

FROM: JON WEFALD, PRESIDENT EMERITUS, KANSAS STATE, 1986 TO 2009

RE: DOCUMENTATION FOR THE JON WEFALD RULE FROM YEARS PAST TO THE PRESENT THAT, WHEN POWER 5 SCHOOLS HIRE A NEW FOOTBALL COACH, THE CHANCES OF THEM ACTUALLY SUCCEEDING IS: ABOUT 30% OR LESS.

PREFACE

- I. When I became K-State's new President in 1986, I was facing incredible challenges: K-State had a huge decline of 5,000 students from 1980 to 1986; its library was the worst in the Big 8; it was the only school in the Big 8 that had no art museum; it was a long way from being a full-fledged research university; its basic research funding was incredibly mediocre from 1945 to 1990; K-State was only raising about \$3 million in private funds in 1986—which meant that our school was last in the Big 8 in private fund-raising. The truth is that our football program was hardly on my radar screen because most K-Staters felt that the football team was forever hapless.

In football, KSU had the worst record of any Division I program in America from WWII to 1986. In addition to having a football program that won very few games from 1936 to 1986, our football facilities were the worst of any school in a major conference like the Big 8. But I still thought we could have a decent and somewhat competitive football team. But when I stated to anyone in 1986 or 1987 that in the future we could have a team that every 5 years or so could win 6 games, K-Staters everywhere told me to shut up because I was out of my mind.

So, our 12th hire since 1936 was Coach Stan Parrish, who was hired in November of 1985. From 1986 to the date we hired Bill Snyder in November of 1988, Stan Parrish's football team won 2 games and lost 8 in 1986, 0 wins and 11 losses in 1987, and 0 wins and 11 losses in 1988. Our new athletic director, Steve Miller, and I decided halfway through the 1988 season that Coach Stan Parrish could not get it done.

With great enthusiasm and hope, Steve Miller, Jim Epps, and I started the search for a new football coach. We were way too optimistic. To make a long story short, we offered the job to 17 different football coaches, including Jack Bicknell of Boston College, John Fox of Pittsburgh, Frank Solich of Nebraska, Milan Vooletich of Navy, and Bill Thornton of TCU, and about 10 others. They all turned us down. Several of them, indeed, suggested they were insulted that we even offered them the job. Finally, we were so lucky to sign our new football coach in November of 1988: Coach Bill Snyder.

Then, of course, Bill Snyder did the impossible. By 1993, K-State won 9 games and lost 3. All of a sudden, our school was in a bowl game called the Copper Bowl. With 9 superb assistant coaches like Bob Stoops, Jim Leavitt, Mark Mangino, Mike Stoops, and Brent Venables, the 1997 team with over 12 NFL players won 11 games and lost one. This K-State team beat an excellent Syracuse team led by Donovan McNabb by 35 to 17 in the Fiesta Bowl. The 1998 team won its first 11 games and, then, lost the Big 12 Championship game to Texas A&M in 3 overtimes. From 1997 to 2003, K-State won 11 games in 6 out of 7 years and won the Big XII Championship in 2003 over Oklahoma, the No. 1 ranked team in the nation. In every one of these 7 years, K-State's football team had between 12 and 15 NFL players.

Many of our fans became quickly disappointed in 2005 because we hired the wrong coach to replace Coach Bill Snyder. I agree with that sentiment. It was quite a few years later that I came to understand that a ton of so-called Power 5 universities also had suffered from hiring coaches who were not even close to being the right coach and the right fit.

- II. About 8 months ago, I decided to do some serious research into the records of other Power 5 Universities since WWII. What I found out was profoundly shocking: In doing my research, I realized that most of the Power 5 public universities in America, year after year found it incredibly difficult to hire football coaches who were the right coach and the right fit.

After these months of researching this topic, I decided on a new rule that I am calling the "Wefald Rule." This rule means simply that THE CHANCES FOR THE GREAT MAJORITY OF POWER 5 SCHOOLS OVER MANY YEARS THAT WERE ABLE TO HIRE THE RIGHT COACH WHO IS THE RIGHT FIT IS: ABOUT 30%—OR LESS.

- III. KANSAS STATE UNIVERSITY FROM 1936 TO 2018—BIG XII

From 1936 to 1986, Kansas State had seen 11 football coaches, 9 athletic directors, and 4 Presidents. None of them were able to transform our football program—not even close. The 12th hire shortly before I became President at Kansas State in 1986 was Coach Stan Parrish. In his three years from 1986 to 1988, Parrish's record was 2 wins and 30 losses. I have already summed up Bill Snyder's record from 1989 to 2005.

Think about this: K-State's chances of hiring the right coach who would be the right fit in November of 1988 would be no higher than 1%. Still, our school was so

absolutely lucky that our 18th choice took the job and transformed our football program.

When Snyder first retired in 2005, we were probably too sanguine that we could get the right coach. After we hired Ron Prince in November of 2005, we were far too optimistic.

It was only years later when I realized how incredibly difficult it was for any Power 5 school to hire the right coach who was the right fit. I know now that our chances for hiring the right coach in November of 2005 was less than 5%. We fired Coach Ron Prince after three years with a record of 17 wins and 20 losses. He was not the right coach, and more important, he was not the right fit.

Thus, from 1936 to 2008, in hiring 14 football coaches, Kansas State struck out on 13 of the 14 hires in new football coaches. This means simply that not just for all Power 5 schools, but for all Division IA football programs, we compiled for 75 years the absolute worst record of them all in the hiring of new football coaches.

- IV. Before I analyze the 11 Power 5 universities below in terms of coaches and their records, let me mention some of the greatest football coaches in America from 1950 to 2018. My list, of course, could be longer. But let me mention some of the greatest college coaches in the past 70 years.

