season	20%	8%

Proportion in Playoffs

▦ Black coaches ■ White coaches

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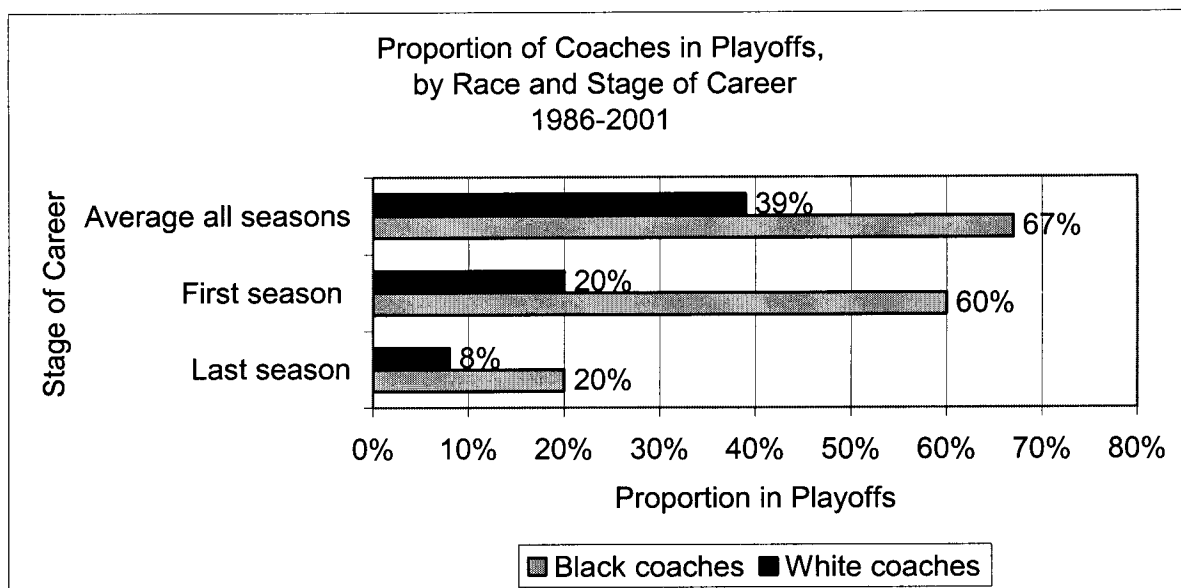
426 by white coaches, and have done an excellent job of positioning their teams to compete for a Super Bowl berth, in the playoffs (17 times) and in conference championships (4 times).

[8] Although Herman Edwards has never been terminated, there have been five terminations among the other four African-American head coaches because Ray Rhodes was terminated twice, from the Eagles and the Packers.

4. *Records of Black and White Coaches Who Coached the Same Team*

Finally, to test the argument that black coaches have simply been hired by better teams, Dr. Madden examined the performance differential between the tenures of white and black coaches from the same team, analyzing only teams that were coached by an African-American at some point.

Before the arrival of a black coach, these six teams had an average of 7.4 wins per season under the white coaches in the Database. On average, under the stewardship of black coaches, wins for these teams leaped to an average of 9.1 wins. After the departure of the black head coach, the average wins for these teams dropped slightly to 8.9 wins. (Madden Rept. at 2; Chart 3) As Dr. Madden has noted, the African-American coaches for these six teams had more wins than the white coaches who preceded them, and more than those who came after.

CHART 3

Chart 3
Average Total Wins in a Full Season by Race of Coach, NFL Teams with Black Coaches, 1986-2001

Category	Wins
White coaches before	7.4
Black coaches	9.1
White coaches after	8.9

Number of Wins Per Full Season
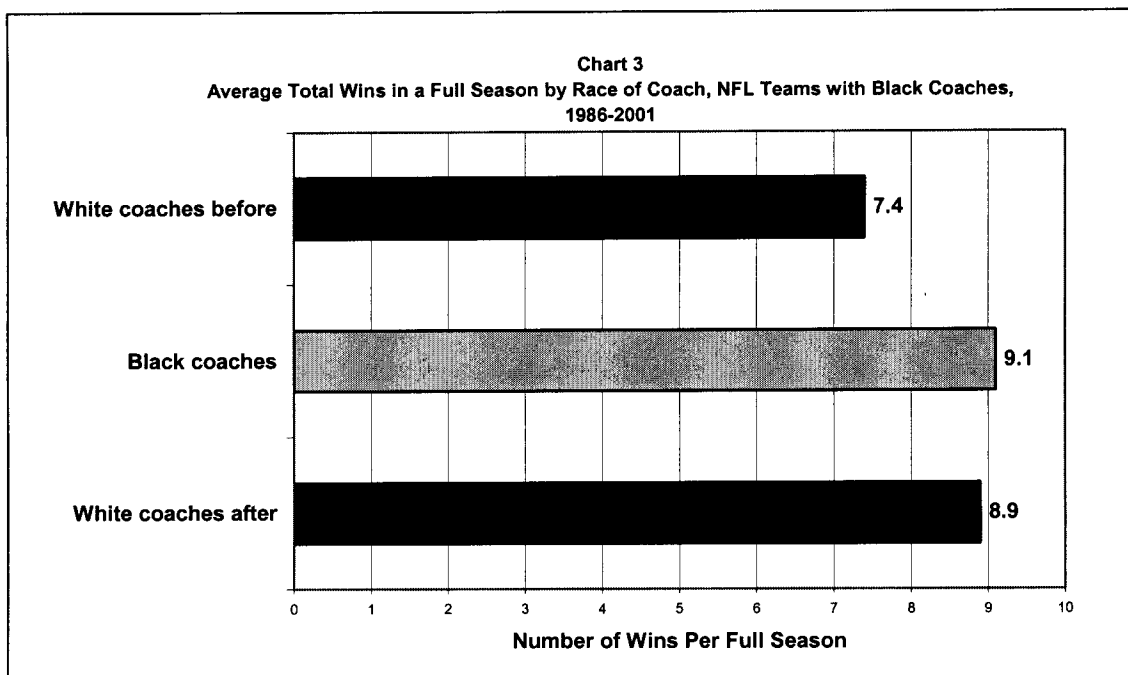
5. *Dr. Madden's Conclusions*

Dr. Madden concluded that while some of these racial differences are strong enough to statistically dismiss chance or random variation as the cause, there are simply too few black coaches to apply formal statistical analyses in every instance. However, she noted that the uniformity of these results is striking:

> No matter how we look at success, black coaches are performing better. These data are consistent with blacks having to be better coaches than the whites in order to get a job as a head coach in the NFL. The small number of black coaches is likely not to be just a "pipeline" problem. The black coach candidates in the pipeline seem to be held to a higher standard in the National Football League.

(Madden Rept. at 3)

C.   High-Impact Success of African-American Coaches

As Dr. Madden's analysis illustrates, black head coaches have statistically outperformed their white counterparts. But it is also critical to evaluate the impact – beyond the numbers – that each coach has had for his team. Black coaches have tended to inherit under-performing franchises but have engineered immediate and positive change. (*See* Profiles of Black NFL Head Coaches and Selected Head Coach Candidates, attached as Exhibit C)

1.   *Art Shell*

Art Shell, the first modern-era, black head coach, pioneered this successful trend. Under Shell's guidance, the Raiders returned to glory they had not known for nearly a decade. Not only was Shell successful in turning around the Raider franchise, but he stood out among his coaching peers. In his first complete season, Shell's team had a 12–4 win/loss record. The Raiders became the AFC West Division Champions for the first time in five years. They marched into the playoffs and won their first game. In 1990, his second year as head coach, he led his team back to the AFC Championship Game. During Shell's tenure, he outperformed most of the previous Raiders coaches and the majority of his peers among NFL coaches.

2.   *Dennis Green*

In 1992, Dennis Green joined Art Shell on the register of black head coaches and continued the tradition of excellence. In Green's first season with

the Minnesota Vikings, he led his team to a win/loss record equal to the elite coaches in the league. Marv Levy, Don Shula and Bill Cowher could boast no better record than Green for the season. In fact, only three coaches in the league could (Jimmy Johnson, Jim Mora and George Seifert). No first year coach in our database has achieved the same success, not even Green's conference rival Mike Holmgren, the much-heralded former coach of the Green Bay Packers.

Over the course of his tenure with the Vikings, Green won 63% of his games and took his team to the playoffs eight times. Only one coach, Marty Schottenheimer, has had more playoff appearances among the coaches in our Database.[9] Green coached the Vikings to four NFC Central Division Championships and took his team to the NFC Championship games following the 1998 and 2000 seasons. In 1998, Green's Vikings had a 15-1 win/loss record, the best in our Database. Only one other coach in Vikings history, Bud Grant, compares favorably to the record achieved by Dennis Green.

3. *Ray Rhodes*

Ray Rhodes became head coach of the Philadelphia Eagles in 1995. Like the black head coaches who preceded him, Rhodes was an instant success. He led the Eagles to a 10–6 record, to the playoffs and to a playoff victory. Rhodes was recognized by the league as Coach of the Year, an unprecedented honor for a first-year coach. During his second season, Rhodes again led his team to a winning season (10–6) and became the first coach in Eagles history to take his team to the playoffs during his first two seasons as head coach. In comparison, of the seven other coaches hired at the same time, none of them would achieve winning records during their first season and only three would during their second season (Dom Capers, Mike Shanahan and Tom Coughlin).

4. *Tony Dungy*

Before being named head coach of the Tampa Bay Buccaneers, Tony Dungy was consistently passed over for head coaching spots despite having a reputation around the league as one of the leading assistants and strongest head coaching candidates. When he finally got his chance in 1996, he was put at the helm of a team that was a consistent underachiever. (The Buccaneers had had only two winning seasons in the twenty-year history of the franchise.)

By his second season, Dungy turned the team around and the Buccaneers finished second in their conference. For the first time since 1982, the team went to the playoffs. In 1999, Dungy and the Buccaneers won the NFC Central Division and barely lost to the explosive St. Louis Rams in the NFC

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[9]   Marv Levy, the legendary coach for the Buffalo Bills, also had eight appearances.

Championship Game. The Buccaneers reached the playoffs in four of the five years that Dungy coached in Tampa Bay.

5. *Herman Edwards*

Herman Edwards, hired by the New York Jets in 2001, is the newest black head coach to join an NFL team. He is unquestionably a talented coach, but his abilities extend beyond the arena of athletic talent. Edwards is perhaps one of the most well-liked and highly regarded coaches in the NFL. His unique ability to communicate and teach helped him become the most successful first-year head coach in Jets history -- in fact, one of the more successful in league history. Edwards led the Jets to the playoffs and became the only coach in New York Jets history (including Hall of Famers like Weeb Ewbank and Bill Parcells) to accomplish this feat in his first season.

II. INFERIOR OPPORTUNITIES

Even with the great success achieved by African-American head coaches over the past twelve years, the door for other minority candidates has not swung open. Indeed, a disturbing trend of exclusion continues. In this section of the Report, we begin by describing troubling practices and trends in both hiring and firing that plague African-American candidates and coaches. We complete the section with some thoughts on why these practices, and the resulting limited opportunities for qualified black candidates, persist.

A. Examples

1. *Moving Goal Posts: the Higher Bar For Black Coaches*

Year after year, franchises pass up the opportunity to interview qualified African-American coaching candidates, dispelling the myth that the NFL is a meritocracy. The examples are legion; we cite just a few.

Sherman Lewis has been a coach for fourteen years and an offensive coordinator for ten of those years. He has four Super Bowl rings. After his 1997 Super Bowl-winning season with the Green Bay Packers, Lewis should have been a leading candidate for a head coaching slot. He was not even interviewed. (Silverstein 1997)

Emmitt Thomas has been a defensive assistant for 21 years and has 35 years of NFL experience. Thomas earned two Super Bowl rings as a coach for wide receivers and defensive backs with the Washington Redskins. He was a

defensive coordinator from 1995 to 2001. From 1995 to 1998, Thomas lead an Eagle defense that was ranked among the top five in the league in several categories, including yards surrendered, takeaways and sack percentages. Thomas currently continues his prolific career with the Atlanta Falcons, as their defensive backs coach. He has rarely been offered the opportunity to interview for a head coaching position.

Marvin Lewis was widely viewed as the best candidate for a head coaching position after his defensive team carried the Baltimore Ravens (and its weak offense) to a Super Bowl title in 2000. (Banks 2001) Many commentators opined that Marvin Lewis was the architect of the strongest defense in NFL history.[10] (Preston 2001) After the 2000 season, the Buffalo Bills were the only team to interview Marvin Lewis, and they made it clear that they had no serious interest in hiring him. He never received a tour of the team's facilities, nor was he invited to meet with the team's real decision-makers. (AP 2001)

Despite his strong record as a head coach, Art Shell has not been immune to the higher standard imposed on African-American head coaching candidates. In a league where recycled head coaches are common, Shell has never been offered a second chance to lead a team. For seven years, he has been passed over for other former head coaches, such as Dave Wannstedt, Joe Bugel, Bruce Coslet and Mike Shanahan, who, unlike Shell, did not have a winning season as head coach on their resume.[11] (Chad 1997)

In addition to these familiar and eminently qualified black candidates, there are many others who have been denied a fair chance to compete for head coaching positions. (See, e.g., Black Coaches Association lists of top black college and professional head coaching candidates, attached as Exhibit D) This group includes Terry Robiskie of the Cleveland Browns, Jim Skipper of the Carolina Panthers, Alex Wood of the Minnesota Vikings, Ted Cottrell of the New York Jets, Greg Blache of the Chicago Bears, Tim Lewis of the Pittsburgh Steelers, Willie Shaw of the Kansas City Chiefs, and Lovie Smith of the St. Louis Rams.

These men are not household names (but neither was Marty Mornhinweg when he was plucked from virtual obscurity to be head coach of the Detroit

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[10]   If the Ravens defense under Lewis was not the greatest of all time, it was certainly the best since the Bears defense of 1985, engineered by Buddy Ryan. Ryan, who is white, was hired as a head coach the following season by the Philadelphia Eagles.

[11]   Mike Shanahan's second chance at Denver came after two losing seasons with the Oakland Raiders. Shanahan, now one of the league's elite coaches, has since led the Broncos to two Super Bowl victories. Art Shell outperformed Shanahan in Oakland but has never worked as a head coach again.

Lions). Rather, they are talented men with decades of experience who could enjoy tremendous success as NFL head coaches. They have earned the right to be fairly considered.

