WOODY HAYES: A CASE STUDY IN PUBLIC COMMUNICATION, 1973

DISSERTATION

Presented in Partial Fulfillment of the Requirements for the Degree Doctor of Philosophy in the Graduate School of The Ohio State University

By

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* * * * * *

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To my parents and family - words are inadequate to fully thank them for the emotional stability they provided. That stability was further enhanced by the constant encouragement of Mrs. Isabelle Pierce and her family and by fellow doctoral candidate, Ms. Jude Yablonsky.
TO MY MOM AND DAD
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CHAPTER I

INTRODUCTION

One man in the City of Columbus, Ohio, commanded large amounts of air time, newspaper print, and crowd support from September, 1973, through January, 1974. Each Saturday evening from September 15 - November 24, 1973, he could be heard both being interviewed and interviewing others for a half hour on WBNS-TV (Channel 10) beginning at 11:30 p.m. He was interviewed weekly on WTVN (610) Radio in Columbus for 15 minutes prior to the opening kick-off of the Ohio State football game. During the football season, he held a weekly press luncheon at the Jal Lai Restaurant in Columbus. From September, 1973 - January, 1974, he was referred to or quoted almost daily in the mass media. Furthermore, he spoke to countless groups. Among these were: the Dispatch Quarterback Club members of Columbus at their four evening meetings; the crowds attending the "Senior Tackle" at Ohio Stadium on Thanksgiving Day; those at the O.S.U. "pep" rally before the homecoming game against Northwestern; the approximately 1200\(^1\) gathered at the Football Appreciation Dinner in the Ohio Union at O.S.U. on November 26, 1973; and the estimated crowd of 5,000\(^2\) assembled to honor the Buckeyes for their Rose Bowl victory at the Football Appreciation Rally at Ohio State's St. John Arena on January 11, 1974. Also, he published his third book, You Win With People!, in August, 1973. It joins his two other books:
Football at Ohio State (1957) and Hot Line to Victory (1969). This man who commanded the air time, newspaper print, and crowd support just briefly sketched is, of course, Ohio State University's Head Football Coach, Wayne Woodrow "Woody" Hayes. The public communication of Woody Hayes is the subject of this study.

NEED FOR THE STUDY

"Bear" Bryant, John McKay, Darryl Royal, "Pepper" Rogers, Joe Paterno, Ara Parseghian, Barry Switzer, "Bo" Schembechler, "Charlie" McClendon, Woody Hayes — many of these names are household words. Why should they be of interest to persons in the field of communication, though?

To anyone who follows college football each Fall, whether as a spectator in the stands, via television, radio, or through newspaper and magazine accounts, at least some of these names should be quite familiar because they are the names of head football coaches at major American universities. Furthermore, during most of the 1973 season all of the coaches had teams rated among the Top 10 in the nation by both United Press International and the Associated Press.3

Besides the obvious fact that many Americans are interested in these men and their teams because they enjoy football and may like to root for a winning team or a hometown favorite, or a school of which they are alumni, these men should be of further interest because, along with coaching, they are also public communicators — men who, via the media and public appearances, address messages to the public.
Many studies have been completed which deal with various aspects of the communication of ministers, lawyers, politicians, presidents, civil rights leaders, candidates for public office on the local, state, and national levels, and on individuals in other walks of life who have influenced audiences through their messages. However, to this writer's knowledge, no study has focused on a college football coach as a public communicator. This seems rather unique, because each Autumn many of these coaches are quoted daily in local, state, and national sports columns, interviewed on local and national news programs, have their own weekly radio and T.V. shows and press luncheons, make public appearances, and have written and been written about in books and articles on their profession.

Because of the great amount of local and national exposure received by football coaches, especially during football season, many Americans' image of a particular college or university may be formed in large measure by the image projected by its football coach. One might reasonably expect the presidents of noted universities, such as Alabama, U.S.C., Texas, U.C.L.A., Penn State, Notre Dame, Oklahoma, Michigan, Ohio State, and Louisiana State, to receive widespread national publicity due to the academic achievements and reputations of their institutions. If the truth be known, probably far more Americans are likely to be able to identify a larger number of the football mentors than the presidents of these schools. The reason for this public recognition is, of course, the extensive
local, state and national exposure due to the popularity of sports, especially football. But, because of this exposure, people identify certain individuals with certain institutions, which may be a benefit or a liability to that institution and its image.

Each of us forms an impression of a school, a business, an individual, or a product, through various means, but certainly one means is through those individuals who represent that institution, organization, political party, or product. Likewise, due to the exposure received by coaches in the sport of football, one can assume that their influence transcends the sports world.

Since no study has been done on the public communication of a major college coach in the major sports; since the communication of many of these men comes into thousands of homes weekly during football season via the media; since these men, by their exposure, project an image which reflects on their institutions; and since football and all that pertains to it has become a "big" business and perhaps a #1 national pasttime, there seems to be a need to study the public communication of these coaches who command so much media attention.

**STATEMENT OF PROBLEM**

Thus, because football coaches of major colleges and universities receive much publicity and speak frequently, and because Columbus, Ohio, often is called the "College Football Capital of the Nation," a likely place to focus this study seems to be in Columbus
and with Woody Hayes.

Ohio State University football in Columbus, Ohio, seems almost synonymous with Woody Hayes, who has been head coach since 1951. Prior to his arrival, Ohio State was called the "Graveyard of Coaches" because five different head football coaches had been in command during a ten year span. In twenty-three years, however, Hayes has posted a record of 152 wins, 8 ties, 49 losses, guiding the Ohio State Buckeyes to six "Big Ten" Conference Championships, three "Big Ten" Co-Championships, and six post season Rose Bowl games, where they have posted a record of four wins and two losses. The last win occurred January 1, 1974, with a 42-21 rout of the University of Southern California. While his teams have reaped well-deserved praise and admiration for their feats on the gridiron, Hayes has been in the spotlight and on the firing line countless times. He is a most colorful fellow and unique individual, admired by many and maligned by others as well.

This study is limited to examining Coach Hayes only in those settings and via those media where his messages were delivered to the general public, or would be filtered to the public, as occurred when he was addressing newsmen at a press luncheon. His radio and T.V. shows, public speaking appearances, appreciation dinners, press luncheons, sports columns about him in newspapers, and books and articles by and about him are examples of media and settings where Coach Hayes can be viewed as a "public communicator."
The study zeroes in on Hayes' public communication because each fan has easy access to a coach's views, opinions, and attitudes on many matters, through turning on television or radio, turning to sports pages of local newspapers, or perusing sports magazines, sports sections of general periodicals, and reading books or attending occasions where a coach makes a speaking appearance. The messages delivered and images projected in these settings and through these materials can affect and influence the public.

