



## DIVERSITY & INCLUSION

# OCCUPATIONAL MOBILITY PATTERNS VOLUME III



### EXAMINING OCCUPATIONAL MOBILITY PATTERNS: Access, Opportunity, Social Capital and Leadership in the NFL

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**Principal Investigator and Lead Researcher:**  
Dr. C. Keith Harrison, Associate Professor, College of Business Administration  
at University of Central Florida

A report presented by the National Football League.



UNIVERSITY OF CENTRAL FLORIDA  
COLLEGE OF BUSINESS ADMINISTRATION



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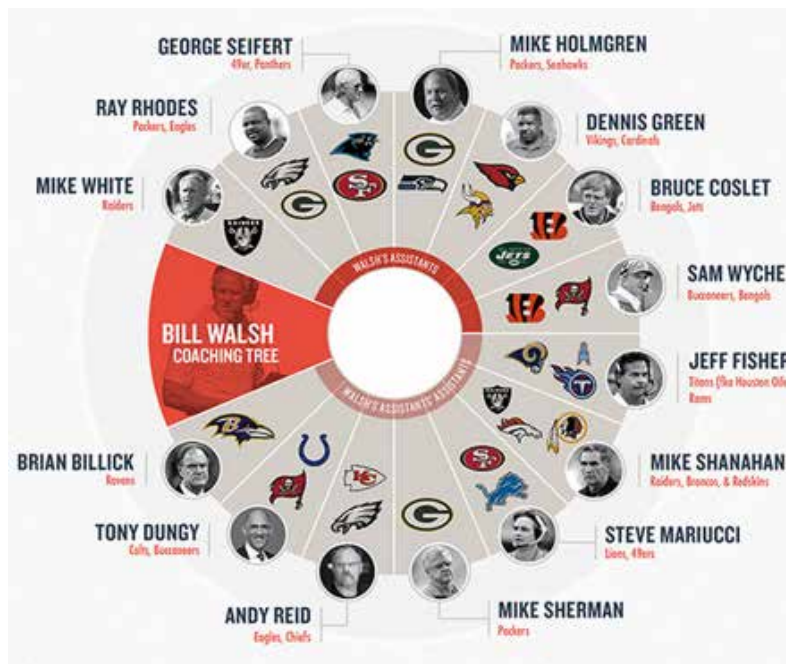


Image: The Bill Walsh Coaching Tree  
 Source: HubSpot, Inc. (marketing software company)

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## MESSAGE FROM NFL COMMISSIONER ROGER GOODELL

Our diversity policy has focused on the Rooney rule over the past decade. It has served us well, but we cannot be complacent, nor should we. To lead our industry with best business practices, our progress on diversity must be reflected throughout our organization, not in just one aspect of it. We want to have the best people in the best possible positions, and give everybody the opportunity to excel. We seek to ensure that we have full diversity and inclusion throughout our coaching and executive ranks. To achieve this goal, we as an organization must collectively find solutions through our commitment to innovation. The success of our league depends on it.

## MESSAGE FROM ROBERT GULLIVER, NFL EXECUTIVE VICE PRESIDENT FOR HUMAN RESOURCES AND CHIEF DIVERSITY OFFICER

As we continue to grow the game and reach more and more fans, it's critical that we understand the perspectives and insights from our many different fan bases. Paying attention to diversity and inclusion is not just the right thing to do, it's also simply just good for our business.

## MESSAGE FROM TROY VINCENT, NFL SENIOR VICE PRESIDENT PLAYER ENGAGEMENT

We have made tremendous progress in establishing a new paradigm in human capital development of the 21st Century athletic industry. Diversity is working because of a collective and successful effort toward inclusion. While results progressively build upon each previous level, and never seem to move fast enough, we are swiftly moving toward a system of diversity and inclusion that objectively, fairly, and justly reduces subjective criteria, discrimination, and embraces high standards of character, ability, and shared responsibility. As we analyze our progress, we must do so with a commitment toward sustainable solutions that improve and perfect through the high standards of excellence.

## MESSAGE FROM LEAD AUTHOR OF THE REPORT, DR. C. KEITH HARRISON

It is an honor to have been asked by the NFL to analyze diversity and inclusion issues and opportunities, and also to help the NFL develop practical and effective business strategies to address these issues and opportunities. This report is Volume III in the NFL Diversity and Inclusion Series. Previous reports have focused on coaching mobility and female spectators and influencers of the NFL. This third volume on coaching/occupational mobility has seen some significant changes since the first report on coaching mobility. Two African American head coaches were able to rise again and get "reshuffled" as is the norm for White coaches in the NFL as well as at the collegiate level. This pattern of progress has also trickled down to the college level where three African American head coaches were hired for top FBS positions at Vanderbilt, Penn State and Texas. Progress has been made at the collegiate level since Harrison and Yee first authored the Black Coaches & Administrators Hiring Report Cards in 2004 at a time when there were very few ethnic minority head coaches at the FBS or FCS levels. However, room for further progress still remains. For example, no FBS college football program has ever hired a former NFL head coach of color. Currently, progress has been made with this second report on coaching/occupational mobility authored by Harrison and Bukstein. The key takeaway is that when transparency is systemic and accountability is a priority, research can be put in to action to open doors for all human beings.

## BACKGROUND OF REPORT

“IT IS GOOD BUSINESS.”

NFL Commissioner **Roger Goodell** on increased opportunities for coaches of color.

This report provides an overview and analysis of occupational mobility patterns in the National Football League (NFL). Volume I in the NFL Diversity & Inclusion Series examined coaching mobility patterns within the NFL. This report functions as an update and supplement to the Volume I report. This report extends the findings in Volume I through an analysis of over fifty years of human resource data (1963-2014) provided by the NFL relating to the mobility patterns of NFL coaches. In addition, this report specifically focuses on mobility patterns of head coaches, offensive coordinators, defensive coordinators and general managers from the start of the 2012 NFL season (September 5, 2012) to Super Bowl XLVIII (February 2, 2014).

This report offers practical recommendations with respect to further improvements to current diversity and inclusion business practices implemented by the NFL and individual NFL teams. Many companies, organizations and institutions present compelling evidence that creating a diverse and inclusive workforce is not only better for everyone involved but also is simply good business in terms of achieving strategic organizational objectives.

BETWEEN THE START OF THE 2012 NFL SEASON (SEPTEMBER 5, 2012) AND SUPER BOWL XLVIII (FEBRUARY 2, 2014), NFL TEAMS HAVE HIRED 13 WHITE HEAD COACHES. DURING THAT SAME TIME PERIOD, NFL TEAMS HAVE HIRED TWO HEAD COACHES OF COLOR.

BETWEEN THE START OF THE 2012 NFL SEASON (SEPTEMBER 5, 2012) AND SUPER BOWL XLVIII (FEBRUARY 2, 2014), NFL TEAMS HAVE HIRED 21 WHITE OFFENSIVE COORDINATORS AND FOUR OFFENSIVE COORDINATORS OF COLOR. DURING THAT SAME TIME PERIOD, NFL TEAMS HAVE HIRED 12 WHITE DEFENSIVE COORDINATORS AND 11 DEFENSIVE COORDINATORS OF COLOR.

BETWEEN THE START OF THE 2012 NFL SEASON (SEPTEMBER 5, 2012) AND SUPER BOWL XLVIII (FEBRUARY 2, 2014), ALL NINE GENERAL MANAGERS HIRED BY NFL TEAMS HAVE BEEN WHITE INDIVIDUALS.

“We’re more than happy to share our perspective in anything we do. What that has done is create more opportunities for African-American coaches and other minority coaches to become NFL head coaches because you’ve had to look at a broader slate of qualified individuals. And that has been good for our game (and) it’s good business.”