2. *Recent Hiring Cycles: No Signs of Improvement*

As part of this Report, we closely examined the hiring cycles for the last three years. (*See* Hiring Cycles, 2000-2002, attached as Exhibit E) Progress toward equal opportunity in the head coaching ranks of professional football remains dismal. In the last three years, twenty-one men have been hired as head coaches. Two of them have been black. But only one, Herman Edwards, represents a "new" black coach hire.[12]

2000

In 2000, each of the nine men hired were white. The year was dominated by the hiring of coaches with little or no head coaching experience or with losing records. (*See* Exhibit E at 1-2)

For example, Dave McGinnis took over as head coach of the Cardinals after four years as the team's defensive coordinator. In those years, the Cardinals did not have a winning season, and the team's defense was not among the league's leaders.

Mike Sherman became the head coach in Green Bay after just one season as their offensive coordinator. He replaced the winning and experienced black coach Ray Rhodes, who was fired after just one season in which the team had an 8-8 win/loss record and failed to make the playoffs.

Dave Wannstedt, after three consecutive losing seasons with the Bears (out of his six as head coach in Chicago), became the head coach of the Miami Dolphins. Wannstedt's last two seasons with the Bears were both 4-12 catastrophes.

Bill Bellichick accepted a head coaching position with the Patriots after achieving only 45% wins in his four years with the Cleveland Browns. With this second chance, he led the Patriots to the Super Bowl in 2001.

Art Shell was not interviewed in the 2000 hiring cycle – by any team. Nor was winning defensive coordinator Emmitt Thomas seriously considered by any team. (Cotton 2000)

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[12] Tony Dungy had already been a head coach with the Tampa Bay Buccaneers when he was hired by the Indianapolis Colts in 2002.

2001

In 2001, six head coaches were hired. Only one was African-American, Herman Edwards of the New York Jets. Prior to the season, the Ravens won the Super Bowl on the strength of Marvin Lewis' defense. As noted above, this success earned him one interview, with the Buffalo Bills, and by all indications he was never under serious consideration.

2002

Of seven head coach openings in 2002, Tony Dungy was the only black coach hired. (His hiring by the Indianapolis Colts did not increase the overall number of black coaches, since he was simply moving over from Tampa Bay.)

Meanwhile, the Minnesota Vikings fired Dennis Green after the 2001 season – his first losing season in a career that spanned nearly a decade in which he amassed a 63% winning record. Instead of hiring their talented offensive coordinator Sherman Lewis as head coach, the Vikings hired their offensive line and assistant head coach Mike Tice, who reported to Lewis.

Green, with eight previous playoff appearances, was not interviewed for any of the other six head coaching vacancies. In comparison, Marty Schottenheimer, who had also been fired by one team (the Washington Redskins), was immediately offered and accepted a head coaching position with the San Diego Chargers.

Bill Callahan became head coach of the Oakland Raiders after three seasons as an offensive line coach and four as an offensive coordinator. Art Shell, the former head coach, was not interviewed.

Thus, by the commencement of the 2002 season, the actual number of black head coaches had declined from three to two. And with the addition of one more NFL team, the Houston Texans, the percentage of black coaches in the league is now the lowest it has been in over a decade.

3.   *First Fired: Notable Forced Departures*

The evidence we examined also illustrates that a parallel discriminatory trend exists extending to termination decisions. As Dr. Madden's report shows, the five African-American coaches fired between 1986 and 2001 outperformed the white coaches fired during that same time. But an examination of the context of these firings points to a greater disparity.

The Oakland Raiders fired Art Shell in 1994, in spite of the fact that he had posted winning records in both of his last two seasons coaching. In comparison, Al Davis, the team owner, fired his previous head coach Mike Shanahan after

two losing seasons and no playoff appearances. Tom Flores, the coach preceding Shanahan, was never fired and voluntarily left the Raiders in 1987 after failing to have a winning season for two years. In the context of Raider coaching history, Art Shell deserved another year as head coach.

There are often circumstances beyond a coach's control that can hinder success, such as player injuries and the periodic need to rebuild after the loss of veterans and free agents. In these circumstances, a coach with a winning record is usually given a season to "right the ship." Not so for African-American coaches.

Although Dennis Green was one of the most successful coaches in Viking and NFL history, it took only one sub-par season to see him fired. And it was a season that was likely doomed before it had begun, since Vikings morale had been destroyed by the pre-season death of a star player. (Pierson 2002) By comparison, Jerry Burns coached the Vikings to a 6-10 record in 1990, with no such excuse. Burns wasn't fired after that losing season, or the next, but left the team voluntarily in 1991.

Ray Rhodes was the victim of a hair-trigger termination, contrary to the understood practice of granting new coaches reasonable time to rebuild a team when necessary. It was no secret that the Packers were in for a rebuilding period when Rhodes arrived in 1999. Still, he was not afforded the opportunity to engineer that process and see it through to its conclusion, but was fired after one season. In contrast, Mike Sherman, who is white, took over after Rhodes was fired and was given the necessary time. During Sherman's second season as head coach, he returned the Packers to their expected form.

Finally, the firing of Tony Dungy in Tampa Bay deserves comment. Before Dungy, Sam Wyche coached the Buccaneers for four losing seasons before being fired. Before Wyche, Richard Williamson coached the Buccaneers for two losing seasons before being fired. Before Williamson, Ray Perkins coached the Buccaneers for four losing seasons before being fired. Alone among these Tampa Bay coaches, Dungy came in, erased the team's losing record and led the Buccaneers to the playoffs four times in five years, including his last season at Tampa Bay. He was fired in 2001 – after a winning season.[13]

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[13]   Dungy was fired with a 56% win record. It is worth noting that Vince Tobin, a white coach who joined the ranks of NFL coaches in 1996 with Dungy, was fired with a 39% win record. Dungy had outperformed Tobin in every objective criteria, although both men started with no previous NFL head coaching experience and were brought into losing franchises.

B. Explanations

1. No Diversity Among Decision-makers

Selecting a head coach is ultimately the responsibility of the team owner, although some or all aspects of that decision may be delegated. All the owners in the NFL are white. (Lapchick 2001) The second most important person in the decision-making process is the team's general manager. Of the thirty-two general managers in the NFL, only one is black: Ozzie Newsome of the Baltimore Ravens.

Our experience with glass ceiling cases against some of America's largest corporations has taught us that the complexion of the decision-makers often creates barriers to equal opportunity. It is not always a case of overt or conscious racism; more often, it is about people being most comfortable with those who are most familiar to them.[14]

2. No Diversity in Final Candidate Slates

It is currently not the practice of any NFL Team to require a diverse final candidate slate from which to fill open head coaching positions. Again, we have learned from successful challenges to glass ceilings in other industries that when minority candidates are closely compared side-by-side with other candidates, they have a good chance of being fairly considered and ultimately selected.

Team owners and general managers are now under no obligation to interview a specific number of candidates and no obligation to consider diversity in composing their short list of potential hires. It is no secret that many teams will have a predetermined replacement selected before the position is officially declared open. Under these circumstances, even highly qualified black NFL assistant coaches and college coaches have trouble getting on the radar screen of NFL decision-makers searching for a new coach.

3. The "Anti-Tampering" Policy

The NFL purportedly follows an anti-tampering policy that prevents owners from interviewing assistant coaches whose teams remain in post-season play. The policy is often cited to explain why qualified black candidates such as Marvin Lewis and Sherman Lewis are not interviewed for head coaching positions after highly successful seasons. But the anti-tampering rules, for example, did not

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[14]   Given this unfortunate reality, the NFL should make efforts in the years ahead to include minorities in its ownership ranks. That topic, however worthy, is beyond the scope of this Report.

prevent the San Diego Chargers from hiring Kevin Gilbride, the Jaguars' white offensive coordinator, less than a week after the conference championship. As commentators have noted, "[i]f a team wants someone to be its coach, it will find a way to get around the rules." (Silverstein 1997)

In the employment discrimination context, the anti-tampering policy would be known as a pretextual explanation – an excuse for discriminatory conduct that does not survive close scrutiny. For black NFL coaches, who must perform at a higher level to gain serious consideration, the policy has particularly perverse results. Without post-season experience, a black coach is unlikely to become a candidate for a head coaching position; but if his team makes the playoffs, the anti-tampering rules can be cited to preclude his consideration for a head coaching berth.

4. *The Stigma of Being Passed Over*

Finally, being repeatedly passed over for a head coaching position can become a stigma that carries its own negative effect, compounding the discrimination. A black coach who did extraordinary work and helped lead his team to the playoffs, but who is repeatedly passed over for the top coaching spots, quickly begins to lose his credibility among owners, fans and the press. (AP 1998) Such coaches may be seen as damaged goods and are forgotten as fresher candidates enter the spotlight. By 2001, for example, Sherman Lewis was no longer thought to be a hot prospect for a head coaching position for this very reason.

III. Game-Plan for Change

In this final section of our Report, we introduce our Fair Competition Resolution. This Resolution does not require teams to hire minority head coaches. Instead, we propose procedures and incentives that will promote an atmosphere in which African-American coaches are fairly and equally considered for head coaching positions. The methodology underlying this Resolution has been approved by courts in other employment contexts and has been adopted by some of the nation's largest corporations.

Fair Competition Resolution

We are calling on NFL owners to adopt the Fair Competition Resolution attached to this Report as Exhibit F, and we urge the Commissioner to bring this Resolution up for a vote before the next hiring season. The goal of this Resolution is to promote and facilitate an atmosphere of fair competition in all aspects of the NFL hiring process for head coaching positions. The Resolution would give the Commissioner's Office the authority to promote fair competition

through a series of tangible incentives and would require teams to set up legitimate mechanisms for the evaluation of diverse candidates.

A.   Diverse Decision-makers

Under the terms of the Fair Competition Resolution, the Commissioner would be empowered to reward at least one team each year for developing a diverse front office, particularly in positions that have significant decision-making authority relating to the hiring and firing of coaches. The reward would take the form of a draft choice.

Prior to draft day, the Commissioner would conduct a survey of the front offices of each team to assess the progress made in placing women, African-Americans and other minorities in positions of real power. Based on the results of his survey, the Commissioner may issue additional draft picks (at whatever round the Commissioner deems appropriate) to a team that has made quantifiable and substantial progress on this issue. The Commissioner would report the basis of these decisions in an annual report.

Diversity among key decision-makers will, over time, bring greater equity to the head coaching ranks.

B.   Racially Diverse Final Candidate Slates

A prerequisite to fair competition in hiring is a mandatory requirement that a racially diverse slate of final candidates be considered for each desired position.[15] Creating such a slate will go a long way toward leveling the playing field for black coaches. As we've illustrated throughout this Report, there are many instances where African-Americans are not included in the pool of serious candidates, despite the abundance of qualified black coaches.

Prior to the next hiring cycle, the NFL should require team owners to certify that their finalist interview pools for head coach, assistant head coach and coordinator positions include qualified candidates of diverse racial groups. Owners can choose to opt out of this requirement for a given hiring selection, but to do so they must forfeit a draft pick. We propose that teams forfeit a first round draft pick for declining to hire from a diverse final candidate slate for a head coach position, and a third round draft pick for declining to hire from a diverse final candidate slate for an assistant head coach or coordinator position.

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[15]   For example, this became a requirement under the Settlement Agreement in *Ingram v. The Coca-Cola Company*, No. 1-98-CV-3679 (N.D. Ga.), for all hiring into higher-level positions.

Under this Resolution, NFL owners and general managers will be motivated by both the carrot and the stick. Although ensuring the ability of black coaches to compete for open positions does not guarantee a different outcome in final selections, we believe that our proposal strikes the right balance by creating both incentives and penalties to steer behavior toward more open selection procedures. The Resolution thus encourages both competition *and* equal opportunity.

The Fair Competition Resolution is a game plan for change. But for this plan to be put into action, fans, sportswriters, commentators, players and coaches must make their voices heard to the NFL and team owners in support of the Resolution. Supporters should write to:

Paul Tagliabue
NFL Commissioner
National Football League
280 Park Avenue
New York, NY 10017

Please also send copies of such correspondence to "NFL Project" c/o Mehri & Skalet, PLLC, 1300 19th Street, N.W., Suite 400, Washington, D.C., 20036. More information about this issue may be obtained at **www.findjustice.com**.

C. Conclusion

Discrimination always damages society, but discriminatory practices by the NFL and its teams are even more devastating because the league operates at the epicenter of national consciousness. In particular, the NFL has an enormous impact on America's youth. When highly regarded coaches such as Marvin Lewis, Emmitt Thomas and Sherman Lewis are repeatedly passed over for head coaching positions without serious consideration, a not-so-subtle message condoning racial exclusion is passed on to our children. And what about the message this conduct sends to minority players who retire each year and consider a career in coaching? They have been and will continue to be discouraged from venturing down a career path where access to the top jobs cannot be obtained by merit alone.

The football field is level. Great athletic ability and the will to win determine what happens on the gridiron. But the same playing field is not level for African-American coaches. As *Black Enterprise* editor Earl Graves has aptly stated:

Excelling in football, as in any sport, particularly at the professional level, is about more than having a physical gift – it requires leadership,

intelligence, decisiveness, creativity, a powerful work ethic, and a commitment to excellence in both planning and performance. African Americans have demonstrated all of these characteristics, and then some, on the field. It is well past time for professional football to open up opportunities for African Americans to do the same on the sidelines.

(Graves 2002)

The Fair Competition Resolution offers the means for Commissioner Tagliabue to implement his often stated goal of diversifying the NFL coaching ranks. We have provided the basis for meaningful change; it is now the obligation of the National Football League to see that change happens.

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Attorney Johnnie L. Cochran, Jr. is recognized as an outstanding trial lawyer, civil libertarian and philanthropist throughout the world. In 1966, he founded the law firm of Cochran, Atkins and Evans, and earned a reputation as an outstanding trial lawyer. In 1981, he returned to private practice under the Firm name, "Johnnie L. Cochran, Jr., Inc." He is the only attorney, ever, in Los Angeles, to receive both the "Criminal Trial Lawyer of the Year" Award and the "Civil Trial Lawyer of the Year" Award. He also continues to negotiate record settlements, recently a settlement for $7.125 million dollars for Abner Louima. Mr. Cochran's national law firm of Cochran, Cherry, Givens & Smith, P.C. is America's largest plaintiff tort law firm. The firm now has offices in five states (California, New York, Illinois, Alabama and Georgia) with more than 60 lawyers devoted to civil trial litigation. Mr. Cochran, along with his new Partners, has been recognized by the renowned legal publication, *The National Law Journal*, as an outstanding trial lawyer. Mr. Cochran has been to over thirty Super Bowls and is fan of the Rams and the Raiders.