This study is further limited to the 1973 College Football Season. This period, from September - November, 1973, provided the greatest concentration of materials for analysis. However, because Ohio State participated in the Rose Bowl's of January 1, 1973, and January 1, 1974, in Pasadena, California, against the University of Southern California, this study examines materials from late November, 1972, (when O.S.U. learned it was going to the Rose Bowl on January 1, 1973), through January, 1974. Since the 1973 football season was ushered in by O.S.U.'s participation in the Rose Bowl game eight months earlier on January 1, 1973, (along with all the attendant activities and preparations that are part of the Rose Bowl), and was concluded by O.S.U. again going to the Rose Bowl January 1, 1974, the entire year provides materials relevant to Coach Hayes as a public communicator, for he was certainly in the spotlight throughout this period.

Since Hayes has been at O.S.U. for twenty-three years, one
might ask why he is not being studied during that entire period. The messages of the 1973 football season are the concern of this writer for several reasons. First, 1973 seems a representative year in Hayes' long career as a public communicator. It was ushered in amid turmoil over Ohio State's loss to U.S.C. in the Rose Bowl on January 1, 1973, by a score of 42-17, along with other repercussions of Hayes' stay in California while preparing for and participating in this game; and it closed in a burst of glory as Ohio State defeated U.S.C. in the Rose Bowl on January 1, 1974, by a score of 42-21 (amid comments from a West Coast press that Hayes had mellowed). Secondly, an abundance of materials from 1973 were available. For example, the writer was able to tape weekly The Woody Hayes Show on both radio and television, and taped Specials aired during the season. She also attended weekly press luncheons, and attended events where Hayes made personal speaking appearances. Because Coach Hayes does not speak from a prepared script, nor are his shows kept from year to year, previous data was simply not available. Hence, these primary sources of information were only available to the writer during 1973. Thirdly, the types of media and settings utilized by Hayes in 1973 are typical of ones he has used in past years.

**STATEMENT OF PURPOSE**

That Hayes receives much exposure to large and varied audiences via many types of media and settings has already been established.
Why his show is sponsored on radio and television, why he receives countless invitations to speak before groups ranging from the Dispatch Quarterback Club to the Ohio Association of Elementary School Principals, and why he accepts the speaking engagements and other media coverage that he does - these queries should be of interest to persons in communication. Is Woody Hayes sought after for what he says or for who he is? Is "Woody Hayes" the message, regardless of what he says? Part of the purpose of this work is to answer these questions.

Regardless of the reason Hayes appears on radio and T.V., speaks before various audiences, and writes books, once in these settings, there is both man and messages. These messages, then, are also of concern.

What does Hayes talk about? As a football coach, he would certainly be expected to talk about football. But, is that all? From Aristotle to the present, the three types of speeches have been identified as deliberative, legal, and epideictic. Since Hayes was not in legal settings seeking "just" decisions, nor in political arenas seeking adherence for a cause (deliberative oratory), his speaking would have to be classified as epideictic, which aims at reinforcing commonly held values. And, appeals to values can be persuasive.

In order to determine if Hayes is appealing to commonly held values, it is necessary to first identify what American value orientations exist before we can determine those extant in Hayes' messages.
Though his messages may aid Hayes in his attempt to influence his audiences to accept his views, this study will also be concerned with determining what seems to be unique and attractive about Woody Hayes as a public communicator.

Beyond the American values to which he may appeal and his attractive and unique features as a speaker, Hayes seems to "capture the imagination" of individuals. Because the local and national media have aided in making his name known throughout much of the United States, and many of his exploits have received national coverage also, he seems almost "larger than life" to many. In fact, when the writer finally secured an interview with Coach Hayes, friends and colleagues alike asked "Is he for real?", meaning: What is he actually like? One even suggested that Hayes would be fascinating to study for what he symbolizes. Further, as the writer listened to comments from those who admire him on numerous occasions during 1973 and viewed people asking for his autograph, there was an aura of "hero" worship prevalent.

Thus, there seems to be evidence that Hayes might legitimately qualify as a type of American "hero." This work will further attempt to describe in what ways and to what extent Coach Hayes can rhetorically be conceptualized, described, or imagined as an influential American "hero."

The purpose, then, of this study, is to describe the public communication utilized by Coach Woody Hayes during the 1973 college
football season by answering the questions posed below.

RESEARCH QUESTIONS

1. What are the media and settings used by Coach Hayes to get his messages to the public? What is the format of each of these media and settings? What is the purpose of each? How did Hayes and others (his radio and T.V. hosts) prepare for these public appearances? What was the response to these media/settings or the coverage received by them?
   a. Television
   b. Radio
   c. Books
   d. Sports Luncheons
   e. Public Speaking Appearances
   f. Sports Coverage in Local, State, and National Newspapers

2. Because a speaker engaging in epideictic speaking (as was Hayes) ultimately appeals to some audience-held values, what value orientations seem dominant in American society?

3. What American value orientations did Woody Hayes seem to appeal to in his public communication?

4. What seemed to be unique and attractive about Coach Hayes as a public communicator?

5. Because popular coaches can seem to speak as if they were perceived as "heroes," in what ways and to what extent rhetorically can Coach Hayes be conceptualized, described, or imagined as an influential American "hero"?

PRIMARY RESEARCH DATA

The writer collected the following data:

1. Taped:
   a. The Woody Hayes Show (WBNS TV - Channel 10, Columbus, Ohio) - A thirty minute program on Saturday evenings from Sept. 15 - Nov. 24, 1973, beginning at 11:30 p.m. The writer taped

d. The Woody Hayes Show (WTVN Radio - 610, Columbus, Ohio) -
This show was aired each Saturday afternoon from Sept. 15 - Nov. 24, 1973, for fifteen minutes before each Ohio State University football games. The writer taped the Oct. 13, 20, 27; Nov. 3, 10, 17, and 24, 1973, shows.

c. "23 - The Winning Years" - A thirty minute program on Woody Hayes aired Nov. 23, 1973, beginning at 8:00 p.m. on WBNS T.V. (Channel 10), Columbus, Ohio.

d. "Woody Hayes Special" - Aired Saturday, Dec. 22, 1973, from 9:30 - 10:00 p.m. on WBNS T.V. (Channel 10), Columbus, Ohio.

e. Periodic comments made by Hayes on WBNS T.V. (Channel 10) and WLWC T.V. (Channel 4) during the 6:00 and 11:00 p.m. news programs and special news bulletins during the 1973 football season.

2. Read the sports pages and editorial pages of these newspapers:


d. The **Los Angeles Times** (Los Angeles, California): The issues read were Nov. 1 - 20, 1973; Dec. 1 - 31; and Jan. 1 - 11, 1974. These were the only ones available to the writer, as the Ohio State library does not preserve this newspaper on microfilm and keeps original issues for only six months.