THEY INCLUDE COACHES LIKE BUD WILKINSON (OU), TOM OSBORNE (Neb), BOB DEVANEY (Neb), WOODY HAYES (OSU), BO SCHEMBECHLER (Mich), PAUL 'BEAR' BRYANT (Ala), BARRY SWITZER (OU), DON JAMES (Wash), LOU HOLTZ (N.D.), DARRELL ROYAL (UT), PETE CARROLL (USC), LLOYD CARR (Mich), EDDIE ROBINSON (Grambling), NICK SABAN (Ala), DABO SWEENEY (Clem), BOB STOOPS (OU), BILL SNYDER (KSU), AND URBAN MEYER (OSU).

As you look at some of the names of football coaches above who are game-changing coaches, what are the chances of the 65 Power 5 schools today finding similar coaches who fit exactly the meaning of the right coach and the right fit. I would say for over 60 of the 65 Power 5 schools that their chances of finding one of these coaches listed above would be about 5% to at most 10%. Fans and university leaders usually forget JUST HOW VERY, VERY DIFFICULT IT IS FOR A HUGE MAJORITY OF THE MOST ELITE AND HIGHLY-RANKED POWER 5 SCHOOLS TO FIND A NEW FOOTBALL COACH WHO IS THE RIGHT COACH AND THE RIGHT FIT—LET ALONE ACTUALLY FINDING AND HIRING ONE OF THESE ONCE-IN-A-LIFETIME HEAD FOOTBALL COACHES.

After you read my essays below on 11 excellent universities in the Big 10, the Big XII, the SEC, the ACC, and the PAC 12, you will understand that the legendary coaches I mention above would never have been hired by many of these schools. You will find that some of the greatest public universities in America today would only have a very modest chance of landing one of these great coaches.

The fact is that great coaches like the ones I mention above are rare as hen's teeth. There are just a very few coaches like the ones I have listed above. TRUTHFULLY, FOR ANY GENERATION, THERE PROBABLY ARE ONLY 2 TO 4 ICONIC AND LEGENDARY COACHES WHO EXACTLY FIT THAT DESCRIPTION. These coaches come across the football scene only rarely. To find one of these few iconic coaches, it would take the following: it would take a brilliant athletic director; it would take incredible skill; it would take great insight, considerable time, and due diligence of the highest order; it would take an AD that pays attention to detail like Nick Saban does; and it would take an AD that has a sense of urgency and, importantly, a willingness today to pay that coach a small fortune like the \$80 million package for the new coach at Texas A&M, Jimbo Fisher. Then, add in this factor: to get one of these elite and historic coaches, that school will need a great deal of luck and good fortune—like when OU got Bud Wilkinson at the end of WWII after he was turned down by his alma mater, the University of Minnesota. Think about Minnesota's football program today if they had hired the equivalent of Paul 'Bear' Bryant in late 1944.

When you read my 11 essays, I hope that you will come to agree that my 30% rule is accurate right now. Namely, that it is so very, very challenging to find and hire the right coach who is the right fit!

V. HOW WELL THE 11 POWER 5 UNIVERSITIES LISTED BELOW SUCCEEDED IN FINDING THE RIGHT COACH WHO IS THE RIGHT FIT OVER THE YEARS

1. INDIANA UNIVERSITY 1948 TO 2018: The Big 10

In doing my research over the past year or two, I was shocked to find out that the school that had arguably the worst record of hiring the right coaches since WWII—outside of Kansas State, of course—is one of the truly great public universities in America: The UNIVERSITY OF INDIANA. By definition, Indiana is one of 62 members of the Association of American Universities that was started in 1900 by the Ivy League schools and universities like Chicago, Michigan, Wisconsin, Stanford, and UC-Berkeley. Today, Indiana has sterling programs across the board and is rated as one of the Top 20 Public Research Universities in America. It is a school that has had national championship men's basketball programs; its

athletic facilities are by and large excellent. It is a member of America's most prestigious conference, the Big 10. In short, Indiana has virtually everything necessary to have very competitive football teams.

But what is the record of Indiana football since 1948? It is unbelievably bad. From 1948 to 2016, Indiana has had 13 football coaches in a row who were either fired or who left with losing football records. Who are they and what are their records?

1948-1951	Clyde B. Smith	8-27-1	1952-1956	Bernie A. Crimmins	13-32
1951	Bob Hicks	0-8	1958-1964	Phil Dickens	20-42
1965-1972	John Pont	31-51	1972-1982	Lee Corso	41-68
1983	Sam Wyche	3-8	1984-1996	Bill Mallory	69-77
1997-2001	Cam Cameron	18-37	2002-2004	Gerry DiNardo	8-27
2005-2006	Terry Hoepner	9-14	2007-2010	Bill Lynch	19-30
2011-2016	Kevin Wilson	18-38	2016 -2018	Tom Allen	10-15

Out of all Power 5 universities, this football record from 1948 to 2018 is the worst record for any of the 65 schools—except for K-State of course. How bad is this record? If Indiana University decides to find a new football coach in the next several years, I would say the chances of Indiana finding the right coach who is the right fit would be no higher than 10%. As a footnote, the chances of Kansas State finding that right coach in 1988 was about 1%.

2. THE UNIVERSITY OF KENTUCKY from 1953 TO THE PRESENT: The SEC

The University of Kentucky is one of the nation's better public universities. It is the flagship school in the state of Kentucky. Its academic programs are excellent. Its athletic programs have been greatly successful in most of the sports—except for football. Kentucky is known far and wide for having won a number of National Championships in basketball and having some of the nation's very best basketball coaches. It is a valued member of the SEC Conference with superior athletic facilities.

But at the University of Kentucky, like a number of other Power 5 universities, the school has been recognized for having one losing football team after another from 1962 until the hiring of Coach Mark Stoops in 2013.

Indeed, from 1946 to 1961, the last two winning coaches for the Wildcats included the legendary football coach, Paul "Bear" Bryant, who was the Kentucky head coach from 1946-1953 when he left with a record of 60 wins and 23 losses. Coach Bryant went on to become one of America's greatest football coaches in the nation

at Texas A&M and especially Alabama. Coach Bryant was succeeded by another excellent coach, Blanton Collier, who was the Wildcat head coach from 1954 to 1961 who left with a record of 41 wins and 36 losses.