Commissioner **Roger Goodell** (2011)

“The Rooney Rule has been a valuable tool in expanding diversity and inclusion in hiring practices, but there is more work to do, especially around increasing and strengthening the pipeline of diverse candidates for head coach and senior football executive positions. We have already started the process of developing a plan for additional steps that will better ensure more diversity and inclusion on a regular basis in our hiring results.”

“The Rooney Rule very much is all about the process . . . it certainly was a disappointment that we did not have diversity relative to the outcomes, but I think that presents an opportunity.”

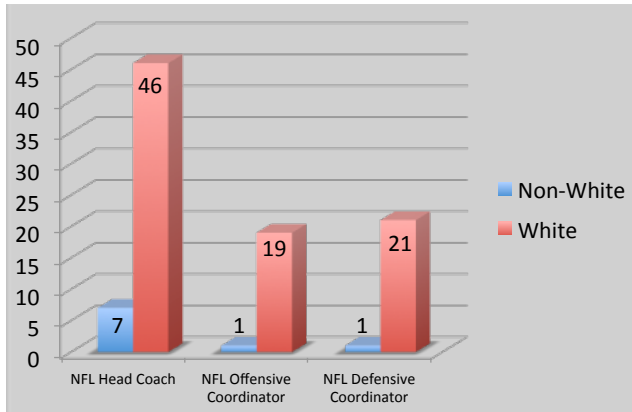
**Robert Gulliver**, NFL Executive Vice President for Human Resources and Chief Diversity Officer (2013)

“It’s not so much the numbers. It’s the process. We were very disappointed in the way the process went last year. We felt in many cases last year it was [interviews with minority candidates being done merely for the purpose of] complying with the [Rooney Rule] rather than going through the process and really doing what the rule is there for. The rule is there for opportunity based on being qualified for the job. . . . That’s what was disappointing to us. This year is totally different. We give a great deal of credit to the NFL for the approach they have taken.”

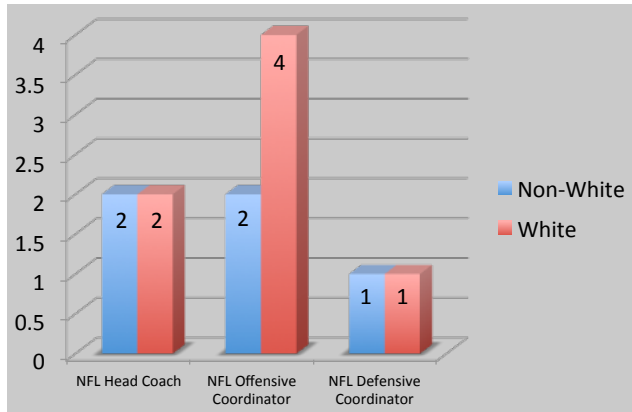
**John Wooten**, Chairman of the Fritz Pollard Alliance (2014)

# EXECUTIVE SUMMARY

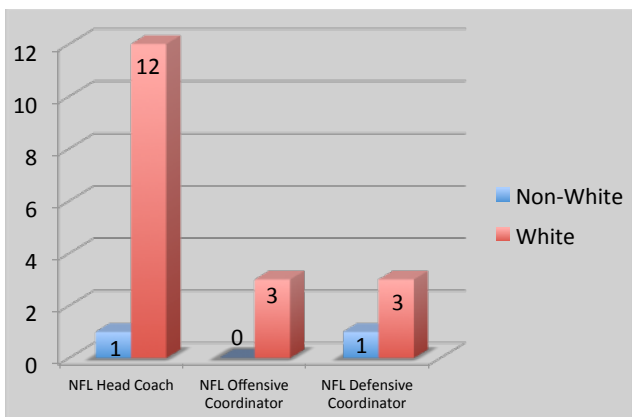
NFL OPPORTUNITY AFTER FIRST HEAD COACH POSITION  
(1963–2012)



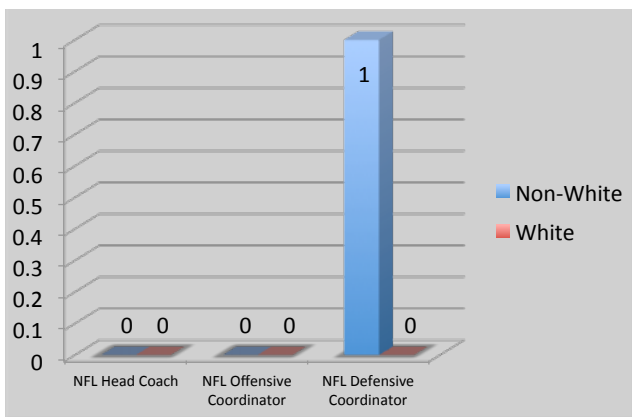
NFL OPPORTUNITY AFTER FIRST HEAD COACH POSITION  
(2012–2014)



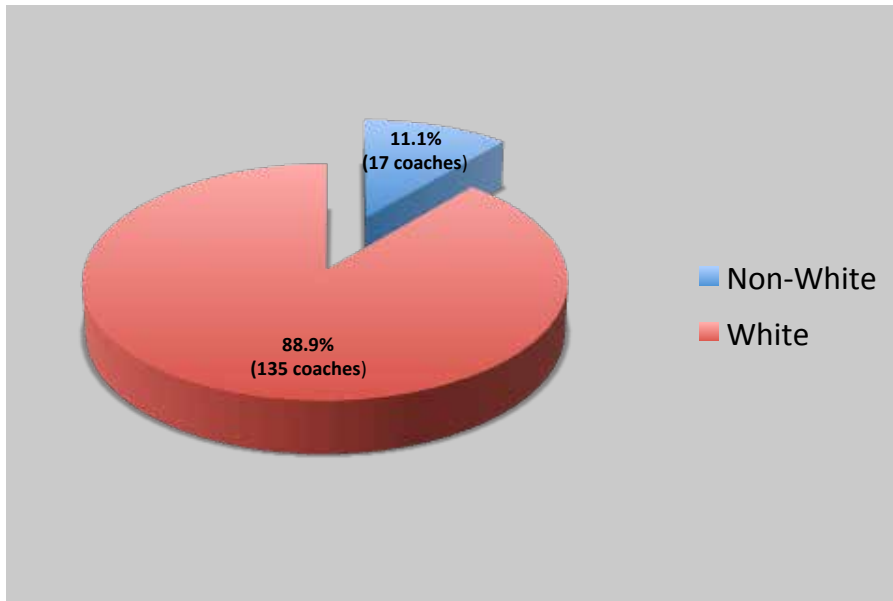
NFL OPPORTUNITY AFTER SECOND HEAD COACH POSITION  
(1963–2012)