This newspaper (which is circulated nationally) was read to provide the writer with information on Hayes' comments and image on the West Coast where his teams have participated in the Rose Bowl six times, the two most recent being January 1 of both 1973 and 1974. During the periods of preparation for and participation in the Rose Bowl, the West Coast press is most prolific in its comments and coverage of the opposing teams and coaches.

e. The **San Francisco Chronicle** (San Francisco, California): In order to supplement information obtained through reading the **Los Angeles Times**, this publication was read from Nov. 21, 1972 - Jan. 10, 1973; Nov. 21 - 30, 1973; Jan. 1 - 7, 1974. It further provides information on Hayes' comments and image on the West Coast and is circulated nationally.

and participating in the various bowls during these periods, the *Times* (which is circulated nationally) covers the bowl-bound teams and their coaches.

g. *The Daily Advertiser* (Lafayette, La.): Read from Dec. 23, 1973 - Jan. 5, 1974, to determine what was being reported about Hayes in a Southern newspaper.

h. *The morning Advocate* (Baton Rouge, La.): Read from Dec. 23, 1973 - Jan. 5, 1974, for the same reason as "g" above.

3. Read books by Woody Hayes and by others with sections on him:

   a. *Football at Ohio State* (1957) - Woody Hayes
   b. *Hot Line to Victory* (1969) - Woody Hayes
   c. *You Win With People* (1973) - Woody Hayes
   d. *Bo Schembechler: Man In Motion* (1973) - Joe Falls
   e. *Saturday's America* (1970) - Dan Jenkins

4. Personally attended these public events at which Coach Hayes spoke:

   a. C.S.U. Homecoming "pep" rally before the Ohio State - Northwestern game. It was held on the Oval at Ohio State on Oct. 26, 1973.

   b. Dispatch Quarterback Club Ladies' Night - It was held in the Ohio Union Ballrooms at Ohio State, Nov. 7, 1973, before approximately 600 people.
e. Football Appreciation Dinner – Held in the Ohio Union Ballrooms at Ohio State, Nov. 26, 1973, before a crowd of approximately 1200.

d. Football Appreciation rally for Hayes and the team – Held in St. John Arena, Jan. 11, 1974, before a crowd estimated by area newsman as 5,000.

e. Press luncheons held at the Jai Lai Restaurant each Monday during football season, beginning at 12:00 noon. This writer attended those on Oct. 22 and 29; Nov. 5, 12, and 19, 1973. There were approximately thirty newsmen from the press, radio, and television at each of these gatherings.

f. Meeting of Ohio Association of Elementary School Principals – Hayes addressed the group in the Rhodes Center on the Ohio Fairgrounds on Feb. 9, 1974. He spoke at 9:00 a.m. on “Qualities of Leadership.”

g. The Ohio All-High School Sports Banquet held in the Union Ballrooms at Ohio State on March 11, 1974.

5. Conducted in-depth interviews with:

a. Coach Woody Hayes


c. Ted Mullins (WBNS T.V. – Channel 10) – Sportscaster; host of The Woody Hayes Show on T.V.
d. Jimmy Crum - (WLWC T.V. - Channel 4) - Sportscaster.

e. Paul Hornung - Sports director for The Columbus Dispatch.


g. Kaye Kessler - Sports reporter for The Columbus Citizen-Journal.

h. Jack Torry - Sports writer for the Ohio State Lantern.

i. Bill Prewitt - Sports reporter for The Columbus Dispatch.

j. George Strode - Reporter for the Associated Press who supplied information to the AP Wire Service.


l. Dave Collins - (WLWC T.V. - Channel 4) - Sportscaster.

m. Ms. Lena Biscuso - Secretary to Coach Hayes.

n. Harold Calvin - General Sales Manager at WTVN Radio.

o. John Haldi - Vice President for Programming at WBNS T.V.

p. Mrs. Anne Hayes - Coach Hayes' wife.

q. Steve Hayes - Coach Hayes' son.

r. Marvin Homan - Sports Information Director at O.S.U.

s. Jack Pealer - Vice President for Public Relations with The Grange Mutual Companies (Columbus, Ohio), sponsors of The Woody Hayes Show on television.
The writer concluded information gathering by reading all periodical articles during 1973 which were accessible to the public in which Hayes is discussed. Some of the national periodicals examined, which contain articles, are TV Guide, Sports Illustrated, Harper, Time, and Newsweek.

Methods and Procedures

Since this is a study to initiate information about a major coach as a public communicator, the work is primarily descriptive. Due both to the wealth of information available and to the fact that Coach Hayes has spoken and written much about the technical aspects of coaching football, this writer has limited the study to the non-technical aspects of his messages.

The methodology employed by this researcher is eclectic because of the nature of the five questions being asked. Two major procedures utilized extensively in gathering information to answer three of the questions were in-depth interviews and participant observation.

1. IN-DEPTH INTERVIEWS

Because the writer was concerned with media utilized by Hayes, with his uniqueness and attractiveness as a public communicator, and with his possible status as an American "hero," one way of gaining information on each of these subjects was to consult him and his family and those individuals who worked with him and covered his
activities for the various media. The latter group - the sports journalists - also had observed Hayes on numerous occasions as a public communicator and were able to comment on his uniqueness and attractiveness. Finally, they were in a position to help create his image(s) through their sports columns and newscasts. Thus, the local sports journalists, along with the coach, were invaluable sources of information on Hayes as a public communicator.

Interview Questions and Technique

The Handbook of Social Psychology\textsuperscript{19} was the major source consulted for aid in formulating questions and information on interviewing techniques. The list of questions utilized is included in Appendix B. Though the information sought by the researcher is represented by the questions in the list, they were not necessarily asked in that order or even verbalized at times. The questions were open-ended, allowing the respondent to be as expansive in his reply as he desired. In many cases, while the interviewee was responding to one question, he might also be providing information about another area. Thus, the interviewer would allow him to cover two or three topics at once, probing more deeply into one matter or another in order to obtain the information needed. When one topic seemed exhausted or when the discussion seemed to be drifting too far afield, the interviewer would ask about another area of interest until all of the questions on the list had been covered.

Believing that a relaxed interpersonal relationship enhances
information flow from a respondent, the interviewer spent the first few minutes of each interview explaining the nature of the study being researched in order to put the interviewee at ease. Then, the respondent was asked the first question on the prepared list which he was in a position to answer. From that point forward, the interviewer simply probed more deeply or directed questioning to a specific area of interest until all the topics on the list had been covered.

Open-ended questions and the technique of allowing the respondent to jump from one aspect of the subject to another are less efficient means of handling information once obtained than using a set of closed questions asked in a specific order. However, the researcher felt the method employed would allow the respondent maximum freedom in his response and would provide valuable insights impossible to obtain through close-ended questioning. Taking the inefficiency into account, all interviews (except three) were taped so that the researcher could listen to them later and catalog the information properly. The three that were not taped were telephone interviews.

