

College Assistant Coaches Enrichment Session



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Head Coach

**Hampton
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It certainly is a pleasure for us to come and share with you today, and I think it is a real privilege to be a part of the greatest profession in America. I truly, truly stand behind that. I believe that with every fiber. What we are going to try to do today is enlighten you. We all have destinies. We all have aspirations. We all have goals, but we need to enjoy life more as we try and strive to reach those goals. We just tend to see too many frustrated young men who, for whatever reason, don't know if things are going the way they should.

I always say the worst pain is depression. I think it is really horrible when I see people who are depressed, who are without spirit. The Lord wants us to enjoy each and every day that he gives us on this side of the earth, and I think that it is horrible to see people who are frustrated and depressed and without spirit. We always say find a man's spirit, also there you will find him. What we are going to do real briefly is kind of put this in three phases. I am going to talk a little bit about some experiences that I have been fortunate enough to come by or live by, and then instead of handouts, I had invited Bill Hayes from North Carolina A&T to also join us, along with Tyrone Willingham.

This is the greatest profession in America, but I think sometimes we need to ask the question, why do we want to coach? Why are we involved in coaching? You hear young people when they come out of college say they want to major in this particular course or major in this discipline because it pays \$100,000 a year entry level. Well, I think that is the wrong approach. I think that is where your misery starts, because if you make \$100,000 a year, but you don't enjoy your job, you will probably make that much for one year, but if you enjoy what you do, you'll make \$100,000 for several years because you want to get up and go to work.

Why do we coach? It should not be about salaries, and I know now today's time, I call it zeitgeist, spirit of the time; time of the spirit. All we see now are a few I-A situations where you see guys signing for millions of dollars for one-year contracts. We saw just the other day, a four-year deal for 10 million. People are just throwing money around. So, we are all now saying, "Oh, man, that is like hitting the lottery. I want to do that. If he did it, I'm going to do it, too." We don't understand the process.

First of all, I don't know how important

that money is because we have known people to be millionaires but are very unhappy with their daily lives. I don't know how important that is. In fact, I don't think it is.

When I look at coaching, I tell my staff that coaching is a ministry. Whenever you are trying to improve the lives of others, it is a ministry. Our young people, with this deterioration of moral fiber that is going on in our society today, need us more now than ever. It is all about trying to create in people a sense of worth, their character. You are in a ministry.

We talk about wanting to be a champion. You can't be a champion on Saturday unless you are trying to be a champion all week, and I think that starts with somebody's church. I think that starts with going to your classes, doing your homework, doing your weight workout, going to the study hall, checking with the academic counselors. Be a champion all week, and then the only thing that changes on Saturday is the atmosphere. That is what coaching is. It is not the big bucks, there are only a few of those. You are in this because it is a ministry. You are concerned about developing a young person and because he met you, he is a better person. Because you met him, you are a better person. That is what coaching is. That is what we talk about.

If you want longevity, if you want fulfillment, that is the angle. That is the concern. The money will come, but let's not put the cart before the horse. That is why we do this thing.

Now, very quickly we are talking about reflecting on the past. When we look at this profession, there have been many advances. Things are better than they used to be. When I ask my A.D. for something for the next year, he always says, "All I am concerned with is progress." He doesn't ever talk about how big or how small. Can we say we made progress? I think that in this profession we have seen a lot of advances. I think that we have seen a lot of things done since Grant has been in the executive seat. The kinds of committees and programs that have come about have really helped all coaches, and we are not just talking about the black coaches or the white coaches or the red coaches.

Programs are in place, if you are truly serious about becoming one of the better coaches in America. We have had all kinds. I look at Jim Caldwell. I was down in Miami



about five years ago and he had a presentation that, if you are really serious about becoming a great coach and moving through the ranks, was one of the most exciting presentations that I have ever seen. How to do it from A to Z.

We have seen those kinds of conventions. About six years ago Bill Walsh invited about 50 coaches to come out to Stanford. We sat there and it was perfect. In the mornings, it was board work, going through the X's and O's and the organizational skills, from A to Z. How to plan your practices and how to set up your game plans, and then in the evenings, Jerry Rice and Joe Montana would go out on the field and demonstrate what he talked about. Out of that session that lasted a week or so, came Denny Green, Tyrone Willingham and Ed Lambert who moved up. You look at Matt Simon who moved up to North Texas and now he is with the Ravens. That says to me that we have made advances. Things are moving forward.