But from 1962 to 2018, Kentucky has witnessed 9 football coaches in a row who were either fired or who left with losing records. They included the following coaches and the years they served:

1962 to 1968	Charlie Bradshaw	25-41	1969 to 1972	John Ray	10-33
1973 to 1981	Fran Curci	47-51	1982 to 1989	Jerry Clairborne	41-46
1990 to 1996	Bill Curry	26-52	1997 to 2000	Hal Mumme	20-26
2001 to 2002	Guy Morris	9-14	2003 to 2009	Rich Brooks	39-47
2009 to 2012	Joker Phillips	13-24	2013 to 2017	Mark Stoops	35-39

In 2018, Coach Mark Stoops and Kentucky had the school's first winning record since 1977. In 2018, they won their bowl game over an excellent Penn State team. As Paul Finebaum has declared: "Kentucky has a rising football program right now."

However, in all the years from 1962 to 2013, Kentucky went for an incredible and heartbreaking 51 years without finding the right coach who is the right fit.

Again, by just including Indiana and Kentucky, I can safely say that for a Power 5 University today to hire the right coach who is the right fit is like a crap shoot—or their chances are no better than 30-percent no matter how hard all the schools work to find just the right coach. It is that difficult!

3. THE UNIVERSITY OF MINNESOTA from 1972 to 2018: THE BIG 10

Why would the University of Minnesota have so many challenges in hiring the right football coaches from 1972 to the present? After all, the Gophers had won 6 National Championships in football from 1930 to 1961. They had a number of great coaches, including Clarence W. Spears, Herbert 'Fritz' Crisler, Bernie Bierman, who won by himself 5 National Championships in 1934, 1935, 1936, 1940, and 1941, and Murray Warmath, who won the National Championship in 1960. From 1900 to 1967, the Minnesota Gophers won 16 Big 10 Championships. The Gophers produced a huge number of All-American players and future NFL players over the years, including players like Bud Grant, Clayton Tonnemaker, Leo Nominelli, Bobby Bell, and Carl Eller.

More important, the University of Minnesota has been for several generations an elite public research university. It has been a member of the AAU for decades. Whether it is their first-rate graduate school programs in almost every field or their first-rate Medical School and Law School, Minnesota is a Top 15 public research university.

So, in contrast to Indiana and Kentucky, Minnesota has had many National Championships and Big 10 Championships. This past impressive record makes it that much more difficult to understand why this great university has had so many challenges and troubles in hiring football coaches since 1972. From 1972 to 2018, The University of Minnesota has hired a very high number of coaches who were fired or who left with losing records. I would suggest to K-State fans who are still mad about the 3 years of Ron Prince, please look at the hiring records at Minnesota, Indiana, and Kentucky. Those coaches and their records at the University of Minnesota since 1972 are as follows:

1972 to 1978	Cal Stoll	39-39	1979 to 1983	Joe Salem	19-35
1984 to 1985	Lou Holtz	10-12	1986 to 1991	John Gutekunst	29-37
1992 to 1996	Jim Wacker	16-39	1997 to 2006	Glen Mason	64-57
2007 to 2010	Tim Brewster	15-30	2010	Jeff Horton	2-3
2011 to 2015	Jerry Kill	29-29	2015 to 2016	Tracy Claeys	11-8
2017 to 2018	P.J. Fleck	12-13			

P.J. Fleck has gotten off to a promising start. In his second year, Fleck took the Gophers to a Bowl Game with an easy win over Georgia Tech. There is a good chance that the Gophers have hired the right coach who is the right fit. But I am not ready to say that he is another Bernie Bierman or Murray Warmath.

Coach Glen Mason arguably is the best coach of the 11 coaches hired since 1972. He was pushed out in 2006 even though his teams went to a bowl game in most every year, and, out of the 11 coaches who have been hired since 1972, Mason's teams beat Ohio State and Michigan several times and had big victories over Michigan State and Penn State.

4. THE UNIVERSITY OF ILLINOIS FROM 1960 TO 2018: THE BIG 10

The University of Illinois is one of America's truly excellent public universities. It is a member of the 62 elite AAU universities. It is an historic member of arguably

America's greatest athletic conference: The Big 10. With top students from all over the world, Illinois is a premier and Top 20 public research university in every regard from its graduate research programs to its medical school and law school.

Like Minnesota, moreover, losing football programs do not go back to the 1920's and 1930's. No, the losing basically started in 1960 with the hiring of Coach Pete Elliott. Illinois won 5 National Championships in 1914, 1919, 1923, 1927, and 1951. Illinois has won 15 Big 10 Championships. How many schools have had legendary players like Red Grange, Dick Butkus, J.C. Caroline, Buddy Young, and Jim Grabowski? And their athletic facilities as a longtime member of the Big 10 are excellent.

From 1960 to 2018, only 3 Illinois football coaches out of 12 new football coaches over 58 years left with winning records. These two football coaches were quite excellent and, ironically, back to back: Mike White, who coached from 1980 to 1987 and left with a record of 47 wins and 41 losses, and their greatest coach over these 58 years was John Mackovic, who coached the team from 1988 to 1991 and who won 30 games and lost only 16 games. Bob Blackman, who coached from 1971-1976, left with a record of 24 wins and 23 losses.

The University of Illinois coaches and their records include the following:

1960 to 1966	Pete Elliott	31-34	1967 to 1970	Jim Valek	8-32
1971 to 1976	Bob Blackman	24-23	1977 to 1979	Gary Moeller	6-24
1980 to 1987	Mike White	47-41	1988 to 1991	John Mackovic	30-16
1991 to 1996	Lou Tepper	25-31	1997 to 2004	Ron Turner	35-57
2005 to 2011	Ron Zook	34-51	2012 to 2014	Tim Beckman	12-25
2015	Bill Cubit	5-6	2015 to 2018	Lovie Smith	9-27

Who can really explain this record of losing football at a great American public university like the University of Illinois? In many ways, you cannot explain the reasons. With Chicago leading the way, the state of Illinois and Chicago have a large number of Division I football players and basketball players virtually every year. And, Illinois, like the other universities above, has had very intelligent athletic directors, presidents, and famous alums who can help them find the right coach who is the right fit for their school.