Place and Length of Interviews

The interviews were generally conducted in the office of the individual being interviewed. (That information is included in Appendix A.) Exceptions were the three persons interviewed by phone - Dale Conquest, Gene Caddes, and Jack Pealer.
The interviews with the sports journalists averaged forty-five minutes apiece, but some ran over one hour. Coach Hayes was interviewed twice for a total of two and one-half hours. And, his wife and son each spoke for about an hour. Shorter interviews were conducted with Gene Caddes, Jack Pealer, Marvin Homan, Harold Calvin, and John Haldi.

2. PARTICIPANT OBSERVATION

The researcher was a participant observer in many of the settings involving Coach Hayes and drew upon those personal observations to supplement information received through the interviews. As was mentioned earlier, the writer viewed Hayes' T.V. shows and listened to his radio shows, taping each weekly; attended and taped several of his public speaking appearances; read articles on the coach in local and nationally circulated newspapers; and attended weekly press luncheons along with the local sports journalists. It is these news- men, through their columns and sportscasts, who disseminate information about Hayes to the public. So, the writer was interested in observing how closely the comments attributed to the coach via the media reflected what he had actually said in those settings attended by the researcher.

While in-depth interviews and participant observation were two major methods employed for gathering information to answer some of the questions posed in this work, they were not the only procedures employed for analysis and descriptive purposes. In order to describe
the others, the methodology employed in answering each of the five questions will be presented briefly.

In order to answer the question concerning the media and settings utilized by Coach Hayes, their format, purpose, the type of preparation engaged in for each, and the response to each or coverage received by each, the writer obtained information through in-depth interviews with all of those included in Appendix A except Mrs. Anne Hayes and Steve Hayes. The writer was also in the audience in many of the speech settings and drew upon trained observation to supplement information received through the interviews.

To determine the dominant middle-class value orientations in American society in the 1970's, the writer relied upon works by sociologists which outlined major value orientations ("clusters" of values). She further studied carefully the values identified by Steele and Redding, in their classic study, which originally appeared in the *Western Speech Journal*, and has since been reprinted in several important speech communication books.

The values compiled from the sources examined seemed to be sixteen in number. So, those sixteen value postulates common to all sources comprised the major middle-class value orientations in American society in the early 1970's.

To answer the third question concerning the value orientations appealed to by Hayes in his public communication, the writer utilized content analysis. The most useful source of information on this technique seemed to be *The Handbook of Social Psychology*.22
CONTENT ANALYSIS

Content analysis can be thought of as "any technique for making inferences by systematically and objectively identifying specified characteristics of messages." Put another way, "content analysis refers to any procedure for assessing the relative extent to which specified references, attitudes, or themes permeate a given message or document."24

Coding Content Data

In order to make inferences about Coach Hayes' messages and documents, the researcher needed to decide upon the categories of analysis, the units of analysis, and the system of enumeration.25

a. Categories of analysis - The sixteen value postulates identified in answering the second question posed in this study served as the categories by which to analyze those values appealed to by Hayes in his messages and documents.

b. Units of analysis - For the purpose of this study, the researcher utilized the single word, the theme - "a single assertion about some subject" - the sentence, and the paragraph as units of analysis. Whereas one is usually able to use one or another of these units almost exclusively in analyzing messages, the writer found that in analyzing values, sometimes a word sufficed to describe a value.
another time a sentence contained that information, and in other instances an entire paragraph was the vehicle through which a statement about a value was made.

c. System of enumeration - As the writer was concerned with which values Hayes appealed to in his messages and his attitude toward each, the reference to each value in a message or document analyzed was noted by simply "quoting" its description or the reference made to it next to the proper value category. Thus, the writer was concerned with its "appearance - nonappearance." After all the messages were analyzed, the researcher was able to describe those values receiving the most emphasis by Hayes.

Sampling, Reliability, and Validity

Content analysis is usually performed on a random sample of the entire set of documents or messages and performed in such a way that the results are replicable and valid.27

a. Sampling - Due to the wealth of information available to the writer - Hayes' books, tapes of his radio and T.V. shows and specials, and tapes of public speaking appearances - it was necessary to sample in order to handle the material. The researcher ended up with eleven messages and documents
which seemed representative of those presented by Hayes in 1973. Of his three books, the latest - *You Win With People* (1973) - was selected. Then, two of his taped public speaking appearances were utilized because the tapes were of good quality. Other tapes were almost inaudible due to crowd noise and poor amplification systems. The speeches used were those before the Ohio Association of Elementary School Principals on February 9, 1974, and the Ohio All-High School Sports Banquet on March 11, 1974. (Though these speeches were delivered in early 1974, they were representative of those presented by Hayes in 1973. The writer attended public speaking appearances in 1973 and took notes but had no tapes of those speeches that could be used for analysis.) Hayes' two television specials were selected. They are "23 - The Winning Years" aired November 23, 1973, and "Woody Hayes Special" presented December 22, 1973. Finally, three of his radio and T.V. shows were selected out of the ten he did of each so that the 1973 season would be covered. The T.V. shows of October 13, 27 and November 24, 1973, were utilized. And, the radio shows of October 20 and November 3 and 17, 1973,
were also chosen. Full citations on all eleven message situations can be found in Appendix C.

b. Reliability - "If content analysis is to meet the requirement of objectivity, results must be reliable; that is, the research must yield results capable of verification by independent observers."\(^{28}\) As the writer was the sole coder, it is doubtful whether another observer would select the exact references to values in all instances. Due to the judgments that needed to be made in some instances by the researcher as to whether to code a word, a theme, or a sentence as descriptive of a particular value, there would probably be slight discrepancies if another trained coder were analyzing the same materials. However, the categories used for analysis had been selected carefully and the descriptions and characteristics of each value were explicit. So in all probability there would be overall agreement over major references to each value. Because the writer was concerned with appearance - nonappearance of the various values in each message, rather than the frequency with which they appeared, it is likely that there would be little problem in replicating the results using the categories that have been set up for analysis.
c. Validity - This concerns "the extent to which an instrument is measuring what it is intended to measure." Since the value categories were abstracted from the works of social scientists and the characteristics and descriptions of each were explicit, the writer believes that the instrument - the value categories - was valid for analyzing the values appealed to by Hayes in his messages and documents. Also, since "content validity is usually established through the informed judgment of the investigator - that is, 'Are the results plausible?'" the writer answers "Yes." The results obtained through the use of this instrument were certainly plausible.

In dealing with the fourth question which seeks to determine what seems to be unique and attractive about Coach Hayes as a public communicator, the writer was aided through the use of two of Howard Martin's five rhetorical canons. Idiosyncrasy and prestige, the two canons, provided a framework through which to analyze those factors which contribute to Hayes' attractiveness and uniqueness.