Now, yes, some of us are impatient. Some of us would still rather not pay attention to the small things, which I think is a mistake, because the media is going to always paint everything as the worst. If you buy into it, I think your frustration just gets a little larger, but there have been advances because there are some other Tony Dungys out there. If you look at the coordinators throughout the NFL and I-A, they are there, but the thing that tends to concern me, though, I don't know what are we saying about the young men who need strong leadership at the other divisions. They are not worthy? They don't deserve us? They don't need the attention that the I-A's need? I don't know where Curtis Blackwell, one of my former players who is now working for the AFCA, would be if there wasn't a Hampton or a I-AA, and there are many young men whose lives are better because some coaches have decided to stay. I don't know if Jim Tressel would ever leave Youngstown. I wish he would. Maybe we could win some games in the playoffs. Paul Johnson down at Georgia Southern. I wish like hell he would leave, but the bottom line is that he is not interested. He is enjoying what he is doing. He understands that the young men who come to his program are benefiting. When you look at that, why should we get caught up in? Aspirations are fine. I am not demeaning anybody's aspirations, but I just know that the good Lord put us here because of blessings and he wants us to give blessings to others. I don't think

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that you have to be at the biggest platform to empower young people.

I mentioned very briefly last night about Gwendolyn Brooks who just eulogized in mid December. A Nobel Prize winner. It was never in her mind to leave her small home on the south side of Chicago. Never did, because she understood empowering could come on the smallest platform in America. You can make a difference in somebody's life wherever you are. It doesn't have to be I-A. It doesn't have to be NFL. Be content that you made a difference in somebody's life no matter where it was. I think that sometimes we get caught up in thinking that if I am not I-A maybe I haven't arrived. That is like telling the young folks that your life is not important. It is not significant. I don't know if we really understand we are saying that, but basically that is what we are saying.

When we look at the advances, we also have to discuss the present. I was with Floyd Keith one time at Howard, and Floyd had been at Colorado with Bill Mallory. I was Floyd's defensive coordinator and the Temple job came open. He went up, interviewed, did well, called me on the phone and said, "Coach, get your staff together." Went back for a second interview. He said there is no question. We've got the job.

Bruce Arians played for Bear Bryant. Bear Bryant made a call. Bruce Arians got the job. Well, that is networking. That is networking. Unless you played for some of the bigger names, I don't know if that platform or format is in the cards for you, but I don't know why that should be disappointing.

When I went to Hampton, we had won a national championship at Eastern Illinois, had some opportunities to go forward, move up. A good friend of mine, Mike Shannahan, is a head coach at the Denver Broncos, but I chose to come back to Hampton, a lower division school, and I decided that I really wanted to make a dif-

ference in some young people's lives. Because when I was at the other level I really didn't know if I was making a difference. Sure, you teach. You put out fundamentals. You teach the technique. X's and O's don't change. You have 11 guys on the field. That does not change, but what is happening to the people underneath that helmet inside the uniform. That to me was more important. There are some situations out here that are in need of strong coaches, teachers, compassionate people to come in and do something with those programs.

When I went to Hampton, it wasn't the Hampton there is today. We just completed a \$6,000,000 football complex. That was a second phase. The first phase was renovation of the stadium. We didn't have specialized academics and counselors. We do now. They didn't understand the importance of conventions. When I signed my contract with Hampton I told them that I started in coming to these conventions in 1978 and we are going. It is in the contract. That is why you always see all of our coaches here.

We didn't have a training table. We have one now. When we look around and you say if you are a lower division you have to teach classes. Well, we did that for a year. We are fulltime coaches now. When we recruit, it is not next door. It is not out of the pocket. We fly anywhere we want to go and fly anybody in we want to. Isn't that coaching? Isn't that doing what you need to do?

When we look at salaries, oh, it will never be \$1,000,000, but then again, it is probably going to be more than that. If you old coaches, you probably know the guy, Cal Jones, legendary coach, said to me one day, and I was a G.A. He said when you start looking at salaries, don't always look at the dollar bill. He says if it is not out go consider it income. In other words, if you don't have to pay for it, add that to your salary. It could be a car. It could be a house.

Bill Hayes is going to tell you about that. He belongs to a \$30,000 country club. What ever his salary is, what does Bill do? Add \$30,000 to that. Why? If it is not outcome, it is income. You are getting the services without paying, so what is the difference?