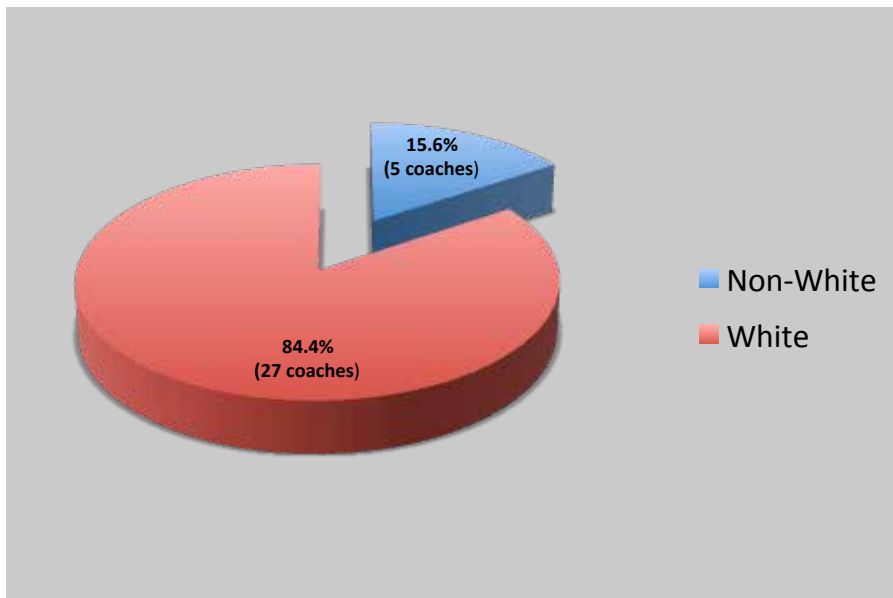
NFL OPPORTUNITY AFTER SECOND HEAD COACH POSITION  
(2012–2014)



RACE OF NFL HEAD COACHES  
(1963-2014)



RACE OF NFL HEAD COACHES AS OF SUPER BOWL XLVIII  
(FEBRUARY 2014)





- In 1921, Fritz Pollard became the first person of color hired as a head coach of a professional football team. Pollard, an African American, coached the Akron Pros and Hammond Pros from 1921-1925. Employment opportunities in professional football for non-White coaches were limited following the leadership of Pollard. From the time of Pollard's last game coaching in 1925, it would be over 40 years before another ethnic minority would serve as the head coach of a professional football team (and over 60 years before the next African American head coach). Tom Fears, who is Latino, became the first ethnic minority head coach hired in the modern NFL era in 1967. Art Shell became the first African American head coach in the modern NFL era when he was hired by the Los Angeles Raiders in 1989.
- From 1963-2014, there have been 135 White head coaches in the NFL, 14 African American head coaches, and three Latino head coaches. Historically, the disparity and skewed representation between White head coaches in the NFL (88.9%) and non-White head coaches (11.1%) is indisputable over a fifty-two year period (1963-2014).<sup>1</sup>
- Fourteen African American individuals have been head coaches in the NFL since 1963. Six additional African American individuals have held interim head coach positions (i.e., these individuals were head coaches for a part of an NFL season) but were not offered the head coach position for the following full NFL season.
- Only five NFL teams have hired two African American head coaches from 1963-2014. With the recent hiring of Lovie Smith, the Tampa Bay Buccaneers became the first NFL team to hire three African American head coaches (Tony Dungy, Raheem Morris and Lovie Smith). Also, the Indianapolis Colts became the first (and only) NFL team to hire African American head coaches back-to-back when the Colts hired Jim Caldwell to succeed Tony Dungy in 2009.
- At the time of Super Bowl XLVIII (February 2, 2014), there were five non-White head coaches (15.6% of head coaches), as compared with 27 White head coaches (84.4% of head coaches).
- After separating (that is, either being fired or resigning) from a first head coach position, nine different non-White individuals (52.9% of the 17 total non-White head coaches from 1963-2014) have received (and accepted) a second head coach opportunity in the NFL. This percentage (52.9%) is an increase from the data presented in Volume I of the NFL Diversity & Inclusion Series, which found that seven non-White individuals (41.2% of the 17 total non-White head coaches from 1963-2012) had received (and accepted) a second head coach opportunity in the NFL. Lovie Smith and Jim Caldwell are the two African American individuals who recently earned a second head coach opportunity.
- After separating from a first head coach position, 48 White individuals (35.6% of the 135 total White head coaches from 1963-2014) have received (and accepted) a second head coach opportunity, as compared with nine non-White individuals. This percentage (35.6%) is a decrease from the data presented in Volume I of the NFL Diversity & Inclusion Series, which found that 46 White individuals (37.1% of the 124 total White head coaches from 1963-2012) had received (and accepted) a second head coach opportunity.
- After separating from a second head coach position, only one non-White coach, Tom Flores, has received (and accepted) a third opportunity to be the head coach of an NFL team. Twelve White coaches have received (and accepted) a third opportunity to be the head coach of an NFL team. For example, Pete Carroll coached the Seattle Seahawks to victory in Super Bowl XLVIII. Carroll is currently in his third NFL head coach opportunity. Carroll was previously the head coach for the New York Jets (1994) and the New England Patriots (1997-1999).

<sup>1</sup>All data and statistics in this report are based on information provided by the NFL.

- Three White coaches (Bill Parcells, Wade Phillips, and Marty Schottenheimer) have had a fourth opportunity to be the head coach of an NFL team. Not a single non-White coach has had a fourth opportunity to be the head coach of an NFL team.
- After separating from a first head coach position, 22 White individuals have held defensive coordinator positions and 23 White individuals have held offensive coordinator positions. After separating from a first head coach position, two non-White individuals (Romeo Crennel and Leslie Frazier) have held the defensive coordinator position and three non-White individuals (Tom Fears, Jim Caldwell and Hue Jackson) have been offensive coordinators. The findings of this report (which focus on occupational mobility patterns from 2012-2014) demonstrate significant progress as compared with the findings in Volume I, which noted that from 1963-2012 only two non-White individuals (Romeo Crennel and Tom Fears) had accepted an offensive coordinator or defensive coordinator position after one stint as a head coach in the NFL, and no non-White individual had held an offensive coordinator position after one stint as an NFL head coach since Tom Fears made that transition in the early 1970s.
- Three White individuals have held defensive coordinator positions and three White individuals have held offensive coordinator positions after separating from a second head coach position. Only two non-White individuals (Ray Rhodes and Romeo Crennel) have held a defensive coordinator position and zero non-White former head coaches have held an offensive coordinator position after separating from a second stint as a head coach in the NFL.
- Between the beginning of the 2012 NFL regular season (September 5, 2012) and Super Bowl XLVIII (February 2, 2014), NFL teams have hired 25 offensive coordinators and 23 defensive coordinators. Twenty-one of these recently hired offensive coordinators are White and four of the offensive coordinators are African American. Twelve of the recently hired defensive coordinators are White and 11 of the defensive coordinators are African American.
- Between the beginning of the 2012 NFL regular season (September 5, 2012) and Super Bowl XLVIII (February 2, 2014), NFL teams have hired nine new general managers.<sup>2</sup> All of these recently hired general managers are White individuals. As of February 11, 2014, there were seven African American general managers in the NFL.
- Between the beginning of the 2012 NFL regular season (September 5, 2012) and Super Bowl XLVIII (February 2, 2014), two White individuals and two African American individuals received a second head coach opportunity after separating from a first head coach position. During this same time period, four White individuals and two African American individuals received an opportunity to be an offensive coordinator after separating from a first head coach position. Also during this same time period, one White individual and one African American individual received an opportunity to be a defensive coordinator after separating from a first head coach position.
- Since 1980, approximately 30 individuals who have served as head coaches in the NFL have subsequently accepted a head coach position with a college football team in the Football Bowl Subdivision (FBS). All of these individuals have been White coaches. Stated differently, zero non-White individuals have successfully transitioned from a former NFL head coach to a college football head coach since 1980. It is important to note that there is no reliable data with respect to how many non-White individuals have pursued (but were not offered and/or did not accept) these college head coach positions after at least one stint as a head coach in the NFL. In addition, three of the 15 head coaches hired since the start of the 2012 NFL regular season were head coaches at the college level immediately before being hired as the head coach of an NFL team (Doug Marrone, Bill O'Brien and Chip Kelly).

<sup>2</sup> Ray Farmer, who is African American, was named general manager of the Cleveland Browns on February 11, 2014.