Idiosyncrasy

This canon queries the distinctiveness of one's ideas and the manner in which they are expressed, the language used, and any "devices" - such as humor or bizarre activity - employed. "Did he
present himself, physically, in striking or unusual ways - gesture, movement, voice, appearance, dress? In short, to what extent did he insist upon his personal uniqueness in rhetorical situations?"32

**Prestige**

It directs these queries: What did Hayes' audiences "know or believe to be true about him? What was his reputation with them for competence and trustworthiness? How much of his prestige rested upon his professional calling and how much upon his personal resources? Did his rhetorical efforts - [books and speeches] - enhance or reduce that prestige?"33 "Often, 'prestige' may be the sole crucial influence upon listeners."34

Along with the two canons, which served as a framework for analysis, the writer utilized information gathered through the in-depth interviews and personal observations discussed earlier. The eleven messages which were selected for "value analysis" were also employed as sources from which to generalize about Hayes' uniqueness and attractiveness as a public communicator. Since the radio and T.V. shows and specials were on tape, as were the speeches before the elementary school principals and the high school athletes, these materials were invaluable for purposes of analyzing the coach's uniqueness and attractiveness through the framework provided by idiosyncrasy and prestige.

The last question seeks to determine in what ways and to what extend Hayes' rhetorically can be conceptualized, described, or
imagined as an influential American "hero." First, the writer had to determine what characterizes a "hero" in America. To do that, the researcher relied on three sources — Klapp's *Symbolic Leaders*,35 Fishwick's *American Heroes: Myth and Reality*,36 and Wecter's *The Hero In America*37 — from which attributes and characteristics of the "popular" hero, the "composite" hero, and one type of "folk" hero were abstracted.

What had been written about Hayes in newspapers, periodicals, and books; what had been said about him in newscasts and sports columns; what was gleaned through the in-depth interviews already discussed; and what had been personally observed by the writer were assessed against the attributes and characteristics of the "popular," "composite," and "folk" heroes to ascertain in what ways and to what extent Hayes rhetorically can be described as an American "hero."
CHAPTER I - NOTES

1. Paul Hornung, "'We Will Not Fail,'" *Columbus Dispatch* (Ohio), Nov. 27, 1973, p. 18A.


<table>
<thead>
<tr>
<th>University</th>
<th>President</th>
<th>Head Football Coach</th>
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<tr>
<td>University of Alabama</td>
<td>Richard D. Morrison</td>
<td>&quot;Bear&quot; Bryant</td>
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<tr>
<td>University of Southern California</td>
<td>John R. Hubbard</td>
<td>John McKay</td>
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<tr>
<td>University of California at Los Angeles</td>
<td>Charles E. Young (Chancellor)</td>
<td>&quot;Pepper&quot; Rogers</td>
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<tr>
<td>University of Texas</td>
<td>Stephen H. Spurr</td>
<td>Darryl Royal</td>
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<td>The Penn. State University</td>
<td>John W. Oswald</td>
<td>Joe Paterno</td>
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<tr>
<td>University of Notre Dame</td>
<td>Rev. Theodore M. Hesburgh, C.S.C.</td>
<td>Ara Parseghian</td>
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<tr>
<td>University of Oklahoma</td>
<td>Paul F. Sharp</td>
<td>Barry Switzer</td>
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<tr>
<td>University of Michigan</td>
<td>Robben W. Flexing</td>
<td>Bo Schembechler</td>
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<td>Ohio State University</td>
<td>Harold Brarson</td>
<td>Woody Hayes</td>
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<tr>
<td>Louisiana State University</td>
<td>Cecil G. Taylor (Chancellor)</td>
<td>Charlie McClendon</td>
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<td>(Baton Rouge)</td>
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(The name of the President of each University was obtained from:
5. The same result might have been found if one had been asked to name the head basketball coach at many major schools, for during basketball season such the same exposure previously mentioned for football coaches is accorded basketball coaches.


7. Ibid., p. 3.

8. See "Hayes Record at Ohio State," p. 196 of this dissertation.

9. Over the years, the "Big Ten" football conference has been considered one of the strongest (if not the strongest) conferences in the U. S. In the last few years, however, it has come to be called "The Big Two and the Little Eight." O.S.U. and Michigan are the "Big Two," while Michigan State, Purdue, Illinois, Indiana, Iowa, Northwestern, Minnesota, and Wisconsin comprise the "Little Eight." (See Pat Putnam, "Two Wolves, Eight Sheep," Sports Illustrated, 39:82-91, Nov. 19, 1973.)

10. For many years, the Rose Bowl - which pits the leaders of the "Big Ten" and "Pacific 8" Conferences against one another - has been considered "The Granddaddy of Bowl Games," the most prestigious, and the most lucrative. (See Paul Hornung, "Rose Pact Just Fine With Brass," Columbus Dispatch (Ohio), Dec. 27, 1973, p. 7B; also, "Rose Bowl Still Tops in Revenue for Teams," Los Angeles Times, Dec. 15, 1973, Part III, p. 5.)


12. The Woody Hayes Show - WBNS T.V. (Channel 10), 11:30 p.m. on Saturdays, The Woody Hayes Show - WTVN Radio (610), before each O.S.U. football game on Saturday afternoons.

13. The press luncheons were held weekly on Monday's at 12:00 noon at the Jai Lai Restaurant in Columbus, Ohio.


15. Ibid., p. 51.

17. Paul Hornung, "End of Week Used to Prepare Mentally," Columbus Dispatch (Ohio), Nov. 8, 1973, p. 33B.


23. Ibid., p. 601.

24. Ibid., p. 597.


26. Ibid., p. 647.

27. Ibid., p. 654-661.

28. Ibid., p. 657.

29. Ibid., p. 661.

30. Ibid.

32. Ibid., pp. 6-7. 

33. Ibid., p. 7. 

34. Ibid. 


CHAPTER II

MEDIA AND SETTINGS UTILIZED BY COACH HAYES

It is the major purpose of this chapter to answer the questions: What were the media and settings used by Coach Hayes to get his messages to the public? What was the format of each of these media and settings? What was the purpose of each?

Two other questions will also receive attention. How did Hayes and others (his radio and T.V. hosts) prepare for these public appearances? What was the response to these media/settings or the coverage received by them?

As has been mentioned previously, Hayes had a weekly television and radio show during the 1973 football season, had written three books up to that point, spoke at a weekly press luncheon from September through November, addressed countless groups, and was quoted almost daily in Sports Columns in local, state, and national newspapers during football season. Those were the media and settings he utilized in presenting his messages to the public. The remainder of this chapter will discuss each of them separately.