If Lovie Smith does not succeed and Illinois starts a new hiring process, I would give the Fighting Illini a very slim chance of finally hiring the right coach who is the right fit.

5. THE UNIVERSITY OF NORTH CAROLINA FROM 1997 TO 2018: THE ACC

Most academic experts would suggest that the University of North Carolina is not only one of the best public academic institutions in America, but that it is arguably the finest public university in the South. It has been an AAU school for years. From A through Z, the University of North Carolina is first-rate.

The athletic facilities at UNC are outstanding. For decades, the school has had a nationally ranked, premier basketball team right to the present. UNC has won a number of national championships and many ACC Conference Championships. The school is competitive in all sports—except football—in the past 22 years.

From 1967 to 1997, UNC had three superb football coaches in a row: Bill Dooley won 69 games and lost 53 games from 1967 to 1977; Dick Crum won 72 games and lost 41 games from 1978 to 1987; and, arguably their very best coach, Mack Brown, won 69 games and lost 46 games from 1988 to 1997. Indeed, Coach Mack Brown, one of the nicest coaches on the face of the earth as well as one of the best coaches, has agreed to return to UNC to coach the football team in the fall of 2019.

However, for the rest of the years from 1997 to 2018, the UNC football team has not been competitive like it has been, for example, in men's basketball. The football coaches and their records over these years are as follows:

1998 to 2000	Carl Torbush	17-18	2001 to 2006	John Bunting	27-45
2007 to 2010	Butch Davis	12-23	2012 to 2018	Larry Fedora	43-34
2019	Mack Brown				

When a great academic and athletic university like UNC has 4 coaches in a row that were fired for either their losing records or not being competitive enough, there is a major problem in the athletic department somewhere. Maybe the athletic department leaders in 2018 realized that their chances of hiring the right coach and the right fit is much tougher than they ever realized. So, what did UNC do? It decided to hire a former coach who won big at UNC from 1988 to 1997 and won a National Championship at the University of Texas. Hiring Mack Brown back is as good a bet as anyone in America that they could hire. Mack Brown will get the program transformed. Period. Amen. Goodnight.

6. WASHINGTON STATE UNIVERSITY FROM 1945 TO 2018: THE PAC 12

To be upfront, I received a Master's degree in history from WSU years ago. Washington State is one of the nation's better land-grant universities. I know for myself how outstanding the history department was. I did a good enough job at WSU getting an MA in American history that I received a Teaching Fellowship in History at the University of Michigan where I received a Ph.D. in American History 4 years later.

Washington State has been a longtime member of the PAC 8, PAC 10, and now PAC 12. While most of the PAC 12 universities are in cities like Los Angeles, San Francisco, Seattle, Phoenix, and Tucson, WSU is in a small town called Pullman. It is 350 miles east from Seattle. Indeed, the school today is only 20 miles from Moscow, Idaho, the home of the University of Idaho. Most people today do not realize that Idaho was a member of the early PAC 6 Conference until the 1960's when its President and Board of Regents decided that they could no longer remain in the PAC 8. It was a huge mistake for Idaho.

There are not that many Division I football players in the state of Washington. Most of them are across the west side of the Cascades where the University of Washington is dominant.

In terms of football, Washington State is located 90 miles south of Spokane. It has been only in the past 10 years that the President and Athletic Director of Washington State decided to make a major investment in building a new press box, new suites, and an expansion of the stadium to about 28,000 seats. Still, its stadium is the smallest in the PAC 12. This means that a number of WSU administrations never seemed interested in rebuilding and revitalizing the football complex until the past 10 to 15 years.

The coaches and their records from 1945 to 2018 are as follows:

1945 to 1949	Phil Sarbee	17-26-3	1950 to 1951	Forest Evasheyski	11-6
1952 to 1955	Al Kircher	13-25-2	1956 to 1963	Jim Sutherland	37-39-4
1964 to 1967	Bert Clark	15-24	1968 to 1975	Jim Sweeney	26-59-1
1976	Jackie Sherill	3-8	1977	Warren Powers	6-5
1978 to 1986	Jim Walden	44-54-4	1987 to 1988	Dennis Erickson	12-10-1
1989 to 2002	Mike Price	83-78	2003 to 2007	Bill Doba	30-29
2008 to 2011	Paul Wuff	9-40	2012 to 2018	Mike Leach	49-40

The football record of Washington State over this period is quite similar to Kansas State. The coaches who lost a ton of games are clearly in the majority. A few coaches who were at Washington State for a brief period of time included coaches

like Forest Evasheyski, Jackie Sherrill, and Warren Powers who left WSU as soon as they could and went on to have very good coaching careers in football. Then, there was Mike Price, who had a good enough record at the end of his WSU career in 2002 to get the Cougars into the Rose Bowl.

Then, Coach Price accepted the job at Alabama and left the Cougars without their head coach in the Rose Bowl. But even before he signed a contract with the Crimson Tide, he and some friends went to a strip club in Pensacola, Florida in April of 2003 and got into legal trouble. He never coached a game for Alabama.

Then, in the best hire of a new football coach since 1945, the AD at WSU in 2012, Bill Moos, flew to Key West, Florida, where Mike Leach was doing a Sirius Football Talk Show. Moos actually hired Mike Leach right then and there. From 2012 to 2018, Mike Leach's Cougar football team has gotten better and better where he now has a record of 49 wins and 40 losses. His Cougar football teams have been to Bowl games in 2014, 2015, 2016, and 2017. In the past 3 years, the Cougars won 9 games. In 2018, WSU ended the year with the best record of any WSU coach since 1945 with 11 wins and 2 losses. The Cougars ended the year in the Alamo Bowl in San Antonio, Texas, and WSU beat a very good Iowa State team 22 to 20.

But Washington State University has proven beyond a shadow of a doubt how very, very difficult it is to find the right coach who is the right fit. But Bill Moos was enough of a visionary and an AD willing to take a calculated risk as any AD in America.