## REVIEW OF LITERATURE ON OCCUPATIONAL MOBILITY PATTERNS

- Social and behavioral scientists have developed various theories to explain status, power, and upward social mobility (see, e.g., Davis & Moore, 1945; see also Zweigenhaft & Domhoff, 2006). Previous research on occupational mobility patterns has generally focused on three approaches: the career or work history approach, the human capital approach (education and competencies), and the status attainment approach (social capital and mentors) (see Smith & Abbott, 1983; see also Loy, 1969). For example, social capital theorists explain that “social capital”<sup>3</sup> impacts occupational opportunities because social network connections provide information about and access to job opportunities (Granovetter, 1995). Scholars such as Day and McDonald (2010) have found that people of color often lack the social capital resources needed to facilitate occupational advancement.
- Prior studies on occupational mobility of coaches has focused on geographical mobility patterns (see Sage & Loy, 1978), structural barriers and management hierarchies (Braddock, Smith, & Dawkins, 2012), and the importance of positioning individual coaching identities on specific hiring trees of influential employers and head coaches with icon status, access and opportunity (Brooks & Althouse, 1993, 2000, 2007, 2013; Swaminathan, Wade, & Schwabb, working paper). For example, results from quantitative analyses by Day & McDonald (2010) demonstrated that social capital matters a great deal for promotions, but its impact is contingent on race; network connections to heterogeneous contacts (e.g., racially heterophilous ties, weak ties, and high status ties) appear to be more effective for African American coaches than for White coaches. In addition, Seebruck & Savage (2013) found that African American assistant coaches working under African American head coaches (“black homophily”) were significantly disadvantaged compared to all other racial combinations; results indicated that while homophily is neither advantageous nor disadvantageous for Whites, it is disadvantageous for African American job candidates. As explained by Seebruck & Savage (2013), “this racially based disadvantage makes it difficult for minority job candidates to break through the glass ceiling and has real-world financial implications . . . effort should be directed at ensuring that white coaches continue to hire and sponsor capable minority assistant coaches” (pp. 75, 98).
- Other scholars have written about the social phenomena of racial stacking (determination of athlete playing position based on racial stereotypes) and centrality (relative distance to the center of the action on the playing field) to explain how race impacts the position an athlete plays (see, e.g., Edwards, 1973; Phillips, 1983; Smith & Harrison, 1996). Scholars have explained how athletes of color get “stacked” in “non-central” positions that require the smallest amounts of leadership qualities, interaction, and decision-making (see generally Yiannakis & Melnick, 2001). These scholarly studies that focus on how stereotypes and implicit, unconscious biases impact decisions with respect to athletes inform the current report’s focus on occupational mobility of coaches, offensive coordinators, defensive coordinators and general managers. For instance, in a data-based study, Rosette, Leonardelli, & Phillips (2008) found the following: (1) White business leaders are evaluated as more likely to succeed when such leaders are viewed as responsible for an organization’s success; (2) White business leaders are considered more effective and typically experience better career advancement opportunities than racial minority leaders; (3) the lack of racial and ethnic minorities in top positions is due in part to leadership prototypes and leadership categorization theories; and (4) the unconscious and conscious label of “the White Standard” by evaluators means evaluators perceive successful leaders as White regardless of the evaluator’s own race. Furthermore, Greene (2012) examined the “discourse of privilege” phenomenon that relies on rarely articulated subjective evaluation standards, which operates to exempt individuals who select candidates for head coach positions from contemporary norms of fairness and legitimacy.<sup>4</sup>

<sup>3</sup> Scholars have previously defined social capital as “the goodwill that is engendered by the fabric of social relations and that can be mobilized to facilitate action” (Adler & Kwon, 2002, p. 17). Social capital influences career success (see Gabbay & Zuckerman, 1998) and creates a richer pool of recruits for companies (see Fernandez, Castilla, & Moore, 2000).

<sup>4</sup> Some of the content in this review of literature section is excerpted and adapted from the following publication: Harrison, C.K. and Bukstein, S. (2013). *Occupational mobility patterns: A case study of leadership and access in the National Football League*. *Sociology Mind*, 3(4), p. 264-267.

## METHODOLOGY AND APPROACH

This report investigated data regarding NFL head coach demographics, stint and mobility patterns from 1963-2014. This time period is used because 1963 serves as the first year that the NFL began to track relevant data on head coach mobility patterns. Based on the NFL database of human resources in terms of head coaches, these data were analyzed for mobility patterns. Interim head coaches were not included in the data set with respect to determining the total number of people who have held head coaching positions in the NFL from 1963-2014. This report also analyzed data regarding NFL offensive coordinator, defensive coordinator and general manager demographics, stint and mobility patterns from the start of the 2012 NFL regular season (September 5, 2012) to kickoff at Super Bowl XLVIII (February 2, 2014).

Attempts were made to verify the number of vacancies filled and individual separations, trajectories and occupational patterns of NFL head coaches, offensive coordinators, defensive coordinators and general managers based on data provided by the NFL. For example, if an individual was a head coach for multiple NFL teams, the report counts that coach one time in the data set because this report focuses on an analysis of access, opportunity and coaching mobility (i.e., the number of individuals who have held head coach positions) instead of the total number of head coach vacancies from 1963-2014. This analytical framework was also applied to the occupational mobility patterns of offensive coordinators, defensive coordinators, and general managers from 2012-2014. Data was analyzed using SPSS to perform regression analysis. Descriptive statistics and cross tabulations were also performed using SPSS.

The next section of this report presents the findings and results on NFL occupational mobility patterns.

**FINDINGS AND RESULTS:  
NFL COACHING MOBILITY PATTERNS (1963-2014)**

**RACE OF COACHES (1963-2012)**

<b>NUMBER OF COACHES</b>		<b>PERCENT</b>
Non-White	17	12.1%
White	124	87.9%
<b>Total</b>	<b>141</b>	<b>100.0%</b>

**RACE OF COACHES (1963-2014)**

<b>NUMBER OF COACHES</b>		<b>PERCENT</b>
Non-White	17	11.1%
White	135	88.9%
<b>Total</b>	<b>152</b>	<b>100.0%</b>

**NFL OPPORTUNITY AFTER FIRST HEAD COACH POSITION (1963-2012)**

<b>RACE</b>	<b>NON-WHITE</b>	<b>WHITE</b>
NFL Head Coach	7	46
NFL Offensive Coordinator	1	19
NFL Defensive Coordinator	1	21
<b>TOTAL</b>	<b>9</b>	<b>86</b>

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

**NFL OPPORTUNITY AFTER FIRST HEAD COACH POSITION (1963-2014)**

<b>RACE</b>	<b>NON-WHITE</b>	<b>WHITE</b>
NFL Head Coach	9	48
NFL Offensive Coordinator	3	23
NFL Defensive Coordinator	2	22
<b>TOTAL</b>	<b>14</b>	<b>93</b>

**NFL OPPORTUNITY AFTER SECOND HEAD COACH POSITION (1963-2012)**

<b>RACE</b>	<b>NON-WHITE</b>	<b>WHITE</b>
NFL Head Coach	1	12
NFL Offensive Coordinator	0	3
NFL Defensive Coordinator	1	3
<b>TOTAL</b>	<b>2</b>	<b>18</b>

**NFL OPPORTUNITY AFTER SECOND HEAD COACH POSITION (1963-2014)**

<b>RACE</b>	<b>NON-WHITE</b>	<b>WHITE</b>
NFL Head Coach	1	12
NFL Offensive Coordinator	0	3
NFL Defensive Coordinator	2	3
<b>TOTAL</b>	<b>3</b>	<b>18</b>