Cyrus Mehri

Cyrus Mehri is a founding partner of the law firm Mehri & Skalet, PLLC. Mr. Mehri serves as class counsel in two of the largest race discrimination cases in history: *Roberts v. Texaco Inc.*, which settled in November 1997 for $176 million, and *Ingram v. The Coca-Cola Company*, which settled in November 2000 for $192.5 million. Mr. Mehri has also focused on representing defrauded investors, pensioners and consumers, as well as small businesses subjected to price fixing. Mr. Mehri graduated from Cornell Law School in 1988. After graduation, Mr. Mehri served as a judicial law clerk for the Honorable John T. Nixon in the United States District Court for the Middle District of Tennessee. Mr. Mehri was named a finalist for "Trial Lawyer of the Year" by the Trial Lawyers for Public Justice for his work in the Texaco case in 1997, and again in 2001 for his work as co-lead counsel in the Coca-Cola case. In 2001, Mr. Mehri was named by *Regardie's Power* magazine as one of "Washington's Ten Most Feared Lawyers." Recently, *Corporate Counsel* described Mr. Mehri as the "one who pushed race discrimination to the top of Corporate America's agenda." Mr. Mehri is an avid fan of the NFL and the Dallas Cowboys.

Mr. Cochran and Mr. Mehri currently serve as co-lead counsel in a number of race discrimination class actions on behalf of African-Americans and Latinos at several companies, including Johnson & Johnson and BellSouth Corporation. Last year, they commissioned a study by professors at Cornell Law School entitled *Double Standard on Appeal: An Empirical Analysis of Employment Discrimination Cases in the U.S. Courts of Appeals.*

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Exhibit A

NFL Coaches and Win - Loss Records

1986 - 2001

Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
1986	Gene Stallings	Arz Cardinals	1986	4	11			W
1987	Gene Stallings	Arz Cardinals		7	8			W
1988	Gene Stallings	Arz Cardinals		7	9			W
1989	Gene Stallings (F)	Arz Cardinals		5	11			W
1990	Joe Bugel	Arz Cardinals	1990	5	11			W
1991	Joe Bugel	Arz Cardinals		4	12			W
1992	Joe Bugel	Arz Cardinals		4	12			W
1993	Joe Bugel	Arz Cardinals		7	9			W
1994	Buddy Ryan	Arz Cardinals	1994	8	8			W
1995	Buddy Ryan (F)	Arz Cardinals		4	12			W
1996	Vince Tobin	Arz Cardinals	1996	7	9			W
1997	Vince Tobin	Arz Cardinals		4	12			W
1998	Vince Tobin	Arz Cardinals		9	7	1	1	W
1999	Vince Tobin	Arz Cardinals		6	10			W
2000	Vince Tobin (F)	Arz Cardinals		2	5			W
2000	Dave McGinnis	Arz Cardinals	2000	1	8			W
2001	Dave McGinnis	Arz Cardinals		7	9			W
1986	Dan Henning	Atl Falcons	1983	7	8			W
1987	Marion Campbell	Atl Falcons	1987	3	12			W
1988	Marion Campbell	Atl Falcons		5	11			W
1989	Marion Campbell (F)	Atl Falcons		3	13			W
1990	Jerry Glanville	Atl Falcons	1990	5	11			W
1991	Jerry Glanville	Atl Falcons		10	6	1	1	W
1992	Jerry Glanville	Atl Falcons		6	10			W
1993	Jerry Glanville (F)	Atl Falcons		6	10			W
1994	June Jones	Atl Falcons	1994	7	9			W
1995	June Jones	Atl Falcons		9	7	0	1	W
1996	June Jones (F)	Atl Falcons		3	13			W
1997	Dan Reeves	Atl Falcons	1997	7	9			W
1998	Dan Reeves	Atl Falcons		14	2	2	1	W
1999	Dan Reeves	Atl Falcons		5	11			W
2000	Dan Reeves	Atl Falcons		4	12			W
2001	Dan Reeves	Atl Falcons		7	9			W
1996	Ted Marchibroda	Bal Ravens	1996	4	12			W
1997	Ted Marchibroda	Bal Ravens		6	9			W
1998	Ted Marchibroda (F)	Bal Ravens		6	10			W
1999	Brian Billick	Bal Ravens	1999	8	8			W
2000	Brian Billick	Bal Ravens		12	4	4	0	W
2001	Brian Billick	Bal Ravens		10	6	1	1	W
1986	Hank Bullough (F)	Buf Bills	1985	2	7			W
1986	Marv Levy	Buf Bills	1986	2	5			W

Year	Coach Name	Team Name	Year Started	W	L	Post Season W	L	Race
1987	Marv Levy	Buf Bills		7	8			W
1988	Marv Levy	Buf Bills		12	4	1	1	W
1989	Marv Levy	Buf Bills		9	7	0	1	W
1990	Marv Levy	Buf Bills		13	3	2	1	W
1991	Marv Levy	Buf Bills		13	3	2	1	W
1992	Marv Levy	Buf Bills		11	5	3	1	W
1993	Marv Levy	Buf Bills		12	4	2	1	W
1994	Marv Levy	Buf Bills		7	9			W
1995	Marv Levy	Buf Bills		10	6	1	1	W
1996	Marv Levy	Buf Bills		10	6	0	1	W
1997	Marv Levy	Buf Bills		6	10			W
1998	Wade Phillips	Buf Bills	1998	10	6	0	1	W
1999	Wade Phillips	Buf Bills		11	5	0	1	W
2000	Wade Phillips (F)	Buf Bills		8	8			W
2001	Gregg Williams	Buf Bills	2001	3	13			W
1995	Dom Capers	Car Panthers	1995	7	9			W
1996	Dom Capers	Car Panthers		12	4	1	1	W
1997	Dom Capers	Car Panthers		7	9			W
1998	Dom Capers (F)	Car Panthers		4	12			W
1999	George Seifert	Car Panthers		8	8			W
2000	George Seifert	Car Panthers	1999	7	9			W
2001	George Seifert* (F)	Car Panthers		1	15			W
1986	Mike Ditka	Chi Bears	1982	14	2	0	1	W
1987	Mike Ditka	Chi Bears		11	4	0	1	W
1988	Mike Ditka	Chi Bears		12	4	1	1	W
1989	Mike Ditka	Chi Bears		6	10			W
1990	Mike Ditka	Chi Bears		11	5	1	1	W
1991	Mike Ditka	Chi Bears		11	5	0	1	W
1992	Mike Ditka (F)	Chi Bears		5	11			W
1993	Dave Wannstedt	Chi Bears	1993	7	9			W
1994	Dave Wannstedt	Chi Bears		9	7	1	1	W
1995	Dave Wannstedt	Chi Bears		9	7			W
1996	Dave Wannstedt	Chi Bears		7	9			W
1997	Dave Wannstedt	Chi Bears		4	12			W
1998	Dave Wannstedt (F)	Chi Bears		4	12			W
1999	Dick Jauron	Chi Bears	1999	6	10			W
2000	Dick Jauron	Chi Bears		5	11			W
2001	Dick Jauron	Chi Bears		13	3	0	1	W
1986	Sam Wyche	Cin Bengals	1984	10	6			W
1987	Sam Wyche	Cin Bengals		4	11			W
1988	Sam Wyche	Cin Bengals		12	4	2	1	W
1989	Sam Wyche	Cin Bengals		8	8			W
1990	Sam Wyche	Cin Bengals		9	7	1	1	W
1991	Sam Wyche (F)	Cin Bengals		3	13			W
1992	Dave Shula	Cin Bengals	1992	5	11			W
1993	Dave Shula	Cin Bengals		3	13			W

Year	Coach Name	Team Name	Year Started	W	L	Post Season W	L	Race
1994	Dave Shula	Cin Bengals		3	13			W
1995	Dave Shula	Cin Bengals		7	9			W
1996	Dave Shula (F)	Cin Bengals		8	8			W
1997	Bruce Coslet	Cin Bengals	1997	7	9			W
1998	Bruce Coslet	Cin Bengals		3	13			W
1999	Bruce Coslet	Cin Bengals		4	12			W
2000	Bruce Coslet (F)	Cin Bengals		0	3			W
2000	Dick LeBeau	Cin Bengals	2000	4	9			W
2001	Dick LeBeau	Cin Bengals		6	10			W
1986	Marty Schottenheimer	Cle Browns	1984	12	4	1	1	W
1987	Marty Schottenheimer	Cle Browns		10	5	1	1	W
1988	Marty Schottenheimer (F)	Cle Browns		10	6	0	1	W
1989	Bud Carson	Cle Browns	1989	9	6	1	1	W
1990	Bud Carson (F)	Cle Browns		2	7			W
1990	Jim Shofner (I)	Cle Browns		1	6			W
1991	Bill Bellichick	Cle Browns	1991	6	10			W
1992	Bill Bellichick	Cle Browns		7	9			W
1993	Bill Bellichick	Cle Browns		7	9			W
1994	Bill Bellichick	Cle Browns		11	5	1	1	W
1995	Bill Bellichick (F)	Cle Browns		5	11			W
1999	Chris Palmer	Cle Browns	1999	2	14			W
2000	Chris Palmer (F)	Cle Browns		3	13			W
2001	Butch Davis	Cle Browns	2001	7	9			W
1986	Tom Landry	Dal Cowboys	1960	7	9	0	1	W
1987	Tom Landry	Dal Cowboys		7	8			W
1988	Tom Landry (F)	Dal Cowboys		3	13			W
1989	Jimmy Johnson	Dal Cowboys	1989	1	15			W
1990	Jimmy Johnson	Dal Cowboys		7	9			W
1991	Jimmy Johnson	Dal Cowboys		11	5	1	1	W
1992	Jimmy Johnson	Dal Cowboys		13	3	3	0	W
1993	Jimmy Johnson (L)	Dal Cowboys		12	4	3	0	W
1994	Barry Switzer	Dal Cowboys	1994	12	4	1	1	W
1995	Barry Switzer	Dal Cowboys		12	4	3	0	W
1996	Barry Switzer	Dal Cowboys		10	6	1	1	W
1997	Barry Switzer (F)	Dal Cowboys		6	10			W
1998	Chan Gailey	Dal Cowboys	1998	10	6	0	1	W
1999	Chan Gailey (F)	Dal Cowboys		8	8	0	1	W
2000	Dave Campo	Dal Cowboys	2000	5	11			W
2001	Dave Campo	Dal Cowboys		5	11			W
1986	Dan Reeves	Denver Broncos	1981	11	5	2	1	W
1987	Dan Reeves	Denver Broncos		10	4	2	1	W
1988	Dan Reeves	Denver Broncos		8	8			W
1989	Dan Reeves	Denver Broncos		11	5	2	1	W
1990	Dan Reeves	Denver Broncos		5	11			W
1991	Dan Reeves	Denver Broncos		12	4	1	1	W
1992	Dan Reeves (F)	Denver Broncos		8	8			W

Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
1993	Wade Phillips	Denver Broncos	1993	9	7	0	1	W
1994	Wade Phillips (F)	Denver Broncos		7	9			W
1995	Mike Shanahan	Denver Broncos	1995	8	8			W
1996	Mike Shanahan	Denver Broncos		13	3	0	1	W
1997	Mike Shanahan	Denver Broncos		12	4	4	0	W
1998	Mike Shanahan	Denver Broncos		14	2	3	0	W
1999	Mike Shanahan	Denver Broncos		6	10			W
2000	Mike Shanahan	Denver Broncos		11	5	0	1	W
2001	Mike Shanahan	Denver Broncos		8	8			W
1986	Darryl Rogers	Detroit Lions	1985	5	11			W
1987	Darryl Rogers	Detroit Lions		4	11			W
1988	Darryl Rogers (F)	Detroit Lions		4	12			W
1989	Wayne Fontes	Detroit Lions	1989	7	9			W
1990	Wayne Fontes	Detroit Lions		6	10			W
1991	Wayne Fontes	Detroit Lions		12	4	1	1	W
1992	Wayne Fontes	Detroit Lions		5	11			W
1993	Wayne Fontes	Detroit Lions		10	6	0	1	W
1994	Wayne Fontes	Detroit Lions		9	7	0	1	W
1995	Wayne Fontes	Detroit Lions		10	6	0	1	W
1996	Wayne Fontes (F)	Detroit Lions		5	11			W
1997	Bobby Ross	Detroit Lions	1997	9	7	0	1	W
1998	Bobby Ross	Detroit Lions		5	11			W
1999	Bobby Ross	Detroit Lions		8	8	0	1	W
2000	Bobby Ross (L)	Detroit Lions		5	4			W
2000	Garry Moeller (F)	Detroit Lions	2000	4	3			W
2001	Marty Mornhinweg	Detroit Lions		2	14			W
1986	Forrest Gregg	GB Packers	1984	4	12			W
1987	Forrest Gregg (F)	GB Packers		5	9			W
1988	Lindy Infante	GB Packers	1988	4	12			W
1989	Lindy Infante	GB Packers		10	6			W
1990	Lindy Infante	GB Packers		6	10			W
1991	Lindy Infante (F)	GB Packers		4	12			W
1992	Mike Holmgren	GB Packers	1992	9	7			W
1993	Mike Holmgren	GB Packers		9	7	1	1	W
1994	Mike Holmgren	GB Packers		9	7	1	1	W
1995	Mike Holmgren	GB Packers		11	5	2	1	W
1996	Mike Holmgren	GB Packers		13	3	3	0	W
1997	Mike Holmgren	GB Packers		13	3	2	1	W
1998	Mike Holmgren (L)	GB Packers		11	5	0	1	W
1999	Ray Rhodes (F)	GB Packers	1999	8	8			B
2000	Mike Sherman	GB Packers	2000	9	7			W
2001	Mike Sherman	GB Packers		12	4	1	1	W
1986	Rod Dowhower (F)	Ind Colts	1985	0	13			W
1986	Ron Meyer	Ind Colts		3	0			W
1987	Ron Meyer	Ind Colts		9	6			W
1988	Ron Meyer	Ind Colts		9	7			W

Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
1989	Ron Meyer	Ind Colts		8	8			W
1990	Ron Meyer	Ind Colts		7	9			W
1991	Rick Venturi (I) (F)	Ind Colts		1	10			W
1991	Ron Meyer (F)	Ind Colts		0	5			W
1992	Ted Marchibroda	Ind Colts		9	7			W
1993	Ted Marchibroda	Ind Colts		4	12			W
1994	Ted Marchibroda	Ind Colts		8	8			W
1995	Ted Marchibroda (F)	Ind Colts		9	7	2	1	W
1996	Lindy Infante	Ind Colts		9	7	0	1	W
1997	Lindy Infante (F)	Ind Colts		3	13			W
1998	Jim Mora	Ind Colts		3	13			W
1999	Jim Mora	Ind Colts		13	3	0	1	W
2000	Jim Mora	Ind Colts		10	6	0	1	W
2001	Jim Mora* (F)	Ind Colts		6	10			W
1995	Tom Coughlin	Jac Jaguars	1995	4	12			W
1996	Tom Coughlin	Jac Jaguars		9	7	2	1	W
1997	Tom Coughlin	Jac Jaguars		11	5	0	1	W
1998	Tom Coughlin	Jac Jaguars		11	5	1	1	W
1999	Tom Coughlin	Jac Jaguars		14	2	1	1	W
2000	Tom Coughlin	Jac Jaguars		7	9			W
2001	Tom Coughlin	Jac Jaguars		6	10			W
1986	John Mackovic (F)	KC Chiefs	1983	10	6			W
1987	Frank Gansz	KC Chiefs	1987	4	11			W
1988	Frank Gansz (F)	KC Chiefs		4	11			W
1989	Marty Schottenheimer	KC Chiefs	1989	8	7			W
1990	Marty Schottenheimer	KC Chiefs		11	5	0	1	W
1991	Marty Schottenheimer	KC Chiefs		10	6	1	1	W
1992	Marty Schottenheimer	KC Chiefs		10	6	0	1	W
1993	Marty Schottenheimer	KC Chiefs		11	5	2	1	W
1994	Marty Schottenheimer	KC Chiefs		9	7	0	1	W
1995	Marty Schottenheimer	KC Chiefs		13	3	0	1	W
1996	Marty Schottenheimer	KC Chiefs		9	7	0	1	W
1997	Marty Schottenheimer	KC Chiefs		13	3	0	1	W
1998	Marty Schottenheimer (L)	KC Chiefs		7	9			W
1999	Gunther Cunningham	KC Chiefs	1999	9	7			W
2000	Gunther Cunningham (F)	KC Chiefs		7	9			W
2001	Dick Vermeil	KC Chiefs	2001	6	10			W
1986	Don Shula	Miami Dolphins	1970	8	8			W
1987	Don Shula	Miami Dolphins		8	7			W
1988	Don Shula	Miami Dolphins		6	10			W
1989	Don Shula	Miami Dolphins		8	8			W
1990	Don Shula	Miami Dolphins		12	4	1	1	W
1991	Don Shula	Miami Dolphins		8	8			W
1992	Don Shula	Miami Dolphins		11	5	1	1	W
1993	Don Shula	Miami Dolphins		9	7			W
1994	Don Shula	Miami Dolphins		10	6	1	1	W

Year	Coach Name	Team Name	Year Started	W	L	Post Season W	Post Season L	Race
1995	Don Shula (L)	Miami Dolphins		9	7	0	1	W
1996	Jimmy Johnson	Miami Dolphins	1996	8	8			W
1997	Jimmy Johnson	Miami Dolphins		9	7	0	1	W
1998	Jimmy Johnson	Miami Dolphins		10	6	1	1	W
1999	Jimmy Johnson (L)	Miami Dolphins		9	7	1	1	W
2000	Dave Wannstedt	Miami Dolphins	2000	11	5	1	1	W
2001	Dave Wannstedt	Miami Dolphins		11	5	0	1	W
1986	Jerry Burns	Minn Vikings	1986	9	7			W
1987	Jerry Burns	Minn Vikings		8	8	2	1	W
1988	Jerry Burns	Minn Vikings		11	5	1	1	W
1989	Jerry Burns	Minn Vikings		10	6	0	1	W
1990	Jerry Burns	Minn Vikings		6	10			W
1991	Jerry Burns (L)	Minn Vikings		8	8			W
1992	Dennis Green	Minn Vikings	1992	11	5	0	1	B
1993	Dennis Green	Minn Vikings		9	7	0	1	B
1994	Dennis Green	Minn Vikings		10	6	0	1	B
1995	Dennis Green	Minn Vikings		8	8			B
1996	Dennis Green	Minn Vikings		9	7	0	1	B
1997	Dennis Green	Minn Vikings		9	7	1	1	B
1998	Dennis Green	Minn Vikings		15	1	1	1	B
1999	Dennis Green	Minn Vikings		10	6	1	1	B
2000	Dennis Green*(F)	Minn Vikings		11	5	1	1	B
2001	Dennis Green	Minn Vikings		5	10			B
2001	Mike Tice	Minn Vikings		0	1			W
1986	Raymond Berry	NEng Patriots	1984	11	5	0	1	W
1987	Raymond Berry	NEng Patriots		8	7			W
1988	Raymond Berry	NEng Patriots		9	7			W
1989	Raymond Berry (F)	NEng Patriots		5	11			W
1990	Rod Rust (F)	NEng Patriots	1990	1	15			W
1991	Dick MacPherson	NEng Patriots	1991	6	10			W
1992	Dick MacPherson (F)	NEng Patriots		2	14			W
1993	Bill Parcells	NEng Patriots	1993	5	11			W
1994	Bill Parcells	NEng Patriots		10	6	0	1	W
1995	Bill Parcells	NEng Patriots		6	10			W
1996	Bill Parcells (L)	NEng Patriots		11	5	2	1	W
1997	Pete Carroll	NEng Patriots	1997	10	6	1	1	W
1998	Pete Carroll	NEng Patriots		9	7	0	1	W
1999	Pete Carroll (F)	NEng Patriots		8	8			W
2000	Bill Bellichick	NEng Patriots	2000	5	11			W
2001	Bill Bellichick	NEng Patriots		11	5	3	0	W
1986	Bill Parcells	New York Giants	1983	14	2	3	0	W
1987	Bill Parcells	New York Giants		6	9			W
1988	Bill Parcells	New York Giants		10	6			W
1989	Bill Parcells	New York Giants		12	4	0	1	W
1990	Bill Parcells (L)	New York Giants		13	3	3	0	W
1991	Ray Handley	New York Giants	1991	8	8			W

Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
1992	Ray Handley (F)	New York Giants		6	10			W
1993	Dan Reeves	New York Giants	1993	11	5	1	1	W
1994	Dan Reeves	New York Giants		9	7			W
1995	Dan Reeves	New York Giants		5	11			W
1996	Dan Reeves (F)	New York Giants		6	10			W
1997	Jim Fassel	New York Giants	1997	10	5	0	1	W
1998	Jim Fassel	New York Giants		8	8			W
1999	Jim Fassel	New York Giants		7	9			W
2000	Jim Fassel	New York Giants		12	4	2	1	W
2001	Jim Fassel	New York Giants		7	9			W
1986	Joe Walton	New York Jets	1983	10	6	1	1	W
1987	Joe Walton	New York Jets		7	9			W
1988	Joe Walton	New York Jets		8	7			W
1989	Joe Walton (F)	New York Jets		4	12			W
1990	Bruce Coslet	New York Jets	1990	6	10			W
1991	Bruce Coslet	New York Jets		8	8	0	1	W
1992	Bruce Coslet	New York Jets		4	12			W
1993	Bruce Coslet (F)	New York Jets		8	8			W
1994	Pete Carroll (F)	New York Jets	1994	6	10			W
1995	Rich Kotite	New York Jets	1995	3	13			W
1996	Rich Kotite (F)	New York Jets		1	15			W
1997	Bill Parcells	New York Jets	1997	9	7			W
1998	Bill Parcells	New York Jets		12	4	1	1	W
1999	Bill Parcells (L)	New York Jets		8	8			W
2000	Al Groh (L)	New York Jets	2001	9	7			W
2001	Herman Edwards	New York Jets	2001	10	6	0	1	B
1986	Jim Mora	NO Saints	1986	7	9			W
1987	Jim Mora	NO Saints		12	3	0	1	W
1988	Jim Mora	NO Saints		10	6			W
1989	Jim Mora	NO Saints		9	7			W
1990	Jim Mora	NO Saints		8	8	0	1	W
1991	Jim Mora	NO Saints		11	5	0	1	W
1992	Jim Mora	NO Saints		12	4	0	1	W
1993	Jim Mora	NO Saints		8	8			W
1994	Jim Mora	NO Saints		7	9			W
1995	Jim Mora	NO Saints		7	9			W
1996	Jim Mora	NO Saints		2	6			W
1996	Rick Venturi (I) (F)	NO Saints	1996	1	7			W
1997	Mike Ditka	NO Saints	1997	6	10			W
1998	Mike Ditka	NO Saints		6	10			W
1999	Mike Ditka (F)	NO Saints		3	13			W
2000	Jim Haslett	NO Saints	2000	10	6	1	1	W
2001	Jim Haslett	NO Saints		7	9			W
1986	Tom Flores	Oakland Raiders	1979	8	8			H
1987	Tom Flores (L)	Oakland Raiders		5	10			H
1988	Mike Shanahan	Oakland Raiders	1988	7	9			W

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Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
1989	Mike Shanahan (F)	Oakland Raiders		1	3			W
1989	Art Shell	Oakland Raiders	1989	7	5			B
1990	Art Shell	Oakland Raiders		12	4	1	1	B
1991	Art Shell	Oakland Raiders		9	7	0	1	B
1992	Art Shell	Oakland Raiders		7	9			B
1993	Art Shell	Oakland Raiders		10	6	1	1	B
1994	Art Shell (F)	Oakland Raiders		9	7			B
1995	Mike White	Oakland Raiders	1995	8	8			W
1996	Mike White (F)	Oakland Raiders		7	9			W
1997	Joe Bugel (F)	Oakland Raiders	1997	4	12			W
1998	Jon Gruden	Oakland Raiders	1998	8	8			W
1999	Jon Gruden	Oakland Raiders		8	8			W
2000	Jon Gruden	Oakland Raiders		12	4	1	1	W
2001	Jon Gruden* (L)	Oakland Raiders		10	6	1	1	W
1986	Buddy Ryan	Phl Eagles	1986	5	10			W
1987	Buddy Ryan	Phl Eagles		7	8			W
1988	Buddy Ryan	Phl Eagles		10	6	0	1	W
1989	Buddy Ryan	Phl Eagles		11	5	0	1	W
1990	Buddy Ryan (F)	Phl Eagles		11	6	0	1	W
1991	Rich Kotite	Phl Eagles	1991	10	6			W
1992	Rich Kotite	Phl Eagles		11	5	1	1	W
1993	Rich Kotite	Phl Eagles		8	8			W
1994	Rich Kotite (F)	Phl Eagles		7	9			W
1995	Ray Rhodes	Phl Eagles	1995	10	6	1	1	B
1996	Ray Rhodes	Phl Eagles		10	6	0	1	B
1997	Ray Rhodes	Phl Eagles		6	9			B
1998	Ray Rhodes (F)	Phl Eagles		3	13			B
1999	Andy Reid	Phl Eagles	1999	5	11			W
2000	Andy Reid	Phl Eagles		11	5	1	1	W
2001	Andy Reid	Phl Eagles		11	5	2	1	W
1986	Chuck Noll	Pitt Steelers	1969	6	10			W
1987	Chuck Noll	Pitt Steelers		8	8			W
1988	Chuck Noll	Pitt Steelers		5	11			W
1989	Chuck Noll	Pitt Steelers		9	7	1	1	W
1990	Chuck Noll	Pitt Steelers		9	7			W
1991	Chuck Noll (L)	Pitt Steelers		7	9			W
1992	Bill Cowher	Pitt Steelers	1992	11	5	0	1	W
1993	Bill Cowher	Pitt Steelers		9	7	0	1	W
1994	Bill Cowher	Pitt Steelers		12	4	1	1	W
1995	Bill Cowher	Pitt Steelers		11	5	2	1	W
1996	Bill Cowher	Pitt Steelers		10	6	1	1	W
1997	Bill Cowher	Pitt Steelers		11	5	1	1	W
1998	Bill Cowher	Pitt Steelers		7	9			W
1999	Bill Cowher	Pitt Steelers		6	10			W
2000	Bill Cowher	Pitt Steelers		9	7			W

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Year	Coach Name	Team Name	Year Started	W	L	Post Season		Race
						W	L	
2001	Bill Cowher	Pitt Steelers		13	3	1	1	W
1986	Al Saunders	SD Chargers	1986	4	12			W
1987	Al Saunders	SD Chargers		8	7			W
1988	Al Saunders (F)	SD Chargers		6	10			W
1989	Dan Henning	SD Chargers	1989	6	10			W
1990	Dan Henning	SD Chargers		6	10			W
1991	Dan Henning (F)	SD Chargers		4	12			W
1992	Bobby Ross	SD Chargers	1992	11	5	1	1	W
1993	Bobby Ross	SD Chargers		8	8			W
1994	Bobby Ross	SD Chargers		11	5	2	1	W
1995	Bobby Ross	SD Chargers		9	7	0	1	W
1996	Bobby Ross (F)	SD Chargers		8	8			W
1997	Kevin Gilbride	SD Chargers	1997	4	12			W
1998	Kevin Gilbride (F)	SD Chargers		2	4			W
1998	June Jones (F)	SD Chargers	1998	3	7			W
1999	Mike Riley	SD Chargers	1999	8	8			W
2000	Mike Riley	SD Chargers		1	15			W
2001	Mike Riley* (F)	SD Chargers		5	11			W
1986	Chuck Knox	Seattle Seahawks	1983	10	6			W
1987	Chuck Knox	Seattle Seahawks		9	6	0	1	W
1988	Chuck Knox	Seattle Seahawks		9	7	0	1	W
1989	Chuck Knox	Seattle Seahawks		7	9			W
1990	Chuck Knox	Seattle Seahawks		9	7			W
1991	Chuck Knox (F)	Seattle Seahawks		7	9			W
1992	Tom Flores	Seattle Seahawks	1992	2	14			H
1993	Tom Flores	Seattle Seahawks		6	10			H
1994	Tom Flores (F)	Seattle Seahawks		6	10			H
1995	Dennis Erickson	Seattle Seahawks	1995	8	8			W
1996	Dennis Erickson	Seattle Seahawks		7	9			W
1997	Dennis Erickson	Seattle Seahawks		8	8			W
1998	Dennis Erickson (F)	Seattle Seahawks		8	8			W
1999	Mike Holmgren	Seattle Seahawks	1999	9	7	0	1	W
2000	Mike Holmgren	Seattle Seahawks		6	10			W
2001	Mike Holmgren	Seattle Seahawks		9	7			W
1986	Bill Walsh	SF 49ers	1979	10	5	0	1	W
1987	Bill Walsh	SF 49ers		13	2	0	1	W
1988	Bill Walsh (L)	SF 49ers		10	6	3	0	W
1989	George Seifert	SF 49ers	1989	14	2	3	0	W
1990	George Seifert	SF 49ers		14	2	1	1	W
1991	George Seifert	SF 49ers		10	6			W
1992	George Seifert	SF 49ers		14	2	1	1	W
1993	George Seifert	SF 49ers		10	6	1	1	W
1994	George Seifert	SF 49ers		13	3	3	0	W
1995	George Seifert	SF 49ers		11	5	0	1	W
1996	George Seifert (L)	SF 49ers		12	4	1	1	W
1997	Steve Mariucci	SF 49ers	1997	13	3	1	1	W