TELEVISION

The Woody Hayes Show appeared on WBNS-TV (Channel 10) in Columbus, Ohio, from 11:30 p.m. to midnight each Saturday from September 15 through November 24, 1973. It was hosted by Ted Mullins, sportscaster for Channel 10's Eyewitness 90 News, sponsored by The
Grange Mutual Companies, and featured Coach Woody Hayes and his guests - usually football players from the current O.S.U. squad.\textsuperscript{1}

The show had been aired by WBNS-TV for many years, but The Grange Mutual Companies assumed sponsorship only eight years ago\textsuperscript{2} and Ted Mullins replaced Paul Hornung as host six years ago.\textsuperscript{3}

**Format:**

Ted Mullins said that the show has had the same format since he became host. As it was Hayes' show and had been on the air for so many years, the present format had been well established even six years ago.

After the O.S.U. "Fight Song" ushered in the program, the one-half hour show opened with Coach Hayes and Ted Mullins seated behind a table with a large scarlet and gray "Block O" (emblem of O.S.U.) on the wall behind them. In order to "grab" the audience's attention, Mullins questioned Hayes about the game played by the Buckeyes earlier in the day and also about any other current matters that might interest the viewing public,\textsuperscript{4} like recruiting practices, safety on the artificial turf, crowd control. The interview lasted for about ten minutes; then Hayes discussed filmed highlights of O.S.U.'s afternoon football game. The show was brought to a close by Hayes spending the final ten to fifteen minutes introducing and interviewing his guests. Usually, he had invited representatives of both the offense and the defense to appear and answer questions about their play in the day's game. Often, offensive and defensive coaches would be presented and interviewed too.
Purpose:

According to Coach Hayes, he was trying to "sell" the best things about Ohio State football in this show. He felt the viewing public heard enough about what was wrong with today's youth and with football. Thus, he attempted to point out the positive aspects of both. 5

"People! People!" - That's what the show was about. Hayes wanted to show that you win with fine young people and a superb staff. Besides attempting to extol the positive aspects of the game of football, the show also provided many in its audience with their first news of the day's contest, coupled with filmed highlights. As no newspaper accounts would be published until the following morning, the show was the first limited account, through film and commentary, of the afternoon's activities on the gridiron 6 for those unable to attend or to listen to it over radio.

Preparation:

The show was broadcast live from the color studios of WBNS-TV at 11:30 p.m. There was no rehearsal and no set script. Ted Mullins prepared a list of questions he would ask Hayes covering the play in that afternoon's game and any other current topic of interest in football. Hayes never saw them in advance, by his own choice. He simply preferred to field each question "cold" and answer spontaneously.

Depending upon the comprehensiveness of Hayes' answer to each
question, either all or only a few of them might be covered during
the time allotted for that segment of the show.

Because the filmed highlights were of the game played that after-
noon, often Hayes had not even seen those film clips that would be
shown for his comments, as they were still being developed up to
show time. Thus, he was forced to ad-lib concerning film that both
he and the viewing audience were seeing for the first time. Though
he had before him a list of the clips that were going to be aired,
he often was unable to preview them before they were shown.

Whereas Hayes was interviewed by Mullins during the first part
of the show, the Coach assumed the role of interviewer during the
second half. He invited whomever he wished and asked them whatever
he liked. Again, there was no rehearsal in the studio for this
segment.

Response to the Show/Coverage:

The show was aired on Sunday afternoons until 1969 and was
viewed in an average of 28,000 homes, according to Nielson Surveys
done at the time. Since the show was moved to Saturday evenings,
the audience has increased greatly. The program was reaching 78,000
homes according to Nielson and ARB (American Research Bureau) Sur-
veys done during Fall, 1973, with a viewing audience composed of
approximately 60% males, 40% females in the 35 to 60 age bracket
generally.

Neither WBNS nor Coach Hayes received much mail concerning
the program. Its grossest response would have to be measured by the number of homes which received it.

Another indicator of response to the show was the fact that The Grange Mutual Companies have been sponsoring it for the past eight years (assuming sponsorship from one who could no longer bear the expense) and will continue to do so for the coming year.

Mr. Jack Pealer (Vice President for Public Relations) said that the program has been a source of widespread and excellent publicity for his companies.10

Whereas neither Hayes nor WBNS received much direct mail concerning the show, The Grange Mutual Companies in Columbus, Ohio, received phone calls on Mondays commenting on the program. Pealer said the majority of the callers liked the show.

The number of calls seemed to be directly affected by who Hayes had as guests on that particular show. Mr. Pealer remembered that the companies received a great number of calls when retired Marine Corps General Lewis M. Walt was Hayes' guest on a program about three years ago. He said about 150 calls were received in a two to three day period responding favorably.11

As a further gauge of the perceived response to this particular show and the audience coverage received by it, Mr. Pealer has been contracting for a similar type of show (also to be sponsored by The Grange Mutual Companies) at the Universities of Kentucky, Tennessee, Florida, Georgia, and Indiana. He said his company has been so pleased by its sponsorship of The Woody Hayes Show that they want to
identify themselves with major college football at as many schools as possible. 12

**RADIO**

The Woody Hayes Show was aired each O.S.U. football Saturday afternoon during 1973 immediately preceding the play-by-play announcement of the O.S.U. football game on WTVN Radio (610). Dale Conquest, of WTVN-TV, hosted the fifteen minute program; Capital Financial Services and Motorists Insurance Co. alternated weekly as network sponsors, with Keefer Chevrolet-Cadillac of Delaware, Ohio, co-sponsoring the show locally weekly; and Coach Woody Hayes was featured.

The 1973 season was the first time this radio show had been aired, but it was going to be a regular feature again during the 1974 season on WTVN Radio. 13

**Format:**

The entire fifteen minutes was devoted to Hayes being interviewed by Dale Conquest concerning Hayes' thoughts on and about anything having to do with football. It was taped each Thursday evening in the O.S.U. locker room and aired the following Saturday afternoon. 14

**Purpose:**

Hayes viewed the show as a vehicle through which he could mention the names of his young athletes from all over Ohio. 15 Since WTVN Radio was designated the official O.S.U. football network, that
station beamed the O.S.U. games all over the state through its affiliate stations. So, Hayes took every opportunity, through this medium, to personalize his comments by naming young men on his team and the towns and schools from which they came. Again, he strove to point up the positive aspects about Ohio State football and to discuss people.

Conquest felt that the station viewed discussion of the upcoming team and game as one of the purposes of the show, but he felt that he wanted to give the listening audience more than that. After all, the listeners would soon hear a play-by-play of the game and learn about the teams in that manner. He wanted to provide the audience with answers to questions about football that they might ask if they had the opportunity. Thus, he would ask about players, about a current topic of importance such as crowd control, and about any controversial issue or topic of importance that concerned itself with football.