7. THE UNIVERSITY OF WASHINGTON FROM 1992 TO 2018: THE PAC 12

The University of Washington in Seattle is one of America's most prestigious universities. It has been one of 62 AAU universities for years. Their undergraduate and graduate programs attract brilliant students from all over the world. It is a first class research university, and its medical school and law school are superb.

The football program at Washington has been excellent for decades. It has been very good in the PAC 8, PAC 10, and PAC 12 over the years. In Bill Snyder's 3rd year at KSU, when our talent level was precarious, we were scheduled to play Don James and the Huskies in 1991. Coach Snyder begged the Washington AD and its legendary coach to find another team. I even called the UW President. But James wanted the game to go on. Ruth Ann and I went to Seattle to see the game. As a former student at Pacific Lutheran, I attended a number of UW football games in one of the most beautiful football stadiums in America.

I know now that Don James from 1975 to 1992 won 153 games and lost only 57. His teams won 4 Rose Bowls and 1 Orange Bowl. As I watched the game in 1990, it was easy to see that we were playing a team quite similar to the Green Bay Packers. Their front four was led by a beast named Steve Entman, along with Tyrone Rogers, D'Marc Farr, and Andy Mason, and their offense was led by a future NFL quarterback named Mark Brunell. I knew that UW had a great team.

But, until recently, I did not know that this team was Don James' greatest team and maybe UW's best team ever. They finished 1991 with a 12 and 0 record and a win over Michigan by a score of 34-14 in the Rose Bowl. In this third game of the year for UW, they just toyed with us. Of course, the year was 1991 and little did I know that from 1997 to 2003 K-State had 7 teams in a row that could have played this Don James team with a decent chance to win. We were bad in 1991 and truly nationally competitive from 1997 to 2003 when we had about 12 to 15 NFL players in all of those 7 years.

So, even when Don James retired in 1992 with another Top 10 team, Huskie fans could never envision a 15-year period where the UW football program was bad and even in shambles. UW's athletic officials and fans could not believe that this great powerhouse football program on the West Coast could end up with so many below average coaches.

Maybe the rule of thumb for schools that have truly great and legendary coaches who retire is this: no matter how good the school's academic and athletic leaders are, for whatever the reasons, it seems that quite often that school will run into "rough waters." It is also possible that the school's athletic directors become so arrogant that whomever they appoint to coach will be successful.

At Kentucky, after Paul Bryant left, the program went south. After Pete Carroll left USC, the same thing happened. After Lloyd Carr left Michigan, they could not find the right coach for years. After Lou Holtz left Notre Dame in 1995, it took the Fighting Irish 13 years to find another winner. After Murray Warmath left Minnesota in 1971, they went through 11 coaches in a row. After the legendary Darrel Royal left Texas, the first-rate University of Texas also found how difficult it is to find another Darrell Royal. In hiring new coaches who follow legends, arrogance should never enter the equation. The search for a new coach should be rigorous, and the interview process formidable. Of course, you need that crucial amount of good luck.

We know that the first coach to succeed the great Don James was Jim Lambright. He, too, was a very good coach. From 1993 to 1998, his teams won 45 games and lost 25 games. Here again, arrogance might have entered the equation. The athletic director and his assistants probably should have had more patience with Jim Lambright. Why? Because the likelihood of finding another Don James is terribly remote. There is hardly ever another legendary coach out there. And he might not be out there for years to come—or ever. That is how tough it is to get a transformative coach at any Power 5 University. They are rare for sure.

What happened at the University of Washington for the 15 years between 1999 and 2014?

1999 to 2004	Rick Neuheisel (fired)	33-16	2004 to 2005	Keith Gilbertson	7-16
2005 to 2008	Tyrone Willingham	11-37	2009 to 2013	Steve Sarkisian	34-29

Here we have a school that fundamentally had very good to superior teams for decades and, then, the bottom falls out. Few Huskie fans today want to remember that for 15 years UW's football program was in no man's land. Actually, from 1993 to 2014, the various AD's at UW simply could not find the right coach. Just as any football coach will tell their school supporters that all games are hard to win, it is even more difficult to find the right coach.

When UW hired Rick Neuheisel from the University of Colorado, the UW AD must have known that he had had a rocky road at Colorado. After 5 years at UW, Rick had won 33 games and lost 16. But Neuheisel was not a good fit at UW either. Then, when the papers came out with articles alleging that he was betting on games, he was fired. Keith Gilbertson, in two years, won 7 games and lost 16. The wheels were coming off. Then, UW's athletic administration should have thought twice about hiring Tyrone Willingham just after he was fired at Notre Dame. If he could not win there, he could not win at Washington. This 4-year period from 2005 to 2008 might have seen the worst football teams in the history of Washington football. Then, in another strange decision, the UW athletic department hired a young man who had been the Offensive Coordinator at USC. He was not the right coach, and he certainly was not the right fit. Coach Sarkisian from 2009 to 2013 won 34 and lost 29. The fans did not like his record, and they did not especially like Coach Sarkisian. But USC decided to bail out UW, and he left for USC. That partnership did not last that long either.

8. THE UNIVERSITY OF KANSAS FROM 1958 TO 2018: THE BIG XII

The University of Kansas has been in the nationally prestigious Association of American Universities right alongside the colleges of the IVY LEAGUE since 1909. Today, the Big XII has 3 AAU members: KU, Texas, and Iowa State. For decades, KU has been one of America's greatest universities in most academic fields. Its Medical School and Law School are first-rate.

Of course, it has had legendary and excellent basketball coaches since the 1890's. After all, James Naismith is today proclaimed as the "father of basketball." His first hire as KU's basketball coach was Phog Allen. Phog is viewed as the "father of basketball coaching." Some of the greatest players in college basketball history played for the Jayhawks: including Wilt Chamberlain, Darnell Valentine, Danny Manning, Paul Pierce, and Mario Chalmers. Today, Coach Bill Self is one of the top 3 or 4 head basketball coaches of all the Power 5 schools. Coach Self has won 13 Big XII basketball championships in a row. Bill never rebuilds—he reloads. His recruiting is that good. Before Self, Roy Williams compiled an equally sterling record since he was hired in 1989.