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

**TABLE: HEAD COACH MOBILITY PATTERNS (2012-2014)\***

TEAM	NAME OF FORMER HEAD COACH	RACE OF FORMER HEAD COACH	NEXT OPPORTUNITY FOR FORMER HEAD COACH	NAME OF NEW HEAD COACH	RACE OF NEW HEAD COACH
Arizona Cardinals	Ken Whisenhunt	White	Offensive Coordinator, San Diego Chargers; Head Coach, Tennessee Titans	Bruce Arians	White
Buffalo Bills	Chan Gailey	White	<i>Not applicable</i>	Doug Marrone	White
Chicago Bears	Lovie Smith	African American	Head Coach, Tampa Bay Buccaneers	Marc Trestman	White
Cleveland Browns	Pat Shurmur	White	Offensive Coordinator, Philadelphia Eagles	Rob Chudzinski	White
Cleveland Browns	Rob Chudzinski	White	<i>Not applicable</i>	Mike Pettine	White
Detroit Lions	Jim Schwartz	White	Defensive Coordinator, Buffalo Bills	Jim Caldwell	African American
Houston Texans	Gary Kubiak	White	Offensive Coordinator, Baltimore Ravens	Bill O'Brien	White
Jacksonville Jaguars	Mike Mularkey	White	Tight Ends Coach, Tennessee Titans	Gus Bradley	White
Kansas City Chiefs	Romeo Crennel	African American	Defensive Coordinator, Houston Texans	Andy Reid	White
Minnesota Vikings	Leslie Frazier	African American	Defensive Coordinator, Tampa Bay Buccaneers	Mike Zimmer	White
Philadelphia Eagles	Andy Reid	White	Head Coach, Kansas City Chiefs	Chip Kelly	White
San Diego Chargers	Norv Turner	White	Offensive Coordinator, Cleveland Browns; Offensive Coordinator, Minnesota Viking	Mike McCoy	White
Tampa Bay Buccaneers	Greg Schiano	White	<i>Not applicable</i>	Lovie Smith	African American
Tennessee Titans	Mike Munchak	White	Offensive Line Coach, Pittsburgh Steelers	Ken Whisenhunt	White
Washington Redskins	Mike Shanahan	White	<i>Not applicable</i>	Jay Gruden	White

\* Date range for data: September 5, 2012 (start of 2012 NFL regular season) to February 2, 2014 (date of Super Bowl XLVIII)

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

- At and/or near the end of the 2012 NFL regular season, eight head coaches either resigned or were fired; all of the newly hired head coaches were White individuals (see the table below).

**TABLE: COACHES HIRED AT END OF 2012 NFL SEASON**

NAME OF COACH	RACE	TEAM
Chip Kelly	White	Philadelphia Eagles
Marc Trestman	White	Chicago Bears
Mike McCoy	White	San Diego Chargers
Andy Reid	White	Kansas City Chiefs
Doug Marrone	White	Buffalo Bills
Rob Chudzinski	White	Cleveland Browns
Bruce Arians	White	Arizona Cardinals
Gus Bradley	White	Jacksonville Jaguars

- At and/or near the end of the 2013 NFL regular season, seven head coaches either resigned or were fired; two of the seven newly hired head coaches were African American individuals and five of the newly hired head coaches were White individuals (see the table below).

**TABLE: COACHES HIRED AT END OF 2013 NFL SEASON**

NAME OF COACH	RACE	TEAM
Lovie Smith	African American	Tampa Bay Buccaneers
Jim Caldwell	African American	Detroit Lions
Mike Pettine	White	Cleveland Browns
Bill O'Brien	White	Houston Texans
Mike Zimmer	White	Minnesota Vikings
Ken Whisenhunt	White	Tennessee Titans
Jay Gruden	White	Washington Redskins

Source: Dr. C. Keith Harrison (based on data provided by the NFL)



**TABLE: OFFENSIVE COORDINATOR MOBILITY PATTERNS (2012-2014)\***

TEAM	NAME OF FORMER OFFENSIVE COORDINATOR	RACE OF FORMER OFFENSIVE COORDINATOR	NEXT OPPORTUNITY FOR OFFENSIVE COORDINATOR	NAME OF NEW OFFENSIVE COORDINATOR	RACE OF NEW OFFENSIVE COORDINATOR
Arizona Cardinals	Mike Miller	White	Offensive Coordinator, Montreal Alouettes (Canadian Football League)	Harold Goodwin	African American
Baltimore Ravens	Cam Cameron	White	Offensive Coordinator, LSU (College)	Jim Caldwell	African American
Baltimore Ravens	Jim Caldwell	African American	Head Coach, Detroit Lions	Gary Kubiak	White
Buffalo Bills	Curtis Modkins	African American	Running Backs Coach, Detroit Lions	Nathaniel Hackett	White
Carolina Panthers	Rob Chudzinski	White	Head Coach, Cleveland Browns	Mike Shula	White
Chicago Bears	Mike Tice	White	Offensive Line Coach, Atlanta Falcons	Aaron Kromer	White
Cincinnati Bengals	Jay Gruden	White	Head Coach, Washington Redskins	Hue Jackson	African American
Cleveland Browns	Brad Childress	White	Offensive Assistant, Kansas City Chiefs	Norv Turner	White
Cleveland Browns	Norv Turner	White	Offensive Coordinator, Minnesota Vikings	Kyle Shanahan	White
Dallas Cowboys	<i>Not applicable</i>	<i>Not applicable</i>	<i>Not applicable</i>	Bill Callahan	White
Denver Broncos	Mike McCoy	White	Head Coach, San Diego Chargers	Adam Gase	White
Detroit Lions	Scott Linehan	White	Offensive Play-Caller, Dallas Cowboys	Joe Lombardi	White
Indianapolis Colts	Bruce Arians	White	Head Coach, Arizona Cardinals	Pep Hamilton	African American
Jacksonville Jaguars	Bob Bratkowski	White	<i>Not applicable</i>	Jedd Fisch	White
Kansas City Chiefs	Brian Daboll	White	Offensive Coaching Assistant, New England Patriots	Doug Pederson	White
Miami Dolphins	Mike Sherman	White	<i>Not applicable</i>	Bill Lazor	White
Minnesota Vikings	Bill Musgrave	White	Quarterbacks Coach, Philadelphia Eagles	Norv Turner	White
New York Giants	Kevin Gilbride	White	Retired	Ben McAdoo	White

New York Jets	Tony Sparano	White	Offensive Line Coach, Oakland Raiders	Marty Mornhinweg	White
Philadelphia Eagles	Marty Mornhinweg	White	Offensive Coordinator, New York Jets	Pat Shurmur	White
San Diego Chargers	Hal Hunter	White	Assistant Offensive Line Coach, Indianapolis Colts	Ken Whisenhunt	White
San Diego Chargers	Ken Whisenhunt	White	Head Coach, Tennessee Titans	Frank Reich	White
Tampa Bay Buccaneers	Mike Sullivan	White	<i>Not applicable</i>	Jeff Tedford	White
Tennessee Titans	Dowell Loggains	White	Quarterbacks Coach, Cleveland Browns	Jason Michael	White
Washington Redskins	Kyle Shanahan	White	Offensive Coordinator, Cleveland Browns	Sean McVay	White

\* Date range for data: September 5, 2012 (start of 2012 NFL regular season) to February 2, 2014 (date of Super Bowl XLVIII)