Preparation:

Dale Conquest attended the weekly press luncheons at the Jai Lai Restaurant on Mondays and got many ideas for questions from the goings-on there. He coupled that information with other issues about sports he had picked up during the week and would compile a list of from twelve to fourteen questions for his interview with Hayes. He offered to let Hayes see what he was going to ask, but the coach always refused. Just as in the T.V. show, Hayes wanted to hear
the questions "cold" and to respond to them spontaneously. Hayes never knew in advance what Conquest was going to ask. However, the number of questions actually covered depended upon Hayes' mood. At times, only three or four issues were covered because Hayes had so much he wanted to say about each. Other times, Hayes might go to a particular subject about which he had been thinking and spend much of the program discussing it. Occasionally, Conquest might ask all the questions he had planned because the Coach was not that responsive to any of them. Whether or not Hayes chose to answer a question or whether he sidestepped one and discussed what he deemed more relevant, the Coach never exercised editorial license on anything to be asked beforehand.

Response to the Show/Coverage:

The 1973 football season was the first one in which OSU awarded exclusive rights to one radio network to broadcast its home games. (In past years, any radio station in Columbus was allowed to broadcast the games for a fee.) The WTVN Radio network received these rights and will retain them during 1974 also.

The response to the show and its coverage can be fairly well determined by the numbers of people who tune it in and also by renewal of support by sponsors. There were two network sponsors - Capital Financial Services and Motorists Insurance - who alternated weekly, along with one local sponsor. In the Columbus area, that was Keefer Chevrolet-Cadillac of Delaware, Ohio. All three have
renewed their sponsorship for next year (the most positive response and tangible form of support). According to Mr. Calvin (General Sales Manager), the show was very popular to the network sponsors who brought all stations on the network, not only WTVN which originated the broadcast.

Though the broadcast blankets the entire State of Ohio, the writer obtained survey information on the market here in Columbus, as a sample of the audience covered by the show. The survey conducted by the American Research Bureau (ARB) for October-November, 1973, reported an average quarter hour listening audience of 90,500 during the 1:00-2:00 p.m. time slot on Saturday afternoon - the time during which The Woody Hayes Show was broadcast. That figure represented a total of 51,700 men and 38,800 women, with the largest concentration in the 18-49 age group.

The listening audience approached over 144,000 during the 2:00-3:00 p.m. time slot, which was when the game was being broadcast. Of that number, 81,900 were men and 62,200 were women.

Mr. Calvin estimated that another 2,000,000 people in the small towns alone in Ohio were tuned in, not counting those in the six other major markets of Cleveland, Cincinnati, Dayton, Akron, Toledo, and Youngstown, covered by the radio network.

BOOKS

Coach Hayes had written three books as of 1973: Football at Ohio State (1957); Hot Line to Victory (1969); and You Win With People! (1973). Though the thrust of this work is primarily concerned with the
media utilized during 1973, since Hayes' two other books are still available in some libraries, they will be discussed briefly also.

Format:

Both Football at Ohio State and Hot Line to Victory are primarily technical books, discussing offensive and defensive strategies and plays. A look at the major headings in the Table of Contents of each work will provide insight into the material covered therein. Football at Ohio State highlights: offensive and defensive strategy; the running, passing, and kicking games; various "series" of plays; drills; training the quarterback; scouting; statistics; organization and planning; athletic injuries; and, the Coach-Player relationship. Hot Line to Victory, basically a football textbook, contains chapters covering all the information in the first book, along with material on the Ohio State goal line defense; new developments in "T" formation football; recognition and correction of mistakes; pro football; leadership and decision-making; and insights into the coaching profession. Though Hot Line to Victory is an up-dated and more extensive version of the 1957 book, both works are designed "for young men aspiring to the coaching profession, those already in it, for athletes and for many, many less professionally involved, but with great interest in America's most intricate and glamorous game."

You Win With People: "is for the football fan; It is about football and the men who play it." While Hayes' first two books
were primarily about technique and strategy, his latest one (like his radio and T.V. shows) is about people. One learns a great deal about Hayes, as a person, through this book, and about many of the outstanding young men who played football for him at Ohio State over the past 22 years. Six chapters (IV-VI and VIII-X) are devoted to "Great Games" played by O.S.U. since Hayes became Head Coach in 1951. "Offense" and "Defense" each receive a chapter for discussion. "The Coaching Staff" and "The Player-Coach Relationship" also receive one chapter apiece.  

While one learns much about Hayes in the chapters just mentioned, the remaining six concentrate on Hayes primarily. They are:
Chapter I: Now You Know Him; Chapter II: Football As I See It; Chapter III: Denison and Miami (the two colleges at which Hayes was Head Coach before coming to Ohio State); Chapter VII: Time Out: For Laughter; Chapter XV: 1711 Cardiff Road (Hayes' home address for the past 23 years); and Chapter XVI: W.W.H. (Wayne Woodrow Hayes).  

Purpose:
Hayes said "I guess I'm selfish. Every time I wrote a book it was because somebody else was going to write it for me." In the case of his first book in 1957, he had been thinking of writing it for some time, as he had already produced two national championship teams at O.S.U. The material that he planned to use (and which was ultimately used) was part of that developed and handed out in Syllabus form to high school and college coaches who attended the
Coaches' Clinic at Ohio State held each Spring. He probably would not have written the book then, however, had he not been contacted by a football coach in New Jersey who wanted permission to use information on pass defense and other aspects of coaching gotten from O.S.U. Spring Clinic Syllabi for a book he was writing. Hayes said that request spurred him to write the book immediately and copyright it so no one else could use his material.35

According to Hayes, he wrote Hot Line to Victory because "there hadn't been a good football book written in several years ... a good one that was comprehensive. And I knew I would write a better one than anybody else 'cause I would write it and I would study a lot of coaches to find out what they wanted and what a book didn't have."36

His latest publishing endeavor, You Win With People: "wasn't a bolt out of the blue. I'd been thinking of writing it for six to eight years."37 Like the other two, Hayes wrote this book and copyrighted it himself. He had had several offers to write it with a professional writer, but he refused. He turned down a $20,000 advance from Random House about a year before the book eventually came out because somebody else would have written it.38 "When we got into the football, he'd be writing it and I'd despise every word of it ... ."39

Until June 15, 1973, Hayes was going to write it with Jerry Brondfield40 (who has written for Scholastic Magazine and Reader's Digest), but when he saw that he could complete the task on his own,
he decided to do so. "The book would not be mine," said Hayes, had the two collaborated. "He [Bronfield] would write too sugary a book... and I'd hate it."41

Hayes wrote this last book to give the reading public insight into O.S.U. football by discussing the people - players and coaches, himself included - who made winning possible. He stated in the Foreword that "There has been enough written about what is wrong with college football; this is a book about what's right about college football. It is a positive book..."