But, like K-State in football, Kansas has struggled very badly for decades.

The coaches and their records from 1958 to 2018 are as follows:

1958 to 1966	Jack Mitchell	42-45	1967 to 1970	Pepper Rogers	20-22
1971 to 1974	Don Fambrough		1975 to 1978	Bud Moore	17-21
1979 to 1982	" "	37-48	1983 to 1985	Mike Gottfried	15-18
1986 to 1987	Bob Valesente	4-17	1988 to 1996	Glen Mason	47-54
1997 to 2001	Terry Allen	20-33	2002 to 2009	Mark Mangino	50-48
2010 to 2011	Turner Gill	5-19	2012 to 2014	Charlie Weis	5-22
2015 to 2018	David Beaty	6-42	2018	Les Miles	

I have asked myself the question many times: how in the wide, wide world of sports can great universities like KU, Indiana, and Kentucky, for example, hire one great coach after another in basketball? And the sport that is pivotal for the future of all Power 5 schools, namely football, the top academic leaders of these schools and their athletic directors often fail to hire the right coach who is the right fit. Are the school's AD's not as focused and paying attention to detail in football when it comes to hiring the right coach?

In general, I would suggest that they either spent less time or money and far less checking and analysis looking for a new football coach compared to hiring a basketball coach. Of course, let us face it: hiring the right basketball coach is easier because when you scout for a new coach, you are watching that coach and his top

7 to 8 players. I know in football, any great team needs close to 50 scholarship players who are in the rotation. In short, it probably is harder to judge football coaches because they have over 85 scholarship players. In basketball, if you have two great players, you can win the conference championship. If you have 3 great players, you can make it to the Final Four of the NCAA Tournament.

Given KU's track record in football for over a generation, I would say that Les Miles' chances of turning the KU football team around are quite good.

9. THE UNIVERSITY OF NOTRE DAME FROM 1997 to 2010: THE ACC

If there is one school that never should have a 13-year period where that school cannot find the right coach who is the right fit, it is, without question, Notre Dame. In the past generation, Notre Dame has become a superb academic university with outstanding faculty, staff, and top-notch students from all over America and the world.

But Notre Dame has been a football powerhouse since the 1920's with its first legendary football coach: Knute Rockne. Coach Rockne is the most winning coach in college football history. From 1918 to 1930, Rockne's teams won 105 games and lost only 12 games—for the highest percentage of wins and losses with a .881 winning average. From 1934 to 1940, Elmer Layden won 47 games and lost 13 games. Another American legendary Notre Dame football coach was Frank Leahy, whose record is similar to Rockne's record where Leahy won 87 games and lost 11 from 1941 to 1943 and 1946 to 1953. The next great Notre Dame coach was Ara Parseghian, who coached from 1964 to 1974 where he won 95 games and lost 17 games for a winning percentage of .836. Dan Devine is not normally mentioned in the same breath as Rockne, Leahy, and even Lou Holtz. But Coach Devine won 53 games and lost only 16 games with a winning percentage of .764. The most recent coach to be mentioned in the same sentence as Rockne and Leahy is Coach Lou Holtz. The last national championship of the 6 total National Championships won by Notre Dame since Rockne in 1930 came in 1988 when Coach Holtz won the National title. From 1986 to 1996, Coach Holtz won 100 games and lost 30 games for a winning percentage of .765.

When you consider, moreover, the advantages that Notre Dame has had from 1996 to 2010 including a top-notch academic reputation, a beautiful campus, excellent athletic facilities, 6 National Football Championships, Touchdown Jesus overlooking the football stadium (which most pundits would argue is good for 3 points a game,) Catholic priests all over America recruiting for their most beloved

Catholic college, and, very important, the absolute necessary funds to pay their new football coach exactly what is needed to attract that coach to Notre Dame.

So, for a school that symbolizes college football, how could Notre Dame fail to hire the right coach who is the right fit for 3 straight coaches over 13 years? How could the University President and Athletic Director over those 13 years fail to snag exactly the right coach? From the time that Lou Holtz left for South Carolina in 1996, Notre Dame failed badly to attract that right coach. I ask our K-State fans to remember that Ron Prince was only at KSU for three years. Indeed, we are talking about Notre Dame that has virtually everything necessary to make sure that they sign up exactly the right coach. But when a school like Notre Dame hires 3 coaches in a row from 1996 to 2010 that do not live up at all to the winning standards of Notre Dame, there is trouble in River City. If Notre Dame can hire and fire 3 coaches in a row that are not the right coach and the right fit, you can almost say "that every Power 5 University in the years ahead are arguably headed for a 30% chance of getting exactly the right coach."

1997 to 2001	Bob Davie	35-25	2002 to 2004	Tyrone Willingham	21-15
2005 to 2009	Charlie Weis	35-27			

Now, of course, Coach Brian Kelly seems to have Notre Dame back on track, despite his team losing badly in the 2018 College Football Playoffs 30-3 to a Clemson team. Notre Dame was never in the game. But OU was never in their game either losing badly to Alabama.

Because Charlie Weis had been the head football coach at Notre Dame, he got the football job at KU in 2012. Few fans at KU will ever understand why Charlie Weis would be hired by the University of Kansas several years after he was fired at Notre Dame. I asked myself at the time about KU's hire: if Coach Weis cannot be successful at Notre Dame with a ton of 4- and 5-star players, how will Coach Weis be successful coaching 2- and 3-star players at KU? Coach Weis turned out be the worst hire in the history of KU.

When Brian Kelly decides someday to move on and Notre Dame has to hire another new football coach, I would say Notre Dame has about a 50% chance of hiring the right coach.