Year	Coach Name	Team Name	Year Started	W	L	Post Season W	Post Season L	Race
1998	Steve Mariucci	SF 49ers		11	5	1	1	W
1999	Steve Mariucci	SF 49ers		4	12			W
2000	Steve Mariucci	SF 49ers		6	10			W
2001	Steve Mariucci	SF 49ers		12	4	0	1	W
1986	John Robinson	St Louis Rams	1983	10	6	0	1	W
1987	John Robinson	St Louis Rams		6	9			W
1988	John Robinson	St Louis Rams		10	6	0	1	W
1989	John Robinson	St Louis Rams		11	5	2	1	W
1990	John Robinson	St Louis Rams		5	11			W
1991	John Robinson (F)	St Louis Rams		3	13			W
1992	Chuck Knox	St Louis Rams	1992	6	10			W
1993	Chuck Knox	St Louis Rams		5	11			W
1994	Chuck Knox (F)	St Louis Rams		4	12			W
1995	Rich Brooks	St Louis Rams	1995	7	9			WW
1996	Rich Brooks (F)	St Louis Rams		6	10			W
1997	Dick Vermeil	St Louis Rams	1997	5	11			W
1998	Dick Vermeil	St Louis Rams		4	12			W
1999	Dick Vermeil (F)	St Louis Rams		13	3	3	0	W
2000	Mike Martz	St Louis Rams	2000	10	6	0	1	W
2001	Mike Martz	St Louis Rams		14	2	2	1	W
1986	Leeman Bennett (F)	TB Buccaneers	1985	2	14			W
1987	Ray Perkins	TB Buccaneers	1987	4	11			W
1988	Ray Perkins	TB Buccaneers		5	11			W
1989	Ray Perkins	TB Buccaneers		5	11			W
1990	Ray Perkins (F)	TB Buccaneers		5	8			W
1990	Richard Williamson	TB Buccaneers	1990	1	2			W
1991	Richard Williamson (F)	TB Buccaneers		3	13			W
1992	Sam Wyche	TB Buccaneers	1992	5	11			W
1993	Sam Wyche	TB Buccaneers		5	11			W
1994	Sam Wyche	TB Buccaneers		6	10			W
1995	Sam Wyche (F)	TB Buccaneers		7	9			W
1996	Tony Dungy	TB Buccaneers	1996	6	10			B
1997	Tony Dungy	TB Buccaneers		10	6	1	1	B
1998	Tony Dungy	TB Buccaneers		8	8			B
1999	Tony Dungy	TB Buccaneers		11	5	1	1	B
2000	Tony Dungy	TB Buccaneers		10	6	0	1	B
2001	Tony Dungy* (F)	TB Buccaneers		9	7	0	1	B
1986	Jerry Glanville	Ten Titans	1985	5	11			W
1987	Jerry Glanville	Ten Titans		9	6	1	1	W
1988	Jerry Glanville	Ten Titans		10	6	1	1	W
1989	Jerry Glanville (F)	Ten Titans		9	7	0	1	W
1990	Jack Pardee	Ten Titans	1990	9	7	0	1	W
1991	Jack Pardee	Ten Titans		11	5	1	1	W
1992	Jack Pardee	Ten Titans		10	6	0	1	W
1993	Jack Pardee	Ten Titans		12	4	0	1	W
1994	Jack Pardee (F)	Ten Titans		1	9			W

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Year	Coach Name	Team Name	Year Started	W	L	Post Season W	L	Race
1994	Jeff Fisher	Ten Titans	1994	1	5			W
1995	Jeff Fisher	Ten Titans		7	9			W
1996	Jeff Fisher	Ten Titans		8	8			W
1997	Jeff Fisher	Ten Titans		8	8			W
1998	Jeff Fisher	Ten Titans		8	8			W
1999	Jeff Fisher	Ten Titans		13	3	3	1	W
2000	Jeff Fisher	Ten Titans		13	3	0	1	W
2001	Jeff Fisher	Ten Titans		7	9			W
1986	Joe Gibbs	Was Redskins	1981	12	4	2	1	W
1987	Joe Gibbs	Was Redskins		11	4	3	0	W
1988	Joe Gibbs	Was Redskins		7	9			W
1989	Joe Gibbs	Was Redskins		10	6			W
1990	Joe Gibbs	Was Redskins		10	6	1	1	W
1991	Joe Gibbs	Was Redskins		14	2	3	0	W
1992	Joe Gibbs (L)	Was Redskins		9	7	1	1	W
1993	Richie Pettibon	Was Redskins	1993	4	12			W
1994	Norv Turner	Was Redskins	1994	3	13			W
1995	Norv Turner	Was Redskins		6	10			W
1996	Norv Turner	Was Redskins		9	7			W
1997	Norv Turner	Was Redskins		8	7			W
1998	Norv Turner	Was Redskins		6	10			W
1999	Norv Turner	Was Redskins		10	6	1	1	W
2000	Norv Turner (F)	Was Redskins		7	6			W
2000	Terry Robiskie (I)	Was Redskins	2000	1	2			B
2001	Marty Schottenheimer* (F)	Was Redskins	2001	8	8			W
	*Replaced after 2001							
	(F) Fired							
	(L) Left							
	(I) Interim							

MEHRI & SKALET, PLLC

Exhibit B

A Study of Racial Differences
in the
Records of NFL Coaches, 1986-2001

by
Janice Fanning Madden, Ph.D.

September 30, 2002

I have analyzed the regular season win records of black and white coaches in the National Football League between 1986 and 2001. I have examined the proportion of teams making the playoffs coached by both black coaches and white coaches. I have examined these outcomes by stage of career and for teams that hire black coaches. I find that, by any measure used, black coaches were more successful than white coaches.

I.   Basis for Study

There are relatively few black coaches in the National Football League. Between the 1986 and the 2001 seasons, 86 whites, but only 5 African Americans, coached an NFL team for at least a full season. African Americans accounted for a little more than 5% of these coaches, a percentage that is less than half their share of the U.S. population, but that is a far smaller share of their percentage of participants in professional football. For example, Northeastern University's Center for the Study of Sport in Society *2001 Racial and Gender Report Card* indicates that 28% of NFL assistant coaches and 67% of NFL players are African American.

Why are the numbers of black NFL coaches so small? African Americans may be underrepresented in the "pipeline" (the particular set of jobs that NFL coaches usually have preceding their appointments as coaches). The pipeline may not be the only explanation, however, for the underrepresentation of blacks among NFL coaches. Blacks may also be underrepresented because, when in the pipeline, they must also meet higher standards than whites in order to be selected as head coaches. In this study, I examine whether NFL teams effectively "require" that blacks be better than whites in order to be appointed as a coach and to continue coaching once appointed.

For coaching, unlike most other jobs, there is an objective record of performance. Coaches are responsible for making teams successful and success is readily measured in terms of win-loss records and advancement to the playoffs. If race does not affect which of the potential coaches in the pipeline are selected to be an NFL head coach, then there should be no difference by race in the win-loss or playoff records of black coaches and white coaches. We can tell whether NFL teams "require" that black coaches be better than white coaches in order to obtain and to keep their positions, then, by comparing the win-loss and playoff records of white and black coaches.

The law firm of Mehri & Skalet PLLC compiled a database that included the win-loss records, and whether the team made the playoffs, for every NFL team and coach between 1986 and 2001. I used those data to compute the win-loss records and whether the team was in the playoffs for each year for all coaches who were in their jobs for a full season. I combined the win-loss records and the proportion of team-seasons in the playoffs for black coaches and for white coaches. I examined the overall records, the first season record, and the final season record for coaches who left involuntarily. I also examined the records for white coaches and for black coaches for the teams who have had black coaches.

In each and every one of these comparisons, black coaches have a stronger record than white coaches. The regular season wins and the playoff advantages of black

coaches occur at all stages of their coaching careers. Black coaches have to perform better in their initial season and they are still performing better in their last season with the team, when they are forced to leave their jobs. This result is consistent with NFL teams "requiring" that black coaches be better than whites in order to obtain and to keep their positions. I explain and illustrate each of these comparisons below.

II.   Overall Season Records

Based on the 27 full seasons coached by 5 black coaches and the 426 full seasons coached by 86 white coaches between 1986 and 2001, black coaches averaged 9.1 wins and white coaches averaged 8 wins, a racial difference of 1.1 wins. These win records by race are illustrated on Chart 1, with the first set of bars.

This racial difference in wins is particularly important in a league that is balanced in strength. For example, during this time period over sixty percent of teams with exactly nine wins made the playoffs, but less than ten percent of those with eight wins did so. Because African American coaches had more wins, it is not surprising that there is a substantial racial gap in the probability of making the playoffs. Two-thirds of the teams coached by African American coaches made the playoffs, but only 39 percent of those with white coaches did. These playoff records by race are illustrated on Chart 2, with the first set of bars.

III.   Season Records for First Season

The win advantage of black coaches is even greater for their first full season on the job. Based on the first full seasons coached by 6 African American coaches and by 94 white coaches,[1] African American coaches averaged 9.5 wins versus an average of only 6.8 wins for white coaches in their first year, a racial difference of 2.7 wins. These win records for the first year of coaching, by race of coach, are illustrated on Chart 1, with the second set of bars.

Sixty-six percent of first year black coaches made the playoffs, but only 20 percent of white coaches did. These playoff records for first year coaches, by race of coach, are illustrated on Chart 2, with the second set of bars.

IV.   Season Records for Seasons of Forced Departure

African American coaches who were forced to leave their jobs also were winning more games than white coaches when they were forced to leave. The 5 African American coaches who were forced to leave after completing a full season with their teams, between 1986 and 2001, had an average of 6.8 wins while the 65 white coaches in a similar situation had 5.5 wins, a racial difference of 1.3 wins. These win records for the (involuntarily) final year of coaching, by race of coach, are illustrated on Chart 1, with the third set of bars.

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[1]   There are more black and white coaches (e.g., 6 and 94) with a first season than there are total coaches (e.g., 5 and 86) because some coaches coach for more than one team and hence have more than one first year with a team.

Twenty percent of these black coaches made the playoffs in the season that they were terminated, but only eight percent of white coaches did. These playoff records for final year coaches, by race of coach, are illustrated on Chart 2, with the third set of bars.

V.   Season Records for Teams Who Have Had a Black Coach

One potential explanation for the stronger performance of black coaches by all measures could be that the stronger teams hire African American coaches, and the weaker teams hire white coaches. A simple way to consider team quality is to examine the win-loss records of white and black coaches only for the six teams (Green Bay Packers, Minnesota Vikings, New York Jets, Oakland Raiders, Philadelphia Eagles, and Tampa Bay Buccaneers) that have hired black coaches. Chart 3 illustrates the season wins for white coaches who preceded the black coaches (7.4) (the top bar on the chart), for black coaches (9.1) (the middle bar on the chart), and for those white coaches who followed the black coaches (8.9) (the bottom bar on the chart) for these six teams. Once again, black coaches for these six teams had more wins than the white coaches who preceded them and more wins that the white coaches who succeeded them.

VI.   Conclusions

The uniformity of the results of comparing regular season wins and playoff records for white and black coaches in various ways is striking. No matter how we look at success, black coaches are performing better.[2] These data are consistent with blacks having to be better coaches than whites in order to get a job as a head coach in the NFL. The small number of black coaches is likely not to be just a "pipeline" problem. The black coach candidates in the pipeline seem to be held to a higher standard by the teams in the National Football League.

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[2]   The small number of black coaches hired by NFL teams makes it difficult to conduct more formal statistical analyses of racial differences. While many of the racial differences reported here are strong enough that a statistical test dismisses chance or random variation as the reason for racial differences, in the end, there are simply too few black coaches for more formal statistical analyses to be appropriate.

Dr. Janice Madden

Janice F. Madden is Professor of Sociology, Real Estate, and Regional Science at the University of Pennsylvania. She came to Penn in 1972 after completing her Ph.D. in economics at Duke University. She served as Vice Provost for Graduate Education, Penn's chief officer for graduate education, from 1991-99. She is currently Director of the Alice Paul Research Center and the Women's Studies program at Penn. Dr. Madden's research dealing with the effects of race and gender on employment outcomes has been published in a variety of prominent economics and social science journals. She has written four books: The Economics of Sex Discrimination (1972, reprinted 1975); Post-Industrial Philadelphia (1990); Work, Wages, and Poverty (1991); and Changes in Income and Inequality within U.S. Metropolitan Areas (2000). Her research has been supported by the National Science Foundation, the National Institute of Mental Health, the Brookings Institution, and other federal agencies and foundations. As a consultant at Econsult Corporation, she has been retained as an expert in labor economics and statistics by both plaintiffs and defendants in discrimination litigation involving race, age, and gender. These cases have involved complex statistical analyses involving thousands of employees, including the recently settled racial discrimination allegations against The Coca-Cola Company and against the Federal Deposit Insurance Company.

Chart 1
Average Wins Per Full Season for NFL Coaches, by Race and Stage of Career, 1986-2001

Horizontal bar chart. Y-axis: Career Stage. X-axis: Number of Wins Per Full Season (0 to 10).