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

**TABLE: DEFENSIVE COORDINATOR MOBILITY PATTERNS (2012-2014)\***

TEAM	NAME OF FORMER DEFENSIVE COORDINATOR	RACE OF FORMER DEFENSIVE COORDINATOR	NEXT OPPORTUNITY FOR DEFENSIVE COORDINATOR	NAME OF NEW DEFENSIVE COORDINATOR	RACE OF NEW DEFENSIVE COORDINATOR
Arizona Cardinals	Ray Horton	African American	Defensive Coordinator, Cleveland Browns; Defensive Coordinator, Tennessee Titans	Todd Bowles	African American
Buffalo Bills	Dave Wannstedt	White	Special Teams Coach, Tampa Bay Buccaneers	Mike Pettine	White
Buffalo Bills	Mike Pettine	White	Head Coach, Cleveland Browns	Jim Schwartz	White
Chicago Bears	Rod Marinelli	White	Defensive Line Coach, Dallas Cowboys; Defensive Coordinator, Dallas Cowboys	Mel Tucker	African American
Cincinnati Bengals	Mike Zimmer	White	Head Coach, Minnesota Vikings	Paul Guenther	White
Cleveland Browns	Dick Jauron	White	Retired	Ray Horton	African American
Cleveland Browns	Ray Horton	African American	Defensive Coordinator, Tennessee Titans	Jim O'Neil	White
Dallas Cowboys	Rob Ryan	White	Defensive Coordinator, New Orleans Saints	Monte Kiffin	White
Dallas Cowboys	Monte Kiffin	White	Assistant Head Coach/Defense, Dallas Cowboys	Rod Marinelli	White
Detroit Lions	Gunther Cunningham	White	<i>Not applicable</i>	Teryl Austin	African American
Houston Texans	Wade Phillips	White	<i>Not applicable</i>	Romeo Crennel	African American
Jacksonville Jaguars	Mel Tucker	African American	Defensive Coordinator, Chicago Bears	Bob Babich	White
Kansas City Chiefs	Gary Gibbs	White	Linebackers Coach, Kansas City Chiefs	Bob Sutton	White
Minnesota Vikings	Alan Williams	African American	Defensive Backs Coach, Detroit Lions	George Edwards	African American
New Orleans Saints	Steve Spagnuolo	White	Defensive Assistant, Baltimore Ravens	Rob Ryan	White

New York Jets	Mike Pettine	White	Defensive Coordinator, Buffalo Bills; Head Coach, Cleveland Browns	Dennis Thurman	African American
Philadelphia Eagles	Juan Castillo	Hispanic	Offensive Line Coach, Baltimore Ravens	Todd Bowles	African American
Philadelphia Eagles	Todd Bowles	African American	Defensive Coordinator, Arizona Cardinals	Bill Davis	White
Seattle Seahawks	Gus Bradley	White	Head Coach, Jacksonville Jaguars	Dan Quinn	White
St. Louis Rams	Gregg Williams	White	Defensive Assistant, Tennessee Titans	Tim Walton	African American
St. Louis Rams	Tim Walton	African American	<i>Not applicable</i>	Gregg Williams	White
Tampa Bay Buccaneers	Bill Sheridan	White	Linebackers Coach, Detroit Lions	Leslie Frazier	African American
Tennessee Titans	Jerry Gray	African American	Secondary Coach, Minnesota Vikings	Ray Horton	African American

\* Date range for data: September 5, 2012 (start of 2012 NFL regular season) to February 2, 2014 (date of Super Bowl XLVIII)

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

**TABLE: GENERAL MANAGER MOBILITY PATTERNS (2012-2014)\***

TEAM	NAME OF FORMER GENERAL MANAGER	RACE OF FORMER GENERAL MANAGER	NEXT OPPORTUNITY FOR GENERAL MANAGER	NAME OF NEW GENERAL MANAGER	RACE OF NEW GENERAL MANAGER
Arizona Cardinals	Rod Graves	African American	Senior Director of Football Operations, New York Jets	Steve Keim	White
Carolina Panthers	Marty Hurney	White	<i>Not applicable</i>	Dave Gettleman	White
Cleveland Browns	Tom Heckert	White	Director of Pro Personnel, Denver Broncos	Michael Lombardi	White
Jacksonville Jaguars	Gene Smith	White	<i>Not applicable</i>	David Caldwell	White
Kansas City Chiefs	Scott Pioli	White	Assistant General Manager, Atlanta Falcons	John Dorsey	White
Miami Dolphins	Jeff Ireland	White	<i>Not applicable</i>	Dennis Hickey	White
New York Jets	Mike Tannenbaum	White	Executive at Sports Agency	John Idzik	White
San Diego Chargers	A.J. Smith	White	Senior Executive, Washington Redskins	Tom Telesco	White
Tampa Bay Buccaneers	Mark Dominik	White	<i>Not applicable</i>	Jason Licht	White

\* Date range for data: September 5, 2012 (start of 2012 NFL regular season) to February 2, 2014 (date of Super Bowl XLVIII)

\* Note: Ray Farmer, who is African American, was named general manager of the Cleveland Browns on February 11, 2014.

\* Note: In May 2013, the Buffalo Bills promoted Doug Whaley, who is African American, to general manager. Whaley is not included in the above chart since the chart focuses on firings and subsequent hires as compared with internal team promotions.

\* Note: The data in this report does not include individuals who hold “general manager equivalent” positions (for example, individuals who are responsible for “controlling the draft board”). For example, Will McClay, who is African American, prepares and oversees the draft board for the Dallas Cowboys even though his official job title is not “general manager.”

Source: Dr. C. Keith Harrison (based on data provided by the NFL)

## DISCUSSION AND CONCLUSIONS: PRACTICAL RECOMMENDATIONS AND IMPLICATIONS

**Scholarly and Practical Contributions of Current Study:** The current study builds on all the previous literature cited earlier in this report related to occupational mobility patterns and diversity, inclusion and perception issues associated with head coaches and other leaders in the NFL. The current study informs both theory and practice in addressing head coach mobility inequities over a long period of time as well as occupational mobility patterns of offensive coordinators, defensive coordinators and general managers from 2012-2014. The current study also provides practitioners with the facts, data and scientific assessment to approach this issue in a strategic and authentic way. The uniqueness of having access to the NFL database of head coaches over four decades enabled the researchers to expand on previous knowledge, as few studies have analyzed the historical occupational mobility patterns of individuals in the NFL. Previous studies in this area have generally focused on the effectiveness of the Rooney Rule (for example, analyzing the hiring process and proposing new strategies to increase the number of non-White head coaches) and comparing the win/loss records of White and non-White head coaches (for example, determining whether non-Whites are provided with a true meaningful opportunity to turn around a team with a losing record). This study focuses on whether Whites and non-Whites face access barriers with respect to offensive coordinator, defensive coordinator and general manager positions, as well as access barriers after one or more stints as a head coach in the NFL. For example, this study attempts to address whether Whites and/or non-Whites only have one opportunity to prove themselves, and therefore attention must focus on retention, career progression, continued access and “life after being a head coach” in addition to the Rooney’s Rule noteworthy focus on initial entry/access for ethnic minorities. The findings of this study indicate that, historically, NFL teams have been reluctant to hire a non-White individual for a head coach, offensive coordinator or defensive coordinator position after a non-White individual has previously separated from a head coach position in the NFL. However, the recent hiring of Lovie Smith and Jim Caldwell as “second opportunity” NFL head coaches is an indicator of improvement and hope; as of February 2014, nine out of the 17 total non-White head coaches from 1963-2014 have had a second opportunity to be the head coach of an NFL team.