10. THE UNIVERSITY OF OKLAHOMA FROM 1989 TO 1999: THE BIG XII

The University of Oklahoma has had two of the best coaches in America from WWII to the present. Bud Wilkinson and Barry Switzer. How could OU fail to find the right coach after Barry Switzer left in 1988? But many OU fans forget that OU went through 3 coaches in a row from 1989 to 1999 who were fired. Those coaches that were hired and fired for that 10-year period included Coach Barry Gibbs, who was the head coach from 1989 to 1994; Howard Schnellenberger, who was so very bad that he was fired after his one and only year, 1995; and John Blake, a former OU offensive lineman who was the unsuccessful OU head football coach from 1996 to 1998.

OU today has one of the most brilliant athletic directors in any Power 5 Conference today, namely, Joe Castiglione.

I knew Bob Stoops well when he was our defensive coordinator at K-State. Some of his friends told me and Bob also told me that the University of Iowa was his dream job in November of 1998. Stoops went to Iowa and played cornerback for the Hawkeyes. He also told me that after he interviewed with the Iowa search committee in Atlanta in December of 1998, he told Iowa's athletic director that his dream job would be to coach at Iowa. Evidently, the Iowa AD told Stoops that he wanted to interview several other candidates. So, who was very lucky?

It was Joe Castiglione who this time had the luck. Joe's instincts were brilliant. He sensed that Bob Stoops was never going to wait for a return call from Iowa. All Joe had to do was call Bob, and it was a done deal. Stoops would get the job and become OU's next Bud Wilkinson and Barry Switzer. While Iowa got a very good and successful head coach in Kirk Ferentz, Oklahoma got a brilliant coach and a future Hall of Fame coach. In his second year, Bob Stoops won the National Championship. When Bob retired two years ago at age 57, he recommended Lincoln Riley for his job. Joe agreed, and Riley is viewed as a rising star in college football.

As a brief footnote, in the fall of 1997 when John Blake was OU's head football coach, the veteran reporter for the DAILY OKLAHOMAN, Barry Trammel, called me at K-State. In one of the most ironic and even humorous calls that I ever received, Barry Trammel asked me, "How could OU turn around its football program?" What flashed through my eyes and mind were great OU coaches like Bud Wilkinson and Barry Switzer and K-State having arguably the worst football team in the world from 1936 to 1988. I was stunned, of course. How could anyone from K-State make any recommendations to OU is beyond me. But I did say to this great reporter, "OU just needs to find another great coach like Wilkinson and Switzer and everything will be fine."

Thus, after OU went through 3 fired coaches in a row from 1989 to 1998—which for OU fans amounted to a virtual lifetime, OU lucked out. With this good fortune, Bob Stoops and his new AD, Joe Castiglione, totally transformed the OU football program. It was Stoops and Castiglione who chose Lincoln Riley—meaning the OU football program is in brilliant hands for years to come.

11. THE UNIVERSITY OF ALABAMA FROM 1997 TO 2007: THE SEC

The University of Alabama. I hate to even mention Alabama when that excellent SEC university has had two of the best football coaches in college football history: Paul 'Bear' Bryant and Nick Saban. Paul 'Bear' Bryant had an incredible winning record from 1958 to 1982 at Alabama where he won 5 National Championships won 232 games, and lost only 46 games. Now Alabama has the very best coach in the history of College football: Nick Saban. From 2007 to 2018, Coach Saban at Alabama has won 5 National Championships in 2009, 2011, 2015, and 2017. Nick also won a National Championship at LSU.

You can say that the athletic leaders of Alabama have made few mistakes in hiring new football coaches. But any critic has to take a look at the coaches Alabama and various athletic directors hired from 1997 to 2007.

1997 to 2000	Mike Duboso	24-23	2001 to 2002	Dennis Franchione	17-8
2003	Mike Price	0	2003 to 2006	Mike Shula	10-23
2006	Joe Kines	0-1			

The fans and supporters of the University of Alabama simply do not want to remember the years from 1997 to 2007. During this 10-year period, Alabama's football program definitely went south. Coach Duboso barely won half of his games in 3 years. Coach Franchione came from TCU in 2001 as Alabama's new coach. He had a superb record during his years at TCU. But Dennis evidently came to believe that he was not a good fit for the Crimson Tide. And, then, he started worrying about impending NCAA violations that could hit the Alabama football team very hard in the next year. As soon as he got an offer to go somewhere else, he left Alabama. I am not sure if there is another Alabama football coach since Coach Paul Bryant that ever started thinking about leaving Alabama shortly after he got there. So, Dennis accepted the offer to take the head coaching position at Texas A&M—which is exactly the opposite of what Bryant did years before. As a footnote, just as he was winning many games at Texas A&M, Coach Franchione was accused of wrong-doing within the football program, and he got fired.

Meanwhile, the head coach of Washington State, Mike Price, had become a very good coach for WSU from 1989 to 2002. In 2002, Price won the PAC 12, and his team was selected for the Rose Bowl. In the several weeks before the Rose Bowl, Price started attracting attention from schools like Alabama. Before he coached WSU in the Rose Bowl, Mike Price simply abandoned his Cougars and went to Alabama as its next head coach—which is shortly after Dennis Franchione abandoned the Crimson Tide. But, in possibly the most embarrassing period in the history of Alabama football and before he even coached one game, Coach Mike Price and some of his friends decided to go to a strip nightclub in Pensacola, Florida. Unfortunately, for Coach Price, the news got out rather quickly. Within a day or so, this story was major news all over America. The President of Alabama had to fire Mike Price before he even stepped on the football field and coached his first game. Quickly, the Alabama AD hired Mike Shula to be the new head coach. That decision was hardly a good choice either. Mike Shula became one of Alabama's worst coaches in its history. After a record of 10 wins and 23 losses, Shula was fired.

Where was Nick Saban in November of 2006? He was the head coach of the NFL Miami Dolphins. According to an ESPN report and other stories, Coach Saban had been arguing to keep Drew Brees. Even though Brees had had major shoulder surgery in the summer of 2006, Saban still believed that Drew Brees would completely recover and continue to be one of the NFL's greatest quarterbacks. Saban told the Dolphins' General Manager that if could he could count on Drew Brees as his starting Miami QB in the season of 2007, he would stay on as the head coach of the Dolphins. But the Dolphins General Manager evidently decided to accept the Medical advice of the team's physician. Those two decided it was too risky to retain Brees as the quarterback. Coach Saban's interest in staying in Miami without a great quarterback waned overnight. At that very time, the Alabama AD reached out to Coach Saban and offered him the head coaching job.