The other thing that is so important is as a coach what else are you doing? In the city of Hampton, they have what they call CUC — Citizens Unity Commission.

More than a thousand people were looked at in the city of Hampton. They were looking for a group of people who they were going to consider as subsidiaries to the city council. They wanted this group of 10 people to be available whenever there were brush fires going on in the community, whether it be racial, whether it be simply the garbage not being picked up like it is across town. Whatever the community problems might be, they wanted a group of 10 people to be assembled. We go to training sessions there on how to deal with conflict or conflict management. They decided that these are the people that they want. How humbling is that to be part of a group that looks at you as being one of the trustworthy people in your community. If there is a problem between the law or any kind of government, this is a group of laymen who can mediate the dispute. That is priceless.

As coaches, we move around a lot. My wife and I, we just got tired of trying to find a new cleaner in a new town. A new barber. All of these things affect your quality of life. I know the resume is good, but I know they always brag on Joe Gibbs. How many stops he made. All of that is good, and the aspirations are there. That is fine. I am just bringing up some things as to what is coaching? What should you be? See, coaching is not about the big dollars. It is not about being able to have a bigger social life, popularity. That is not coaching. You are entrusted with young lives that need some positive influence. Who can say because they met you, "Thank you, Coach."

Now, they send you letters and they call you. They say things that you forgot you even said, but they still use them when they get in a little difficult times. They remember slogans, quotes. That is why you do it.

As the future continues, as we continue to do our best, to lead the young people, the next generation, we just need to remember that there are setbacks. There are disappointments. I don't know where it is ideal. They say up there, maybe, but there are some disappointments. There are some frustrations, but I am just convinced that the harder you work, the harder it is to fail. Empowering people can leave a legacy. If we look at it from that standpoint our lives would be a lot more fulfilling. We will create opportunities for ourselves, and we get away from how big my platform is, and we buy into, I made a difference.

"I am a role model for my team and you are too. I am their father and I sure don't want my son walking around with a bandanna on his head and not know how to handle himself in public."

-Bill Hayes

Bill Hayes, North Carolina A&T

Good morning. I am really honored. It has been a long time since I have had a chance to speak here. All of the guys I work with around the nation, and I respect so much, I want to say good morning to you, and I know you know that I am a little bit different from the rest of them. I am an old trench fighter and I'm not fancy, and I am going to say pretty much what is on my mind and the truth.

I look at today's Black Coaches Association and I think about the day back in 1975 or 1976 when we were at this convention and some of us got together and decided we were going to create a coaches' association for minorities. We sat down in that room that morning and planned the United Coaches Association for African-Americans to try to better our plight in the AFCA. That was a long time ago and I remember that one of the coaches who we really respected came in that morning and said what are you guys doing? They just let you join this thing. Now you are trying to get an organization by yourselves, inside the organization? Well, the United Coaches Association lasted for about seven, eight years, and then all of a sudden, some Division I coaches, blacks who were at Division I schools, named it the Black Coaches Association.

I want to say to all of you that you are the players' father. What I mean by that is you have to take some pride in the fact that you are coaching a kid and you have to teach him some morals and discipline because you are his daddy. I know and you know that if you believe in yourself and your ability as a football coach you know you can get your 11 to beat his 11. If I get the same amount of time and the same chance he's got, my 11 are going to beat his 11. That is all that matters.

I was the first black coach in the Atlantic Coast Conference. I saw a coach from

Clemson this morning who is an African-American. I said I was there first. I went to a lot of places first. So, I've been through the mill.

You are the boys'daddy. Now what am I getting at? You can't tell me that you are going to have discipline on your football team and you are going to let kids wear rags on their heads on national television and pants all down below their hips. You wouldn't let your own son do that. Why do some of you guys allow that? Why do some of you guys let my little brother wear his britches below his butt? And call yourself a discipline coach? That is bull. You need to stop it because I don't respect you for it. You might make a hell of a lot of money, but I don't respect a coach that won't have discipline in the way his kids look. My job is to make sure that I have a high caliber student-athlete on and off of the field. He is going to look right first. He is going to have his hair cut. I'm not worried about the mustaches, but he isn't going to have on earrings out on the football field and he isn't going to have rags underneath his helmet tied around his head. I don't respect that because that is the same player the little kids are emulating and that is why we have so many problems in our community. You need to make the kids on your teams improve what our kids in the neighborhood see so that they can improve their lives. It is an on-going thing. We've got to transform what they see on television into reality. That is what I believe. I am not going to let my players wear their pants down below their behinds. I am not going to let my players go on the football field with earrings and rings in their noses and rags hanging from behind their helmet because we have more pride than that. I am a role model for my team and you are too. I am their father and I sure don't want my son walking around with a bandanna on his head and not know how to handle himself in public. Maybe you are scared to tell him to take it off, but you are going to get my respect when I see your team walk out there looking clean. You aren't going to get my respect if you put them in a situation where winning becomes so important that you forget to teach them how to act and how to look. I resent that and I want you to know it.