**Implicit Bias and Occupational Mobility Patterns:** Scholars have previously explored and examined how unconscious bias and aversive racism impact occupational mobility (for example, see Bridgeman, 2008; Dovidio & Gaertner, 1998; and Greenwald & Krieger, 2006). Because these processes and biases are “subtle and operate largely by default” (Wang, 2006, p. 16), company decision-makers (for example, general managers of NFL teams) are prone to categorize and stereotype with respect to a candidate’s qualifications for a specific opportunity without any intent or conscious awareness on the part of the decision-maker. As explained by Bridgeman (2008), “many people who do not consider themselves to be racist or sexist and who generally may want to have a diverse working environment may still select people for participation in ways that are biased and discriminatory . . . it is possible to lessen the effects of these biases or in some instances overcome them entirely” (p. 267-268). The findings in the current study reiterate the need to develop and implement bias-lessening processes and procedures with respect to the hiring process for head coaches, offensive coordinators, defensive coordinators and general managers.

The findings in the current study also underscore and uncover the complexity of organizational nuances that may influence the final hiring decisions at the professional and collegiate levels and determine the fate of non-White coaches, offensive coordinators, defensive coordinators and general managers to maneuver the hierarchies of leadership positions. For example, in terms of occupational mobility, the second and third chances for non-Whites to continue coaching at the positions of head coach, offensive coordinator and defensive coordinator are inequitable in comparison to Whites. Phillips et al. have developed a theory-based argument that supports the current report’s research findings with respect to whether variables such as “institutional inequality” (Davis & Moore, 1945, p. 243; see also Acker, 2006) and “membership in powerful coaching families” (Greene, 2012, p. 131) have more of an impact in the hiring and evaluation processes than do the substantive skill sets of individuals. Phillips explained, “We had a few ideas before the project, but the project started shaping itself. We started thinking that African

Americans are not getting the credit they deserve; they do not always have the doors opened; and when they get there they are evaluated differently” (Nov. 2008, p. 1). Similar in part to the focus of this report, these researchers investigated the phenomenon of discrimination differences and different evaluative criteria with respect to job performance in business. Further, Phillips et al. also asked “can one show that these differences exist and have an impact on people’s ability to ascend to leadership positions and stay there?” (Nov. 2008, p. 1).

Also, in a data-based study, Rosette, Leonardelli, & Phillips (2008) found the following: (1) White business leaders are evaluated as more likely to succeed when such leaders are viewed as responsible for an organization’s success; (2) White business leaders are considered more effective and typically experience better career advancement opportunities than racial minority leaders; (3) the lack of racial and ethnic minorities in top positions is due in part to leadership prototypes and leadership categorization theories; and (4) the unconscious and conscious label of “the White Standard” by evaluators means evaluators perceive successful leaders as White regardless of the evaluator’s own race. What the Rosette et al. study means in the context of the current report is that Whites and non-Whites experience different mobility patterns of success and failure with respect to leadership opportunities within the NFL. While the Rooney Rule has been effective in allowing ethnic minority candidates more initial access than was previously realized at the time (see Thornton, 2009)—the culture of NFL male networks, cronyism (i.e., showing favoritism to friends and colleagues without regard to actual competencies and qualifications), and the “who knows you” culture necessitates continued innovation and idea generation relating to practical strategies aimed at creating a new playing field for occupational mobility in the NFL. Past research has concluded that greater diversity in the functional backgrounds and experiences of top management team members enables these members, collectively, to consider a broader range of alternatives and perspectives when considering strategic choices (see Certo et al., 2006). Strategic diversity management is a business imperative (see Thomas, 2010), as a more diverse and inclusive (and informed) workforce could make the NFL an even stronger organization and brand.

**Social Capital and The Social Network:** As recommended in Volume I of the NFL Diversity & Inclusion Series, the NFL and the NCAA might consider combining forces and hold one event each year where coaches at both levels network and connect with one another. The American Football Coaches Association (AFCA) has a large annual event and the NFL coaches have a smaller exclusive gathering each year. For example, this type of collaborative meeting may have the potential to enable non-White former NFL head coaches to become head coaches at the NCAA level, as this report indicated above that since 1980 not a single non-White individual has made the transition from NFL head coach to NCAA head coach at the FBS level. Communication and interaction are the keys to an inclusive organizational culture and society. Even though coaches are not responsible for making the final hiring decisions with respect to other coaches (see Cochran & Mehri, 2002, explaining the need to increase diversity among key decision-makers in the front office of NFL teams), these collaborative meetings can facilitate a dialogue about the culture of the NFL and the NCAA, increase the level of trust amongst coach candidates, and also lead to brainstorming sessions regarding effective strategies to land a first head coach offer as well as how to remain a strong candidate for job opportunities after a stint as a head coach. This event would help the coaches build “social capital,” which represents a network of relationships with White and non-White colleagues and superiors who are critical to career success because they serve to encourage career advancement through the receipt of increased organizational and career-related support and access to information and resources (Sagas & Cunningham, 2005). A few of the coaching staff hires by the Minnesota Vikings in early 2014 demonstrated the power of social capital, as the Vikings hired the sons of Mike Zimmer, Norv Turner and Gary Kubiak (all three of these individuals are current or former NFL head coaches).

Another practical initiative that continues to evolve is the Bill Walsh Minority Coaching Fellowship, which is an annual program administered by the NFL Management Council and NFL Player Engagement. All 32 NFL teams participate in this program each year during training camp. In summer 2013, 126 minority coaches participated in this innovative and practical program. This program serves as a “vocational tool” that helps individuals who aspire to be a head coach in the NFL with increased social capital and access

to the head coach social network. In the words of Pro Football Hall of Fame Coach Bill Walsh, the hiring of head coaches in the NFL “is a very fraternal thing. You end up calling friends, and the typical coach has not been exposed to many black coaches” (Proxmire, 2008, p. 5). The findings of the current study support the power of social capital, as nine out of the 17 total non-White head coaches from 1963-2014 have had a second opportunity to be the head coach of an NFL team. The key is to develop strategies and implement practices and processes that provide more non-Whites with a realistic opportunity to be a head coach in the NFL.

**Spotlighting Success Stories, and Improving the Pipeline by Expanding the Rooney Rule:** The Rooney Rule has unquestionably helped to shape a culture of opportunity in terms of those individuals that make it to the final interview process from a wider candidate pool. However, while the Rooney Rule “combats unconscious bias and increases the chances of selecting the best person for the job” (Proxmire, 2008, p. 9) there remains a need to improve both the policy and the process. The Rooney Rule has provided many non-White head coach candidates with access to a meaningful interview. The next step is to provide non-Whites with access to information about the culture of the NFL and with access to the powerful formal and informal networks (that is, social capital) that impact whether an individual might have a second or third opportunity in the NFL. The Rooney Rule may enable a non-White individual to have an opportunity to secure that initial head coach position, but intangible factors such as trust and perceived competence may have even more of an impact on future occupational mobility (second and third coaching or coordinator opportunities). Therefore, in addition to working to increase the number of non-Whites who make hiring decisions (team owners and general managers), it is imperative to work on improving “the perception of competence” of non-White sport business professionals by both Whites and non-Whites (Shropshire, 1996, p. 129-30). Stated differently, even if there is an increase in non-White general managers and team owners, negative race consciousness associated with the coaching and coordinating capabilities of non-Whites may still exist and persist (see Shropshire, 1996).

One potential practical strategy to address implicit biases (for example, negative race consciousness) is to more systemically highlight the accomplishments of coaches and other leaders of color. For example, the NFL could focus a high level of media coverage on Ron Rivera’s accomplishment of earning Coach of the Year honors for the 2013 NFL season. And, the NFL could also focus on Lovie Smith and Jim Caldwell earning a second opportunity to coach an NFL team. These are only a few examples of the many compelling stories related to the professional accomplishments of coaches of color in the NFL. In addition, the NCAA and members of the media could further highlight that three African American individuals were recently named head coaches at major FBS universities (Charlie Strong at Texas, James Franklin at Penn State and Derek Mason at Vanderbilt). Also, it is important to note that in recent years several individuals have successfully transitioned from head college football coach to NFL head coach. For example, three of the 15 head coaches hired since the start of the 2012 NFL regular season were head coaches at the college level immediately before being hired as the head coach of an NFL team (Doug Marrone, Bill O’Brien and Chip Kelly).