If Nick Saban had convinced the Dolphins' General Manager to keep Drew Brees, who knows? Would Nick Saban have come to Alabama and become America's greatest college coach? So, you could argue that Alabama had considerable luck in contacting Coach Saban just when he was wondering about his future with the Miami Dolphins without a great quarterback. As we all know, history is not inevitable. It constantly changes, and, because of those circumstances and just a little luck, Alabama was able to hire a great college football coach.

The meaning of this 10-year period from 1997 to 2007 at Alabama is that, even in legendary football programs like Alabama and Notre Dame, things can go south in a hurry. However, whether it is Notre Dame or Alabama in the future hiring new

coaches, we now know that there is no guarantee that either university can and will hire the right coach who is the right fit. Despite the defeat at the hands of Dabo Sweeney and Clemson for the 2018 National Championship, Nick Saban is still the greatest college football coach in America, and, maybe, Coach Saban is the greatest football coach of all time. Now, however, Coach Dabo Sweeney is right there with Coach Saban.

As of 2018, how many legendary and historic head football coaches are out there today? Well, you start with Nick Saban and Dabo Sweeney. I could easily add Urban Meyer, but he has retired. Are there any other head football coaches in a Power 5 Conference that you could consider to be an historic and legendary coach? I ask you: name another one. The truth is I cannot think of a fourth coach in any of the Power 5 schools that would fit that description. So, for schools that have had one, today, they could search and search and come up empty. For every generation, there are normally only two, three, or even four. For the next generation, you almost have to say: STAY TUNED, BECAUSE THERE ARE NO SURE BETS RIGHT NOW—EVEN WHEN YOU CONSIDER LINCOLN RILEY, TOM HERMAN, JIMBO FISHER, AND EVEN CHRIS PETERSON.

- VI. I could look at all 65 Power 5 Universities today. But in looking at the schools I did analyze, I am convinced that from this point on when any of these 65 schools are looking for a new head football coach in the future, the great majority of those universities will only have A 30% CHANCE—OR EVEN MUCH LOWER—OF FINDING THE RIGHT COACH WHO IS THE RIGHT FIT.

FINALLY, LET ME PROVIDE SEVERAL RECOMMENDATIONS FOR SCHOOLS LIKE INDIANA, ILLINOIS, MINNESOTA, WASHINGTON STATE, KANSAS STATE, AND KENTUCKY AND MANY OTHER SCHOOLS IN THE FUTURE SO THOSE SCHOOLS AND THE OTHER POWER 5 UNIVERSITIES CAN FIND THE RIGHT COACH WHO IS THE RIGHT FIT.

- VII. MY RECOMMENDATIONS FOR THE 65 POWER FIVE SCHOOLS OF HOW TO DO EXACTLY THAT

- A. The President/Chancellor at all of these Power 5 schools should be centrally involved in the search for a new football coach. The CEO should read all letters of recommendations and, from time to time, demonstrate to future recruits that his/her school will be backing football from the top down and the bottom up.

- B. And that the CEO will be hosting luncheons for key recruits in football to impress the recruits and their parents that at our school we are speaking as one team and one community. In my case, at K-State for 20 years, I did spend about 3-percent of my time to host luncheons for all football recruits, men's basketball recruits, women's basketball recruits, and volleyball recruits. I did a good job of convincing a number of top-level recruits to attend K-State. Now some Power 5 schools and their CEO's might not feel comfortable hosting a lunch for athletes and their parents or in giving an 8- to 10-minute Knute Rockne talk. But they should attend more than several recruiting lunches for football—and give a 2- to 3-minute overview on the academic excellence of their school.
- C. In addition to the AD chairing the search, the President of that school's Faculty Senate and maybe several famous alums should be asked to help with the search. And the school's AD might even want to add a well-known Shaman who might bring good fortune to the committee's task of finding a good new coach.
- D. Importantly, I think that the search for a new head football coach should include a sports psychologist if there is one on the campus. If not, the AD should find a brilliant sports psychologist who does this for a living and have him on the search committee. This person should read all the letters of recommendation and, more important, the sports psychologist should have at least one half-hour to interview the top 4 or 5 candidates. Their main job is to help find the coach who is the right fit. The sports psychologists should focus in on the candidate's personality because, as we all know, coaches that win many games and are open, accessible, and treat people with respect—and have a good sense of humor—all of this will unquestionably help that coach not only win games but its fans as well. We remember that Coach Rich Rodriguez was very popular with the football fans in West Virginia. However, when he went to Michigan in December of 2007 to replace Lloyd Carr, he was never a good fit. Many Big Blue supporters and fans thought that he did not meet the standards of their upper crust behavior, culture, and personal conduct that are mainstays at the University of Michigan.
- E. I think some schools should require that the final 4 or 5 candidates take a regular psychological profile or even consider using the same psychological test that the NFL gives to all of the college football players that are candidates to play in the NFL. There is a good chance that some candidates might be eliminated just by taking the test. It would be at least another test that the coaching applicant would take to determine especially if that coach would be the right fit at that school.
- F. EVERYONE ON THE COMMITTEE SHOULD CAREFULLY REVIEW THE ENTIRE RECORD OF EACH CANDIDATE; FIND OUT HOW EACH CANDIDATE TREATS HIS FELLOW

COACHES AND ESPECIALLY HOW HE TREATS AND RESPECTS EACH PLAYER; AND FIND OUT EACH CANDIDATES WILLINGNESS TO ATTEND A VARIETY OF UNIVERSITY EVENTS WHERE THAT COACH RELATES TO THE ENTIRE UNIVERSITY.

- G. THE UNIVERSITY CEO AND THE ATHLETIC DIRECTOR SHOULD AGREE ON THE FINAL CHOICE FOR THE NEW FOOTBALL COACH.