Right before the season started, one of my former players who I recruited out of South Carolina, he came from a large family. His mother had 12 children and they lived in a three room house. He came by

one day and asked me to come out top the parking lot. I walked out and he said, "you see that car right there? That is yours." "You see that brand new Harley Davidson right there? That is yours." He said, "You taught me how to be a man. You taught me how to act. You taught me how to look. You taught me to have some principles about myself. You taught me how to fight. You taught me all of the things. That is the reason I just signed a contract to build 50 houses down in South Carolina." He is a contractor down there. He said, "It wouldn't have happened if it hadn't been for all the things you made me do. The discipline you gave me taught me how to be a man. I wouldn't have done that." He said, "So that is yours Coach."

I am here to tell you that if you can't do what you want to do, you aren't a winner anyway. It doesn't matter if you are in junior high school or senior high school.

I got involved with the Boy Scouts a few years ago. I had no intention of getting involved with the Boy Scouts. None at all. I just was just going because they asked me to come and since I'm the head coach I had to do some community relations work. When I got to the meeting, I looked around the room and all the people were white. We have to send white men down to the ghetto to work with the black kids because there aren't any black men down there. I said, hold on a minute, what do you mean there are no black men down there? I took it on myself to go down in there and try to build a program to help those kids, and I did. I made my football team go to camp with those Boy Scout kids. I said that if you are going to play football here, you've got to spend a night at camp with those kids from the inner city.

What I found, and what my kids on the team found, was that they enjoyed it as much as the little kids did. They go out to summer camp in the woods. Every night I'm sending three and four new players. I said that if you don't want to go, you aren't going to play. You've got to pull some time in the woods. They did and they loved it. They loved working with those kids and your guys will too. If you get them involved. We didn't have any money to get the kids out of the neighborhood to the summer camp, so we raised the money by soliciting donations. I found that if you give of yourself you get more in return. I am telling you, if you give of yourself, it will come back to you. Did you know that most corporate executives in this

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-Tyrone Willingham

country were Boy Scouts? Did you know that most CEO's of most major firms in this country were Eagle Scouts? When I started working with the Boy Scouts and talking with some of those executives it also helped raise money for our football program. I've got more t-shirts, socks and uniforms for my team. We would bet we're in the top five in the nation in appearance with no money. But by taking the time to get involved with the Boy Scouts of America, I wound up helping my program as well.

Get high on what you are doing. Get high on building a program. If you are doing it right, if you are busting your butt in the way you ought to be busting it, when you wake up in the morning, you'll be fired up.

When I was at Wake Forest, I had everything. Credit cards, all different kinds of uniforms, house, they did all that right. When I got to Winston-Salem, we didn't even have weights in the weight room, I didn't even have an office. I had a drawer. Pete Richardson will tell you I had a drawer. But you know what I had? I had some kids with a special look in their eyes. I had some kids who wanted to win. I had some kids who wanted to be coached. I had some kids who wanted someone to put their foot in their butt. I had some kids who wanted to be loved. That is all I needed. Old Jim LaRue told me, Jim used to be with the Bears and is one of my mentors. Jim said, "Bill if you've got the kids, if it is just you and the kids, you've got everything you need." I believe that. I took those kids and went down in that weight room and I said look all you have to do is pull your hand enough. Then turn around and do the opposite. Get up against the wall and push it. We pulled and pushed and you know what we did? We went 11-0.

We were committed to what we were doing. We weren't worrying about envy and jealousy of anybody else. We didn't have uniforms. We were sewing them up after

practice. We didn't have coaching gear. We didn't have headsets. We had a lot of fun, the kids were into it and we won big time. A lot of our kids go on to play pro football. Yancey Thigpen came through our program and so did Timmy Newsome and a lot of other good ones. I enjoyed that.