Career Stage	Black coaches	White coaches
Average all seasons	9.1	8
First season	9.5	6.8
Last season	6.8	5.5

Legend: Black coaches (shaded), White coaches (solid black)
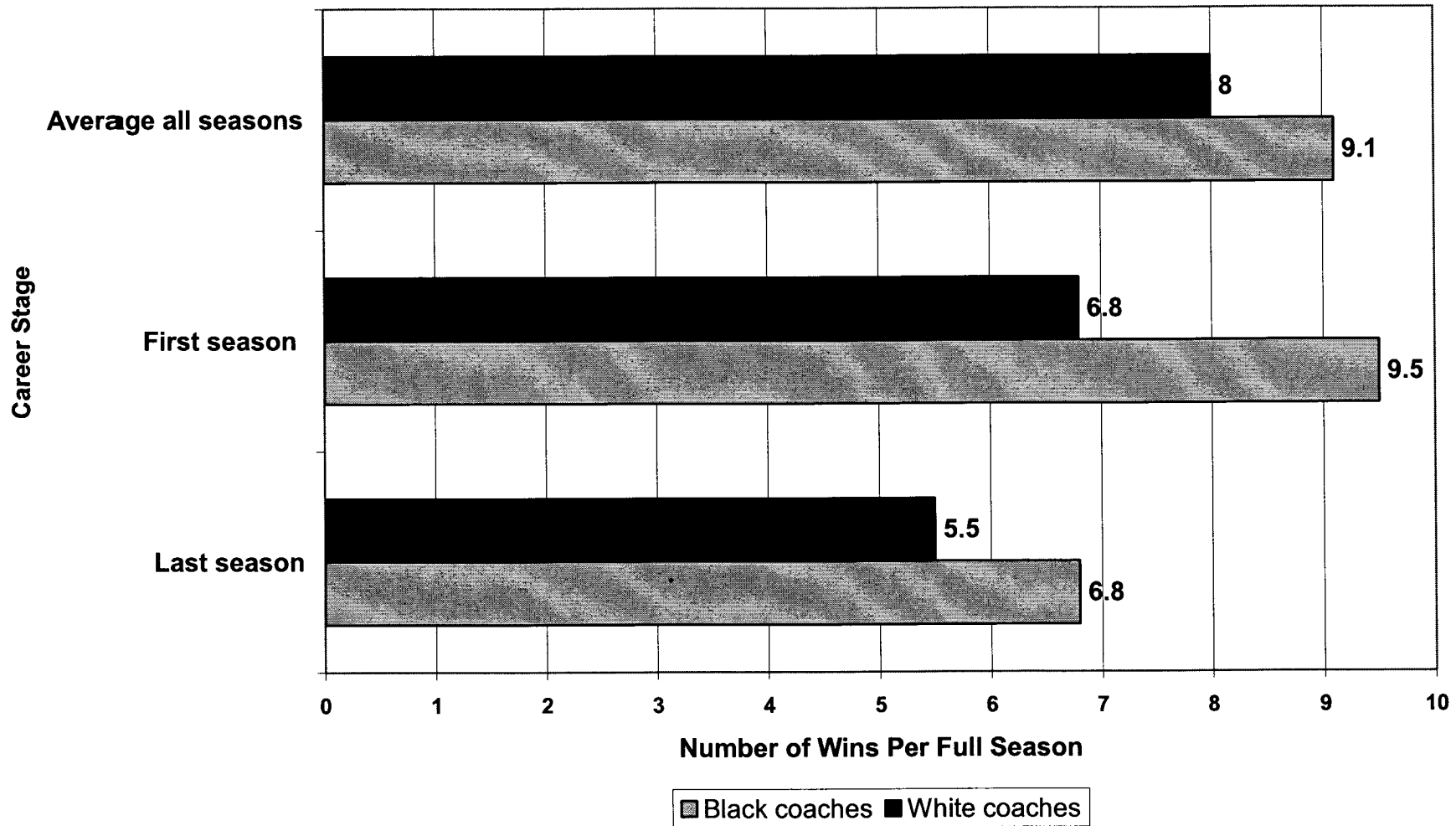
Chart 2
Proportion of NFL Coaches in Playoffs, by Race and Stage of Career, 1986-2001
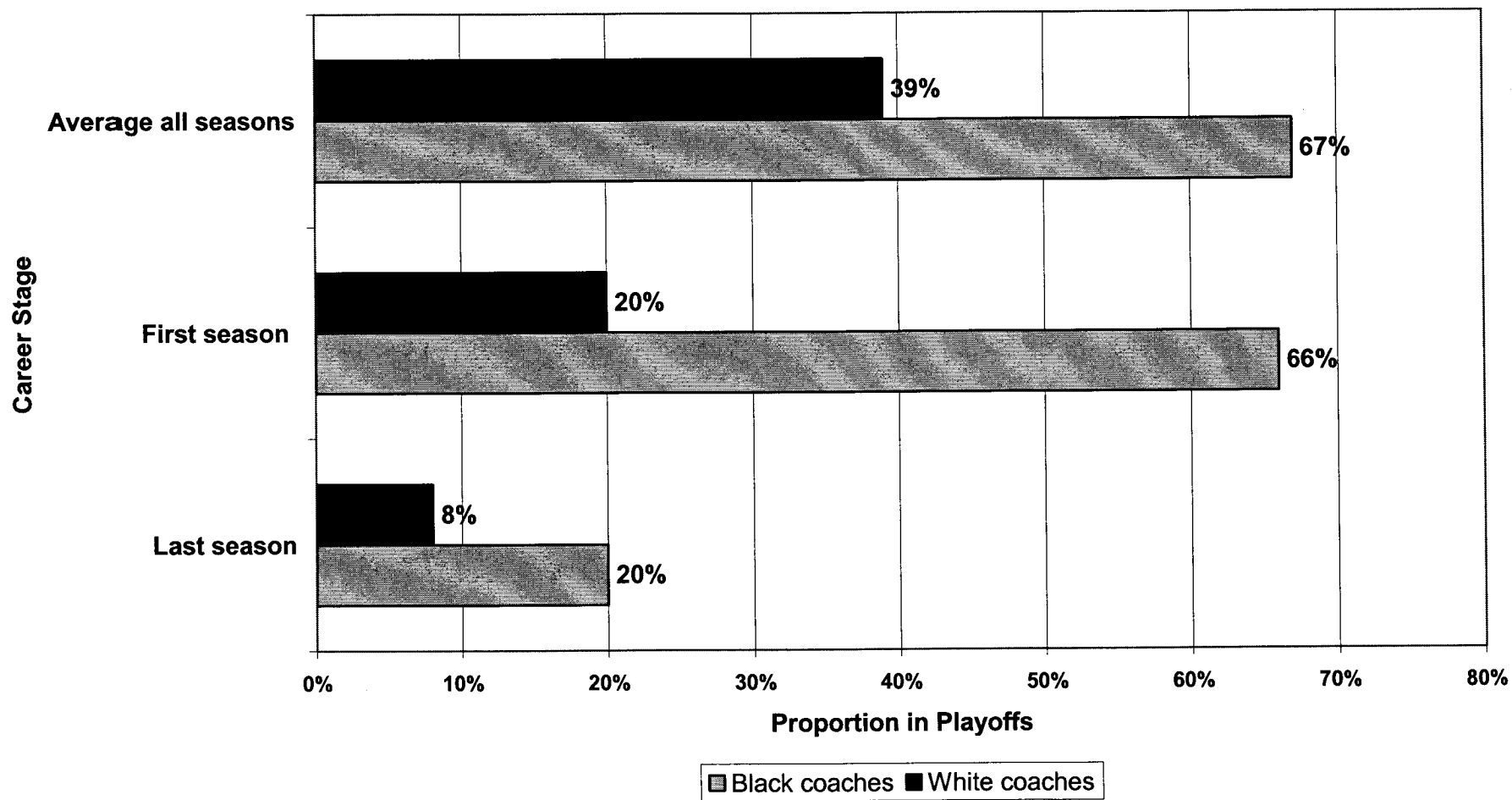
Average all seasons
- White coaches: 39%
- Black coaches: 67%

First season
- White coaches: 20%
- Black coaches: 66%

Last season
- White coaches: 8%
- Black coaches: 20%

Career Stage (y-axis)

Proportion in Playoffs (x-axis): 0% — 10% — 20% — 30% — 40% — 50% — 60% — 70% — 80%

Legend: ▦ Black coaches ■ White coaches

Chart 3
Average Total Wins in a Full Season by Race of Coach, NFL Teams with Black Coaches, 1986-2001

White coaches before — 7.4

Black coaches — 9.1

White coaches after — 8.9

Number of Wins Per Full Season
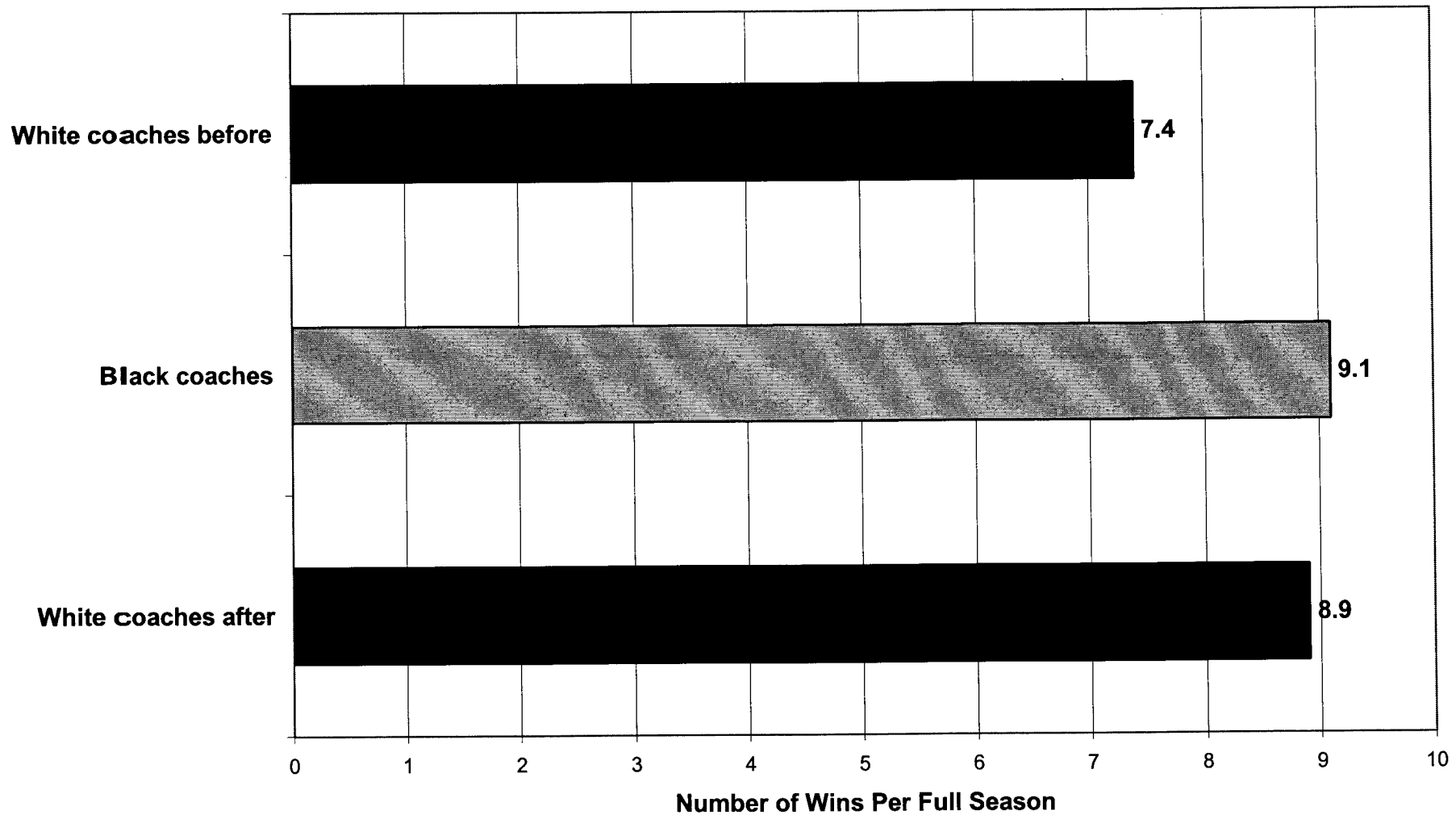
Exhibit C

Profiles of

Black NFL Head Coaches

and

Selected Head Coach Candidates

Art Shell

Art Shell became the first black head coach of an NFL team in modern times in 1989, when he took over as head coach of his beloved Oakland Raiders. Shell came into the season after it had already begun and immediately broke the team's three-game losing streak with a first-game victory. Before ascending to the position of head coach, Shell had been with the Raiders for 23 years as a player and later as an assistant coach. Even as a player, Shell was known to reach out to younger players as a mentor and teacher.

Shell played 15 seasons as an offensive lineman for the Raiders before he became an assistant coach. Never someone who was satisfied with mediocrity as a player, he arrived in Oakland before training camp to work on his techniques. In order to enhance his coaching talents, Shell volunteered at the University of California before taking on the position of assistant coach. Shell was able to earn the same respect as a coach that he had as a player by bringing the same dedication and athletic ability to his new job.

Art Shell suffered through several seasons as an assistant coach when many people speculated that the Raiders had lost that silver and black magic that set them apart from competition. Perhaps some of that magic was deteriorating under the demanding hand of the coach at the time, Mike Shanahan. Shanahan was hired over Shell in 1988, when long-time coach Tom Flores retired. Owner Al Davis felt that the Raiders needed a fresh approach, but after one and a quarter seasons of Shanahan, it became clear that what the Raiders really needed was a restoration of the tradition that made them into an elite team.

There was no better candidate to lead the Raiders back to their status as an elite football club than Art Shell. So in 1989, Shell stepped into a season that was headed for disaster and became the head coach of the Raiders. The Raiders, at the time, were more of a family than a team, and Shell guided them with the same affection one would expect of a family member. The Raiders responded accordingly, dragging their season from the ditch it had slumped into

and finishing with 8 wins and 8 losses. Seven of the eight wins were won with Shell as the head coach. At the close of Shells' first season with the team, he was inducted into the Pro Football Hall Of Fame.

During his five-full-seasons coaching tenure, Shell would take the Raiders to the playoffs twice and win the western division title in 1990. Shell had 60% win average (one of the best in Raider history) and the respect and admiration of all of his players when he was fired in 1994 by Davis, who simply stated that he wanted a coach who would win the Super Bowl. Even though Shell had spent 27 faithful years with the organization and was dismissed on a winning season, Davis initially refused to pay him any part of his final-year contract. Shell eventually had to negotiate a settlement for less than his contractual due. Davis still hasn't found his Super Bowl winning coach, and his team did not have a winning season after Shell was fired until 2000.

Shell still had the desire to coach and quickly moved on to become the offensive line coach of the Kansas City Chiefs, where he spent two seasons before moving to the Atlanta Falcons. Shell flourished in his assistant position in Atlanta, and the team headed to its first conference championship game in franchise history.

Despite his success as an assistant coach, Shell makes no secret that what he really wants is the opportunity to become a head coach again. Even though men like Dave Wannstedt, Joe Bugel, Bruce Coslet and the very same Mike Shanahan whom he took over for were hired with losing records, Shell still has not gotten his second chance. He is now an NFL analyst.

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Dennis Green

After an inexplicably protracted selection process, Dennis Green was selected as the head coach of the Minnesota Vikings in 1992. Green had been a successful head coach at the college level for eight seasons. Although his win/loss record in Division I-A college football is not immediately impressive, a closer analysis reveals that Green's strength is his ability to revive a team that is seemingly destined for mediocrity. Every one of his three seasons with Stanford was better than the one before. While coaching college ball, Green earned himself an influential endorsement from Bill Walsh, a reputation for getting the job done and an offer for a five-year contract extension that he turned down to move to Minnesota.

