

## Black Report's Findings

The Committee feels that there is validity in the following findings on the hearings held.

1. A significant failure of the athletic program has been its lack of sensitivity to the needs and desires of the student athletes and its failure to promote the development of individual players athletically, academically and personally. The attitudes displayed by some members of the coaching staff, no matter how unintentional, are discriminatory both on an individual and a group basis. "Equal treatment" of all players results in discrimination inasmuch as "equal treatment" as practiced by the coaches provides little or no consideration of ethnic and/or individual differences. When all players must comply to a single social class standard involving attitudes and lifestyle, the ethnic minority are being discriminated against because no consideration is given to their cultural backgrounds, expectations and style of play. This is analogous to having runners running in the same foot race run under different conditions.
2. A number of the members of the coaching staff appear to lack communication skills that include an understanding and awareness of individual differences, group differences and the different psychologies of ethnic groups.
3. A condition exists in which covert and/or overt acts of discrimination may occur. It appears to the Committee that acts of discrimination have occurred which may be interpreted as racial from the viewpoints of the individual players, but where individual coaches perceived them as coaching techniques and as discrimination only in terms of athletic prowess. Even though the coaches show a desire to understand, some appear to have failed to understand the current situation in terms of today's student-athlete, the need to have operating grievance procedures, the need to have student-player participation in decision making, etc.
4. It appears that problems of professional ethics and of administration within the Athletic Department are having a direct effect on the staff's human relations with players and result in what could be interpreted to be covert and/or overt discrimination.
5. The athletic department has a number of problems in human relations on a coach-coach, coach-administration, coach-player, sport-sport and department-college community basis. Evidence of these problems as determined by the committee are as follows:
  - a. Dependency on and possible fear that players have of their coaches in the areas of financial aids, jobs, housing and sport participation.
  - b. Personnel practices relating to procurement retention, tenure and promotion of coaches.
  - c. Outdoor work activities of some coaches (perhaps aggravated by "b" above) suggesting that the coaches are not as available to the players as much as should be desired.Existence of these problems appears to make some of the coaches unresponsive to the above stated problems and thereby affecting human relations of which some may be interpreted as discriminatory.
6. There appears to be a lack of leadership traits incorporating the above findings on the part of some coaches. The Committee feels that effective coaching of students in today's academic environment must include: a consideration of ethnic, cultural and other individual differences of players, an awareness of the current situation of the student-athlete's expectations, attitudes, aspirations, style of play and the psychology of his ethnic group. Also, the committee feels that each coach must possess communication skills and psychological tools to induce the optimum

participation of each athlete not necessarily to match the coaches' stereotyped model for players in general, but to blend the teams' individual talents, etc. with the coaches' technical/professional skills to develop the best in the participants for each student's own benefit. When the above conditions exist, it then can be expected that the student-player will be in a position to take an increased responsibility for the team and the aims of athletics.

7. It does not appear that the Athletic Director has within his scope of activities, either by time allocation or prescription, assignments that would include emphasis upon the building of effective communication channels within the Department, responsibilities for encouragement and development of grievance procedures, or counseling duties for problems peculiar to athletes and their participation.