Tyrone Willingham, Stanford

I am fortunate in having this opportunity to visit with you regarding such an important topic and at such an important time. If there is a time that direction is needed, it is needed now. The selection of the topic "How To Get Where You Want To Go" is both timely and necessary.

I must confess that I may not be able to provide you with a scientific formula or scientific information necessary to guarantee your safe passage, arrival, or elevation to the position you desire. But, I can and will attempt to share personal insight as to what I believe are important factors to consider. I reiterate that the information I'll share may not work as your personal road map to where you want to go, but it just might help or remind you of things you already know but have ceased their application.

I believe it is important to realize that there is no established course. Attaining our goals to some degree will be determined by factors that are out of our control. It is critically important that we understand what control we have and learn how to exercise that control.

The first task then is to identify where you desire to go. This is extremely easy to formulate and requires no effort or sacrifice. An example would be "I desire to become Governor of the state of Georgia." Granted, that is a worthy accomplishment to aspire to, but I do not live in Georgia, along with other requirements would prohibit my attainment of that desire. What I am saying is that first you must set a goal, but that goal must be realistic. The attainment of that goal must be outside of your reach, but it must be realistic. My goal was to be a head coach. I can honestly say that there have been seconds and minutes that I second-guessed the reality of that goal, yet I refused to lose sight of that goal.

Why is setting a goal important?

Provides Direction: Realistic goals set the course and focus for achievement.

Provides Motivation: When setting goals you are inspired to reach that special accomplishment.

Provides Stability: When one is knocked off course, having goals allows you to regain your balance and move forward again.

Getting where you want to go requires a realistic assessment in these areas:

Establish Your Level of Commitment: What sacrifices must be made?

Know Yourself: What are my strengths and weaknesses?

Know Your Profession: What is required of the position I desire?

Develop A Plan: Develop clear actions you must take to accomplish goals.

Evaluate Your Progress: Am I on time with the changes and improvements I desire?

It is important that I inject a touch of personal philosophy. It has to do with frustration. The American Heritage Dictionary defines frustrate as *1.a. to prevent from*

accomplishing a purpose or fulfilling a desire; b. To cause feelings of discouragement or bafflement. 2. *To prevent the accomplishment or development of.* Frustration is the condition or instance of being frustrated. I believe you should not become frustrated. If you are frustrated, you have failed to recognize what control you have and what you cannot control. If I can control the circumstances, then I can change the circumstances. If I cannot change the circumstances, then why should I be frustrated?

Put your goals and plans on paper; view and review them often.

Develop a mindset for success! I believe that attitude plays a huge role in success. "I cannot" only accomplishes failure. "I can" is the engine of greatness; it does not guarantee success but offers the greatest chance for success. Here are a

few elements that can promote the mindset of success:

1. Believe in your goals and plan.
2. Talk to yourself with the voice of success and accomplishment.
3. Picture yourself in position you desire.
4. Have a clear mission and philosophy.
5. Focus on the process.
Develop the person that can stay in the fast lane in getting where you want to go:
 1. Get along with others.
 2. Be a positive person.
 3. Demonstrate patience with self and others.
 4. Make others better.
 5. Be a problem solver.
 6. Take responsibility.
 7. Network!
 8. Listen!
 9. Coach for the young men.
 10. Enjoy life and your work.

Keep The Head Out Of Football

Excerpted from an article by Dick Schindler for the National Federation News

Coaches' Checklist

1. Keep the head up.
2. Discuss risk of injury.
3. Keep the head out of contact.
4. Explain how serious injuries can occur.
5. Involve parents in early season meeting.
6. Have a set plan for coaching safety.
7. Clearly explain and demonstrate safe techniques.
8. Provide best medical care possible.
9. Monitor blocking and tackling techniques every day.
10. Repeat drills which stress proper and safe techniques.
11. Admonish and/or discipline users of unsafe techniques.
12. Receive clearance by doctor for athlete to play following head trauma.
13. Stress safety every day.
14. Don't glorify head hunters.
15. Support officials who penalize for illegal helmet contact.
16. Don't praise or condone illegal helmet contact.
17. Provide conditioning to strengthen neck muscles.
18. Entire staff must be "tuned in" to safety program.
19. Check helmet condition regularly.
20. Improper technique causes spinal cord injuries.
21. Helmet must fit properly.
22. Be prepared for a catastrophic injury.
23. The game doesn't need abusive contact.
24. Player safety is your responsibility.
25. It's a game — not a job — for the players.