The Fritz Pollard Alliance has proposed that the NFL extend application of the Rooney Rule to the interview process for coordinators and assistant head coaches because these positions function as the primary “pipeline” for NFL head coach candidates.<sup>5</sup> The findings in the current study indicate that nine out of the 15 head coaches hired since the start of the 2012 NFL regular season were previously an offensive coordinator in the NFL; another two of these head coaches have offensive coaching backgrounds. The remaining four head coaches hired since the start of the 2012 NFL regular season were previously a defensive coordinator in the NFL. These findings indicate that the offensive coordinator position is the primary pipeline for NFL head coaches, whereas defensive coordinator can be viewed as the next most viable pipeline for the head coach position. While it is very encouraging that 11 out of the 23 defensive coordinators hired since the start of the 2012 NFL regular season are African American individuals, only four of the 25 offensive coordinators hired during this same time period have

<sup>5</sup>It is important to note that wide receiver coach and running backs coach positions often function as the “pipeline” for coordinator roles. Therefore, it is imperative that qualified coaches of color also have a meaningful opportunity to compete for wide receiver coach and running backs coach positions.



been non-White individuals. Extending the Rooney Rule to coordinator positions would likely increase the number of non-White offensive coordinators in the pipeline.

**Creating a More Informed and Transparent Hiring Process:** After the 2012 NFL season, Commissioner Goodell acknowledged that having eight White head coaches hired for eight open positions was “not acceptable.” As a result, Commissioner Goodell took the initiative to create an eight-member Career Development Advisory Committee comprised of former head coaches, general managers and coordinators to help teams identify qualified candidates for head coach and general manager vacancies. In its first year of existence, the Career Development Advisory Committee has already received praise for its effectiveness and impact with respect to further improving the hiring and decision-making process. For example, the Miami Dolphins received recommendations from the Career Development Advisory Committee during the organization’s search for a new general manager after the 2013 NFL regular season. The Dolphins also decided to keep members of the general public informed with respect to the final candidates the team interviewed for the position. Nonetheless, some confusion existed with respect to the opportunity, which led the Fritz Pollard Alliance to initially advise candidates of color to not interview with the Dolphins for the general manager position until the organization clarified the role and scope of the position. The Dolphins eventually provided additional information on the general manager opportunity, and the Fritz Pollard Alliance then encouraged candidates of color to apply for the open general manager position. This situation illustrated how communication between all stakeholders can further improve. The Career Development Advisory Committee will likely have an even greater impact in the months and years ahead as the committee continues to assist NFL teams by providing timely and thorough information about qualified candidates for each open position.

In addition, the NFL could consider making the hiring process even more transparent with an instrument or scorecard called the “Transparent Performance Scale” that might encompass key components that answer the question of what aspects are most important in terms of a person becoming a head coach in the NFL. Key components might include the following checklist with subjective and objective factors that each decision-maker on an NFL team would rank and complete: level of trust in candidate; level of perceived risk associated with hiring candidate; candidate’s previous win/loss record and coaching success; relationships with decision-makers at the team with which the candidate is interviewing; how the coach was referred to the team; and a comparison to other candidates previously interviewed by the team for the position. Improving a process usually results in improving corresponding outcomes—outcomes that are merit-based and reflect increased, fair competition for open positions.

“Certainly last year, there was full compliance with the Rooney Rule. What makes the difference this year is the quality of the interviews more than the quantity. We were satisfied with the number of interviews last season, but the quality of the interviews and team’s participation in the process was greatly improved. We couldn’t be more pleased with the process and, of course, with the Buccaneers’ and the Lions’ decisions.”

Cyrus Mehri, counsel to the Fritz Pollard Alliance and an advocate for minority coaching opportunities (2014)

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## QUOTES FROM SCHOLARS AND PRACTITIONERS ON VOLUME I AND VOLUME III OF GOOD BUSINESS REPORTS

“We have entered a new phase in our societal efforts toward diversity and inclusion. In sports objective measures are used to determine who plays, and diversity and inclusion are near universally present. In head coaching jobs, however, decisions go beyond the objective win/loss record of a given coach to subjective [criteria] including such things as “style, fit and character.” Where subjectivity is allowed unconscious discrimination can occur. The data analyzed here is another step in raising the unconscious to the conscious level, allowing diverse and inclusive decisions to be more readily made. This is the path business entities must continue to follow on this difficult journey.”

**Professor Kenneth L. Shropshire**, Wharton School, University of Pennsylvania and **Special Counsel, Duane Morris LLP**. Author of *In Black and White: Race and Sports in America*

“Dr. Harrison’s landmark study deserves close attention for those who care about equal opportunity and fair competition in sports. This is the first study looking at racial disparities in the career paths of former NFL head coaches. The NFL deserves tremendous credit for authorizing an independent, critical and transparent study. In my experience doing work involving many Corporate 500 companies, I have rarely seen this level of leadership. This underscores the NFL’s extraordinary commitment to get it right on the journey to equal opportunity and fair competition.”

**Cyrus Mehri**, counsel to the Fritz Pollard Alliance and an advocate for minority coaching opportunity

“Dr. Harrison’s new study will be a huge help with its keen historical perspective, analysis and suggestions for the NFL and college sport. It is a continuation of his great work in the spirit of pracademics.”

**Dr. Richard Lapchick**, Director of DeVos Sport Business Management Program

## BIOS OF RESEARCH TEAM

**Dr. C. Keith Harrison** is Associate Professor at the University of Central Florida as well as Associate Director of the DeVos Graduate and Undergraduate Sport Business Management Programs. In addition to his role at UCF as Faculty and Curriculum Coordinator of the DeVos Sport Business Management Programs, Dr. Harrison is an Adjunct Associate Professor at Emory University's Goizueta Business School and adjunct faculty member at Boise State University's Department of Communication. Dr. Harrison has over two decades of university research, teaching and service experience at the community college level (Cerritos, Fullerton and Cypress) and university level (Washington State University, Indiana University, University of Michigan, Arizona State University, and the University of Central Florida). A former NCAA scholar-athlete that was a center on the football team at West Texas A & M University, Dr. Harrison has numerous peer-review journal articles and book chapters. His career focus is in a few areas: the student-athlete and professional athlete experience; diversity and inclusion issues related to gender and race relations in education, business, sport and entertainment; and the marketing of emerging multicultural demographics in the global environment in education, sport and entertainment. Dr. Harrison's brief list of clients and partnerships include the NFL, Oakland Raiders, Miami Dolphins, University of Oregon, Jordan Brand, Boise State University, UCLA's School of Education, Wharton Sports Business Academy, and Emory University's Goizueta Business School (Department of Organization and Management).

**Scott Bukstein** is Assistant Director, Program Coordinator and Instructor within the DeVos Graduate and Undergraduate Sport Business Management Programs at the University of Central Florida. Bukstein is also an Adjunct Assistant Professor within the Goizueta Business School at Emory University as well as an Adjunct Instructor within the College of Business at the University of South Florida. Bukstein's research focus is on the intersection of sport and the law, the business of collegiate athletics and professional sport, the perceptions and academic performance of college student-athletes, mobility patterns and career paths of coaches, and leadership and diversity/inclusion issues in sport. Bukstein is a licensed attorney.

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