Green literally took the NFL by storm, declaring to his then-lack-luster Vikings that a new sheriff was in town. Green fearlessly dismissed and replaced players whom he felt were holding the team back. Cornerback Todd Scott described Green as a wake up call. Wake up is exactly what the Vikings did. They started the season with a spectacular season opener, went on to finish 11-5, and made it to the playoffs for the first time in three seasons. Green would go on to take the Vikings to the playoffs eight out of his ten seasons with Minnesota, and would lead them to the NFC Central Championship three times. The Vikings would not have a losing season until 2001.

After a hugely successful career with the Vikings, it took only one season to prompt the dismissal of Green, who had become the dean of all coaches. It was a season that began with the death of a Vikings offensive tackle, which affected team morale throughout the season. Perhaps it was time for Green to leave the Vikings, whose new management structure posed a significant threat to his successful coaching style. But one cannot help but wonder if a white coach would have been fired under the same circumstances.

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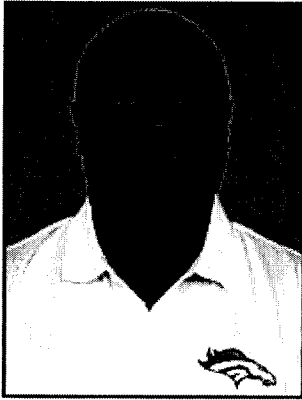
Ray Rhodes

Ray Rhodes has contributed an outstanding 20 years of coaching to the NFL. In return for his efforts, Rhodes has earned five super bowl rings and, in 1995, he was named the NFL's Coach of the Year. After a seven-year playing career, Rhodes began his coaching career in 1981 with the San Francisco 49ers as a defensive backs coach. After eleven seasons with the 49ers, Rhodes took on a more prestigious position as a defensive coordinator for the Green Bay Packers. As Rhodes led the Packers defense from 1992 to 1993, Green Bay moved from tenth overall in the NFL to the number-two position. In 1994, Rhodes returned to the 49ers as their defensive coordinator. Rhodes would only stay one season, but it was just long enough for Rhodes and the 49ers to earn their fifth world championship.

In 1995, Ray Rhodes became the head coach of the Philadelphia Eagles. The selection process was a somewhat remarkable 39-day period, during which time the Eagles had no coach. To say that Rhodes was not owner Jeffrey Lurie's first choice would be an understatement. Lurie talked to at least four other men and offered the job to another individual (who turned it down) before offering the position to Rhodes. Lurie eventually came to view Rhodes as a solid candidate who would bring a championship mentality to a team that had not been to the Super Bowl since 1981.

Rhodes' first season as the head coach of the Philadelphia Eagles begs the question, what took Lurie so long? It was during this season that Rhodes earned his NFL Coach of the Year award. He also earned a record of 10 wins and 6 losses, and took his team to the playoffs. Rhodes' success with the Eagles did not end after his first season. During his second season, he once again took the team to the playoffs and became the only head coach in the 67-year history of the franchise to take a team to the playoffs his first two years.

But when Rhodes was fired after one dismal season with the Eagles, he learned that coaches are sometimes blamed for things that are out of their control. A series of draft picks and trades simply didn't work for the team and their record reflected it. The Green Bay Packers quickly jumped on what they saw as the Eagles' mistake and hired Rhodes as their new coach.

Rhodes came to the Packers during a rebuilding season and still managed to break even with 8 wins and 8 losses. Rhodes did what he could with a team that was feeling the loss of Reggie White, their star defense player, who had retired the season before. And the team didn't take any solace in the fact that their superstar quarterback, Brett Favre, suffered a minor injury during the pre-season that would affect his game during the entire season. However, in January 2000, just four hours after the Packers missed the playoffs, Rhodes was fired after only one season.

Stranger than Rhodes sudden dismissal is the reason given for it. The players were shocked by the explanation that Rhodes did not assert enough control over his team, as they supported his coaching methods. Rhodes has continued his outstanding coaching career as a defensive coordinator, first with the Redskins and currently with the Broncos. While with the Redskins, Rhodes improved their defensive ranking from thirty to four. After he arrived in Denver, three defensive players went to the Pro-Bowl. This is no surprise, since Rhodes' talents are well known. The only surprise is that he is not a head coach today.

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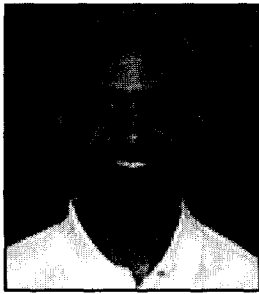
Tony Dungy

Tony Dungy has spent more than half his lifetime in the NFL, all the while establishing a reputation for having what it takes to be a prized and well-respected coach in the league. After serving a season in 1980 as a defensive backs coach at the University of Minnesota, Pittsburgh head coach Chuck Noll offered Dungy an assistant coaching position with the Steelers. Dungy accepted this offer at the age of 25, younger than many players on the team, and his prolific NFL career began.

While working for the Steelers in 1984, Dungy became the first African-American defensive coordinator in NFL history. Dungy stayed with the Steelers until the end of the 1988 season. In 1989, Dungy took a position with the Kansas City Chiefs as their defensive backs coach. After leaving the Chiefs, Dungy returned to being a defensive coordinator with the Minnesota Vikings from 1992 to 1995.

So Dungy spent fifteen years designing some of the NFL's most formidable defensive units before getting his first shot at a head coaching position. "There are perceptions in the NFL about what it takes to win. And I think in many people's minds a coach has to look a certain way," Dungy has said. (AP 1998) He has a point. Even when the buzz in the NFL was that Dungy was more than ripe for a head coaching position, the glass doors were still closed. In fact, in 1994, when seven head coaching positions became available, Dungy was granted an interview for only one of them, the Jacksonville Jaguars. Considering his resume at the time -- molding the defensive units of winning teams such as the Pittsburgh Steelers, Kansas City Chiefs and Minnesota Vikings, the last of which boasted the NFL's best-ranked defense from 1992 to 1995 -- his failure to secure a head coaching position begs the question.

Dungy was finally given the opportunity to become a head coach in 1996. He took a position with the Tampa Bay Buccaneers, becoming their first black head coach and the fourth in the league. Dungy stayed with the Buccaneers long enough to prove himself one of the most capable head coaches ever. When Dungy became the head coach of the Buccaneers, only two coaches had ever been able to get the team to the playoffs, for a total of three times. After one short rebuilding season with Dungy, the Buccaneers went to the playoffs four times. Dungy and the Buccaneers became the NFC Central Champions in 1999,

a title they had not held since 1981. In fact, the Buccaneers had not been to the playoffs at all since 1982.

Tony Dungy was fired coming out of his third consecutive winning season, after serving six years as the most successful coach in the team's history. His legacy was pulling this franchise from the ashes. The Bucs general manager Rich McKay has said: "All Tony had done throughout his career was achieve at a high level. We didn't sell any tickets by hiring Tony. But we did two years later when we made the playoffs for the first time in 15 years." (St.P.Times 2002) Well, being fired is indeed a bizarre homage to that sentiment.

Perhaps Dungy is comforted by the fact that his outstanding service to the league did not go unnoticed by other team owners. Dungy's firing set off a small bidding war. He eventually accepted an offer from the Indianapolis Colts and is currently their head coach.

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Herman Edwards

In January of 2001, Herman Edwards was named the thirteenth full time head coach of the New York Jets, becoming the first African-American head coach in New York pro football history.

Edwards began his career in the NFL as a right cornerback for the Philadelphia Eagles. He played nine seasons with the Eagles, from 1977 to 1985, and had an amazing record, starting all 135 games he appeared in, grabbing 33 career interceptions, and never missing a practice at any level of football. Among Edwards' professional achievements as a player include: second team All-NFC selections in 1980 and 1982, and a Super Bowl XV appearance. As a player in the NFL, Edwards will always be remembered for the "Miracle in the Meadowlands." Edwards acted as the antagonist of one of the most famous plays in New York football history. Playing for the Philadelphia Eagles in 1978, he picked up a fumble by Giants quarterback Joe Pisarcik and ran it in for the last-second touchdown, giving the Eagles their 19-17 victory.

Herman Edwards' coaching career began in 1987 at San Diego State University, where he coached until 1989. In the NFL, he started as a defensive backs coach and a scout for the Kansas City Chiefs from 1990 to 1995. Edwards then spent five seasons as an assistant head coach and a defensive backs coach for the Tampa Bay Buccaneers' from 1996 to 2000.

Edwards had one of the most impressive debuts of any coach in NFL history and the most impressive debut of any coach in New York Jets history. His regular season record of 10 wins and 6 losses even surpassed the record of the legendary former coach, Bill Parcells. Out of 12 coaches in the team's history, beginning with Sammy Baugh in 1960, only two others besides Edwards even had winning seasons in their first year (Bill Parcells and Al Groh, both at 9-7).

Edwards not only had a winning regular season, he took his team to the playoffs in his first season, which had never been done by any head coach of the New York Jets. He is now a member of an elite list of nine first-year coaches, since 1990, to bring their teams to the playoffs their first season. Edwards

unflinchingly took command of the Jets, during this era of free agency. Edwards, unlike his immediate predecessor, is a player's coach who stresses the importance of free speech and open lines of communication. At the age of 48, Edwards is regarded as one of football's best teachers and communicators.

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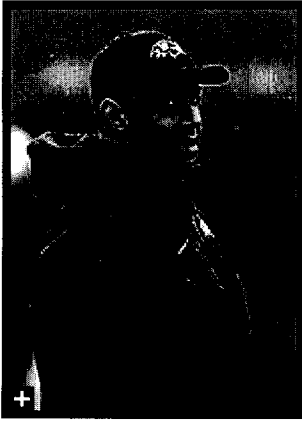
Marvin Lewis

Marvin Lewis joined the ranks of NFL coaches in 1992 as the linebackers coach for the Pittsburgh Steelers. Before moving to the NFL, Lewis was the linebackers coach at his alma mater, Idaho State, from 1981 to 1984. In his first season at Idaho, his team won the division I-AA championship. He went on to become the linebackers coach of Long Beach State (1985-1986) before he moved to coach in New Mexico (1987-1989). Lewis polished off his college coaching career at the University of Pittsburgh, as their linebackers coach.

Marvin Lewis is widely perceived as the architect of perhaps the greatest defense in history, the 2000 Baltimore Ravens, which carried a relatively weak offense to Super Bowl glory. Marvin Lewis began to earn his reputation as a standout defensive coach as soon as he started his first season with the Steelers. After only two seasons there, his defense set a team record for sacks. It only took one season for Lewis to move the Steelers defense into the top three in the NFL, where they would stay until Lewis left in 1995. Lewis produced four Pro Bowl linebackers during his tenure at Pittsburgh.

Marvin Lewis made his move to the Baltimore Ravens to act as their defensive coordinator in 1996. His achievements while in that position assure that no one will ever forget him or the Ravens' unforgiving defense. The Ravens won Super Bowl XXXV in 2000 with a record-setting defense that had the fewest points allowed in a 16-game season. Simply setting a new record was not enough for Lewis' defense; they demolished the previous record of 186 points allowed and replaced it with theirs – 165 points allowed.

After this phenomenal season, no one thought that Marvin Lewis would spend another season as a defensive coordinator. There were nine available positions at the beginning of the season, and no new head coaching candidate had qualifications that were as impressive as those of Marvin Lewis. Though it is widely recognized that anti-tampering rules are not necessarily preventive when a team has their sights set on a coach, in the case of Marvin Lewis they were. After the 2000 season ended, only one team even waited to interview Lewis – the Buffalo Bills. And it is not clear the Bills seriously considered Lewis. Lewis never

met the team owner, never toured the team's facilities, never talked contract parameters. So at the end of his Championship season with the Ravens, to the shock and dismay of many, Marvin Lewis returned to the Ravens for another season as a defensive coordinator.

Marvin Lewis is a man familiar with the politics of the NFL and, though many commentators have spoken in dismay about his being passed over, he has never publicly attributed his failed search for a head coaching position to race.
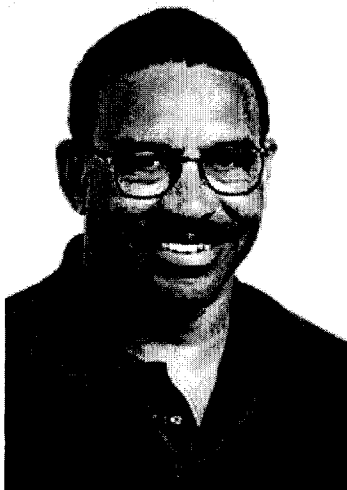
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Sherman Lewis

Sherman Lewis, who has had one of the most prolific careers in NFL history, has been an NFL coach for 19 years. Lewis began his career in the NFL as a running backs coach with the San Francisco 49ers from 1983 to 1988. He then became a wide receivers coach from 1989 to 1991. Lewis was recruited from the 49ers staff after the 1991 season by Mike Holmgren of the Green Bay Packers. Lewis took Holmgren up on his offer to become an offensive coordinator for the Packers.

Sherman Lewis would spend the next eight seasons with the Packers, relentlessly confirming his ability as a coach. Prior to the appearance of Lewis in Green Bay, the Packers had not been to the playoffs in ten years. During Lewis' eight-years tenure, the Packers never had a losing season. The team made the playoffs six times, won three NFC Central Division titles, won two NFC Championships and won Super Bowl XXXI. Lewis sent seven of his offensive players to the Pro Bowl a total of 15 times.

Many people attempted to attribute the success of the Packers solely to the efforts of the head coach, Mike Holmgren, who called the plays. At times when Lewis was being conspicuously passed over for head coaching positions, Holmgren himself spoke out on behalf of Lewis in an effort to dispel this misconception. Holmgren's endorsements were of no avail in terms of securing a head coaching position for Lewis.

Lewis finally did leave the Packers after the 1999 season. He headed to Minnesota as an offensive coordinator for the Vikings. Lewis continued to excel in this position. In 2000, the Vikings offense averaged 24.8 points per game and advanced to the NFC Championship game with a quarterback who had not thrown a pass before in the NFL. That quarterback would go on to earn the starting spot on the NFC squad in the 2001 Pro Bowl, and Lewis would send four other players to the Pro Bowl as well.

Lewis has done everything one would expect of someone who is serious about obtaining a head coaching position. In his 19 seasons as an NFL coach, Sherman Lewis' teams have made the playoffs 15 times, won 11 divisional championships, won five NFC Championships, and won four Super Bowls. Lewis has watched individuals with less impressive qualifications than his be hired for head coaching positions year after year.

Worse than the fact that Lewis has not been selected as a head coach is that for several years he was not even interviewed. After his Super Bowl XXXI victory, the closest he came to an interview was a handshake with New England owner Bob Kraft. In Lewis' case, there has been much made of the fact that the NFL has a rule against recruiting coaches during the playoffs. But it is worth remembering that this rule did not stop the Chargers from hiring Kevin Gilbride, or the Patriots from hiring Pete Carroll.

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Emmitt Thomas

Emmitt Thomas has served the NFL for a stunning 35 years. He was first an outstanding player and later an outstanding assistant coach. Thomas began his coaching career at Central Missouri State (1979–1980) and moved to his first NFL coaching position in 1981 with the then–St Louis Cardinals. Thomas stayed with the Cardinals until the end of the 1985 season; the beginning of 1986 would find him in Washington with the Redskins.

Thomas spent nine years with the Redskins, first as a wide receivers coach and later as a defensive backs coach. Thomas used his tenure with the Redskins to leave a mark on the NFL that will never be erased. In his one season as a wide receivers coach, two of his players were selected for the Pro Bowl. After becoming a defensive backs coach, Thomas sent one of his players to the Pro Bowl three times. Thomas managed to stay busy and productive with the Redskins, making five trips to the playoffs, winning two NFC Championships, and winning two subsequent Super Bowl titles.

In 1995, Thomas received a well-deserved promotion to the position of defensive coordinator with the Philadelphia Eagles. There he reconfirmed his athletic talent and ability as a leader in this coordinator position, and he did so right away. In his first year as a coordinator, his Eagles defense finished fourth overall and second in number of sacks. That first year, the Eagles would also go to the playoffs and win one game. By Thomas' third year, his defense had developed into the best in the nation, and they finished as the number one league in the unit.

Thomas left the Eagles in 1998 and spent the 1999 season in Green Bay with the Packers, as their defensive coordinator. In 2000, Thomas moved to Minnesota to work with the Vikings as their defensive coordinator. He assisted his team in taking the NFC Central Title and in advancing to the NFC Championship Game. During his time in Minnesota, the Vikings defense finished sixth in rushing defense. The defense also made a significant contribution to a four-game winning streak in 2000, during which time they allowed *fewer then 20 points.* After two years with the Vikings, Thomas has signed with the Atlanta Falcons as their defensive backs coach for this season. Although he has proven his utility as a leader over and over, he has never had the opportunity to do so as a head coach.

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Exhibit D

Black Coaches Association, Minority Opportunity Athletic Association and Minority Opportunity Interest Committee
Top Minority Professional Head Coaching Candidates

As of: September 5, 2002

CURRENT MAJOR HEAD COACHES:
TONY DUNGY   HFC @ INDIANAPOLIS COLTS
HERMAN EDWARDS   HFC @ NEW YORK JETS
TYRONE WILLINGHAM   HFC @ UNIVERSITY OF NOTRE DAME

FORMER HEAD COACHES:
DENNIS GREEN   FORMER HFC @ MINNESOTA VIKINGS
TERRY ROBISKE   WR @ CLEVELAND BROWNS
ART SHELL   OL @ ATLANTA FALCONS
JIM SKIPPER   ASST @ CAROLINA PANTHERS
ALEX WOOD   QB @ MINNESOTA VIKINGS

PROFESSIONAL ASSISTANTS:
TED COTTRELL   DC @ NEW YORK JETS
GREG BLACHE   DC @ CHICAGO BEARS
JERRY GRAY   DC @ BUFFALO BILLS
MARVIN LEWIS   DC @ WASHINGTON REDSKINS
SHERMAN LEWIS   FORMER OC @ MINNESOTA VIKINGS
TIM LEWIS   DC @ PITTSBURGH STEELERS
WILLIE SHAW   ASST @ KANSAS CITY CHIEFS
LOVIE SMITH   DC @ ST. LOUIS RAMS
EMMITT THOMAS   FORMER DC @ MINNESOTA VIKINGS

Black Coaches Association, Minority Opportunity Athletic Association and Minority Opportunity Interest Committee
Top Minority Mid-Major College Head Coaching Candidates

As of: August 30, 2002

CURRENT MID-MAJOR HEAD COACHES:

L.C. COLE	HFC @ ALABAMA STATE
MAURICE FORTE	HFC @ NORFOLK STATE
BILLY JOE	HFC @ FLORIDA A&M
PETE RICHARDSON	HFC @ SOUTHERN UNIVERSITY
JOE TAYLOR	HFC @ HAMPTON UNIVERSITY
DOUG WILLIAMS	HFC @ GRAMBLING

FORMER HEAD COACHES:

JERRY BALDWIN	FORMER HFC @ LOUISIANA-LAFAYETTE
JIM CALDWELL	ASST @ INDIANAPOLIS COLTS
RON COOPER	DB @ WISCONSIN
WAYNE NUNNELLY	DL @ SAN DIEGO CHARGERS
TERRY ROBISKE	WR @ CLEVELAND BROWNS
ART SHELL	OL @ ATLANTA FALCONS
WILLIE SHAW	ASST @ KANSAS CITY CHIEFS
BOB SIMMONS	ASST @ NOTRE DAME
MATT SIMON	RB @ BALTIMORE RAVENS
JIM SKIPPER	ASST @ CAROLINA PANTHERS
ALEX WOOD	QB @ MINNESOTA VIKINGS

PROFESSIONAL ASSISTANTS:

MAURICE CARTHORN	RB @ DETROIT LIONS
SYLVESTER CROOM	RB @ GREEN BAY PACKERS
KARL DORRELL	WR @ DENVER BRONCOS
PERRY FEWELL	DB @ JACKSONVILLE JAGUARS
DONNIE HENDERSON	LB @ BALTIMORE RAVENS
RICKY HUNLEY	DL @ WASHINGTON REDSKINS
JAY NORVELL	WR @ OAKLAND RAIDERS
DEWAYNE WALKER	ASST @ NEW YORK GIANTS
EVERETT WHITHERS	DB @ TENNESSEE TITANS

COLLEGE ASSISTANTS:

DINO BABERS	OC @ TEXAS A&M
JAMES BELL	FORMER DC @ INDIANA UNIVERSITY
RON BROWN	WR @ NEBRASKA

CHARLIE COE	AHC/WR @ MEMPHIS
JOHN EASON	ASST HC @ GEORGIA
TURNER GILL	QB @ NEBRASKA
FRED JACKSON	AHC/RB @ MICHIGAN
MO LATTIMORE	DB @ KANSAS STATE
WOODY MCCORVEY	RB @ UNIVERSITY OF TENNESSEE
RUFFIN MCNEIL	LB @ TEXAS TECH
TYRONE NIX	DC @ SOUTHERN METHODIST
TONY PIERCE	RB @ GEORGIA
BUZZ PRESTON	RB @ NOTRE DAME
DESMOND ROBINSON	FORMER RB @ NOTRE DAME
RANDY SHANNON	DC @ UNIVERSITY OF MIAMI
LARRY SLADE	DB @ UNIVERSITY OF TENNESSEE
KELLY SKIPPER	OC @ UCLA
MELVIN SMITH	DB @ ALABAMA
KEVIN SUMLIN	WR @ TEXAS A&M
CHARLIE STRONG	DC @ SOUTH CAROLINA
JAMES WEBSTER	AHC/LBR'S @ UNIVERSITY OF NORTH CAROLINA
PAUL WINTERS	OC @ AKRON UNIVERSITY

Exhibit E

Hiring Cycles, 2000 - 2002

Year 2000
Openings: 9
Black Coaches Hired: 0
Total Number of Head Coaches: 31
Total Number Black Head Coaches: 2

Team: *Arizona Cardinals*
Hired: Dave Mcginnis
Race: White
Coaching Experience: Four years as a defensive coordinator for the Arizona Cardinals

Team: *Dallas Cowboys*
Hired: Dave Campo
Race: White
Coaching Experience: Four years as a defensive coordinator for the Dallas Cowboys

Team: *Green Bay Packers*
Hired: Mike Sherman
Race: White
Coaching Experience: One year as the offensive coordinator for the Green Bay Packers

Team: *Miami Dolphins*
Hired: Dave Wannstedt
Race: White
Coaching Experience: Head coach of the Chicago Bears for six seasons. He had three losing seasons with the Bears. His last two seasons combined, he had 8 wins and 24 losses.

Team: *New England Patriots*
Hired: Bill Bellichick
Race: White
Coaching Experience: New York Giants defensive coordinator from 1983 to 1990. Head coach of the Cleveland Browns from 1991 to 1995. A 45% winning average with the Browns. He only made it to the playoffs once.

Team: *New York Jets*
Hired: Al Groh
Race: White

Coaching Experience: Most recently a line backers coach for the Jets. Previously a defensive coordinator for the Patriots for four years.

Team: *New Orleans Saints*
Hired: Jim Haslett
Race: White
Coaching Experience: Three seasons as the Steelers defensive coordinator. Previously a linebackers coach.

Team: *St. Louis Rams*
Hired: Mike Martz
Race: White
Coaching Experience: Coached tight ends, receivers and most recently quarterbacks for Superbowl-winning Rams.

Team: *Cincinnati Bengals*
Hired: Dick LeBeau
Race: White
Coaching Experience: Defensive coordinator with the Bengals from 1984 to 1991. One season as the defensive coordinator for the Steelers.

Year 2001
Openings: Six
Black Coaches Hired: 1
Total Number of Head Coaches: 32
Total Number Black Head Coaches: 3

Team: *Buffalo Bills*
Hired: Gregg Williams
Race: White
Coaching Experience: Twelve years coaching, four as a defensive coordinator

Team: *Cleveland Browns*
Hired: Butch Davis
Race: White
Coaching Experience: Head coach Miami Hurricanes from 1995 to 2000. Ended his tenure with a 51-20 record, won a Big East title, and finished the 2000 season ranked second in the nation.

Team: *Detroit Lions*
Hired: Marty Mornhinweg
Race: White

Coaching Experience: Coached for 6 years, four seasons as an offensive coordinator.

Team: *Kansas City Chiefs*
Hired: Dick Vermeil
Race: White
Coaching Experience: Head coach of the Philadelphia Eagles from 1976 to 1982. Head coach of the St. Louis Rams from 1997 to 1999.

Team: *New York Jets*
Hired: Herman Edwards
Race: African American
Coaching Experience: Defensive backs coach and scout for the Kansas City Chiefs from 1990 to 1995. Assistant head coach and a defensive backs coach for the Tampa Bay Buccaneers from 1996 to 2000.

Team: *Washington Redskins*
Hired: Marty Schottenheimer
Race: White
Coaching Experience: Head coach of the Cleveland Browns from 1984 to 1988. Head coach of the Kansas City Chiefs from 1989 to 1998.

Year 2002
Openings: 7
Black Coaches Hired: 1
Total Number of Head Coaches: 32
Total Number Black Head Coaches: 2

Team: *Carolina Panthers*
Hired: John Fox
Race: White
Coaching Experience: Five seasons as the New York Giants defensive coordinator. One season as the defensive coordinator for the Oakland Raiders, preceded by one season as a consultant for the Los Angeles Rams.

Team: *Houston Texans*
Hired: Dom Capers
Race: White
Coaching Experience: Four seasons coaching the Carolina Panthers, 30-34 win loss record. Two seasons as the defensive coordinator for the Jacksonville Jaguars. Six seasons as the defensive backs coach for the New Orleans Saints.

Team: *Indianapolis Colts*
Hired: Tony Dungy
Race: African American
Coaching Experience: Pittsburgh Steelers defensive assistant in 1981, defensive backs coach 1982 to 1983, defensive coordinator 1984 to 1988. Kansas City Chiefs defensive backs coach 1989 to 1991. Minnesota Vikings defensive coordinator 1992 to 1995. Tampa Bay Buccaneers head coach 1996 to 2001.

Team: *Minnesota Vikings*
Hired: Mike Tice
Race: White
Coaching Experience: Coached for 5 seasons. Offensive line coach for the Vikings and assistant head coach in 2001.

Team: *Oakland Raiders*
Hired: Bill Callahan
Race: White
Coaching Experience: Three seasons as the offensive line coach of the Philadelphia Eagles. Four seasons as the offensive coordinator of the Oakland Raiders.

Team: *Tampa Bay Buccaneers*
Hired: Jon Gruden
Race: White
Coaching Experience: Offensive assistant for the San Francisco 49ers in 1990. Offensive assistant for the Green Bay Packers from 1992 to 1993. Receivers coach from 1993 to 1994. Offensive coordinator for the Philadelphia Eagles from 1995 to 1997. Oakland Raiders head coach from 1998 to 2001.

Team: *San Diego Chargers*
Hired: Marty Schottenheimer
Race: White
Coaching Experience: Head coach of the Cleveland Browns from 1984 to 1988. Head coach of the Kansas City Chiefs from 1989 to 1998. Head coach of the Washington Redskins from 2000 to 2001.

Exhibit F

FAIR COMPETITION RESOLUTION
September 30, 2002

The National Football League hereby commits to address the lack of racial diversity among the Head Coaches of the 32 NFL Teams by adopting this Fair Competition Resolution. Under this Resolution, the Commissioner and NFL Team Owners agree to the following:

I.   The Commissioner shall be empowered by the owners to award one or more NFL Teams each year with a draft pick for diversifying front office positions through the hiring of qualified minority and female candidates. In selecting the NFL Team(s) to receive this award, and in determining the level of draft pick(s) to be awarded, significant weight will be given to successful efforts to diversify General Manager or other positions with the authority to influence the hiring of coaches. Each year, prior to the NFL Draft, the Commissioner will survey the NFL Teams to make a factual record of the basis for awarding these draft picks. The Commissioner's Office will prepare an annual report for distribution to Team Owners and made available to the public, explaining the basis for each award.

II.   Unless a Team chooses to opt out as discussed below in Paragraph III, all Teams will compile and select from a racially diverse final candidate slate when hiring a Head Coach, Assistant Head Coach or Coordinator. All individuals on each final candidate slate shall be provided with an in-person interview by persons with authority to fill the coaching position in question. Each Team Owner shall certify and describe to the Commissioner his or her Team's compliance with this Paragraph.

III.   Any Team may opt out of the Paragraph II requirement for any given hiring selection by forfeiting a draft pick. For Head Coach positions, the Team shall forfeit a first round draft pick. For Assistant Head Coach and Coordinator positions, the Team shall forfeit a third round draft pick. Each Team Owner shall notify the Commissioner in writing of his or her Team's decision to opt out pursuant to this Paragraph.