He felt that though much was written by newsmen about the game of football, its coaches, and players, sports columnists "... never quote you like you say things. They try. They're not trying to be dishonest, but there's no way they can say things the way you mean them."42 So, by writing his own book, it would "say" what he meant.43

Preparation:

The material included in his two first books came from his own expertise as a producer of national championship football teams and from the expertise of other great coaches such as Paul Brown (of the Cleveland Browns), Frank Leahy (formerly of the University of Notre Dame), Bud Wilkinson (formerly of the University of Oklahoma), Vince Lombardi (of the Green Bay Packers), and Bear Bryant (of Alabama), among others, whose football clinics he attended and whose advise he sought.44
Whereas information for all his books had been accumulated over many years of coaching, attendance at clinics, and conversations with other football mentors, the actual time spent in writing them was always minimal. Due to an unbelievably heavy schedule throughout the year, Hayes devoted "only five weeks to write and publish" his first book, for "I did not want it to interfere with plans for our 1957 season."45

According to Paul Hornung, in a Forward to the second book, <cite>Hot Line to Victory</cite> "was born days after the Rose Bowl [Jan. 1, 1969]/ as Hayes began his fourth (strictly voluntary) trip to Vietnam. He dictated into a tape recorder on planes, helicopters, in military camps, anywhere he had a moment."46 Hayes set July 15, 1969, as his deadline for writing this one "so that it would not interfere with our planning for the 1969 season."47

<cite>You Win With People</cite>, his most recent work, had been in the germination stage for about six years,48 but the actual writing time was less than two months. In fact, it took him one week longer than the July 15, 1973, deadline he had set for himself, which allowed "... the coaches and me less than six weeks to get ready for the opening of practice."49 He plans to revise this one, though, for he said three or four more chapters could be added when he can devote two weeks to the task.50

Response to the Books/Coverage:

Though the 1957 and 1969 books are still available to the public
in some libraries, they are both out of print and there was no readily available information as to volume of sales for either one. Information concerning You Win With People was available, however. Since coming out in October, 1973, it had sold approximately 20,000 copies in Ohio, as of March 28, 1974.51

Because Hayes had the work printed at his own expense and was handling its distribution52 with the help of a Graduate Assistant whom he paid, the method of distribution was not as effective as it could have been, by his own admission.53 He estimated that this first edition would probably sell about 40,000 copies in Ohio, but that it could have sold more had he had a more efficient means of distribution and more time to promote it personally outside of Columbus.54

He was encouraged by its sale and planned to revise it before Summer, 1974, in order to get it on the market ahead of two more books being written about him by professionals.55

PRESS LUNCHEONS

Each Monday during the 1973 football season, a luncheon was held for representatives of the press56 at the Jai Lai Restaurant in Columbus, Ohio, beginning at 12:00 noon. Monday was selected so that information gleaned by newsman (especially those representing AP and UPI Wire Services) could be used in sports columns and news reports for the remainder of the week.57
Format:

Before discussing the substantive material of the press luncheons, it seems appropriate to describe the setting. One of the small banquet rooms of the Jai Lai was reserved each Monday for the luncheon. Members of the press would begin arriving around 11:30 a.m. and would be served lunch at their leisure. Television cameramen would set up their equipment in an adjoining room and dine when finished. Members of the O.S.U. coaching staff, along with Coach Hayes, would arrive around noon and seat themselves at a head table facing the assembled newsmen. While lunch was being served, mimeographed sheets (prepared by the O.S.U. Athletic Publicity Office) were distributed to all in attendance. These contained starting lineups (offensive and defensive) of both O.S.U. and its upcoming opponent, comprehensive O.S.U. football statistics from the beginning of the 1973 season to the present date, and statistics on the opponent for the approaching game. Sometimes, additional materials were included, such as 1973-74 Varsity Basketball and Hockey Rosters and a news release prepared by the O.S.U. Athletic Publicity Office before the O.S.U.-Michigan game.

When all had completed lunch, Marvin Homan (Sports Information Director at O.S.U.) or someone designated by him, would open the discussion by informing the group of the arrival time, lodging arrangements, and practice schedule of O.S.U.'s opponent for the upcoming game if the contest was to be played in Columbus. If the Buckeyes were playing away, then the information centered around
O.S.U.'s arrangements for departure from Port Columbus Airport, along with lodgings and practice in the host city. Once this initial information was given, Coach Hayes was invited to make comments.

Hayes generally made a few remarks about the game the previous Saturday, discussed how certain players had "graded out" in the last game, mentioned some of the Buckeye leaves awarded for exceptional play in the previous game, then entertained questions from the assembled newsmen. Usually, no more than ten minutes was devoted to this question and answer period.

At this point in the proceedings, Hayes would excuse himself from the majority of newsmen (those representing the area newspapers) and would retire to an adjoining room where he was joined by those representing local radio and T.V. sports departments. There, he would seat himself behind a small table with sports reporters and cameramen facing him. For the next five minutes or so he was interviewed by the assembled sportscasters. This segment had the appearance of a press conference, with questions being asked by individuals from the various radio and T.V. stations.

While Hayes was being interviewed for radio and T.V. in the adjoining room, an offensive and defensive coach remained in the larger dining room with the other newsmen. Each coach discussed the offensive and defensive strengths and weaknesses of the upcoming O.S.U. opponent. They discussed the awarding of Buckeye leaves in more detail if Coach Hayes had not had sufficient time. And, they also entertained questions about the Buckeyes and the
upcoming opponent.

Often, after Hayes had left and the offensive and defensive coaches had finished their discussion, one of the T.V. or radio reporters would conduct a private interview with one or both of the O.S.U. assistant coaches.

Though the proceedings described what typically happened at the Monday press luncheons, the one held preceding the O.S.U.-Michigan game was basically the same, only more grandiose. Whereas the average number of newsmen in attendance was normally about thirty, for this session, over forty attended. Dave Diles of ABC-TV (the network which was to televise the game) attended and obtained an exclusive interview with Hayes after his regular interview conducted by the assembled radio and T.V. newsmen. Newsmen from Detroit, Michigan, and the Scripps-Howard Newspapers, among others, were also in attendance. For the occasion, a large cake was presented to Hayes, which he shared with the group. 61

**Purpose:**

This weekly session was held as a convenient means of disseminating O.S.U. football information to newsmen. Due to Coach Hayes' busy schedule, many of the newsmen would have been unable to see him during the week had it not been for this occasion. Here, all had an opportunity to receive up-to-date information on the Buckeyes and their upcoming opponents and to question Hayes and the assistant coaches about other aspects of football or football-related matters, such as crowd control.
The information included in the handouts, that received via the question and answer period, and that obtained through the interview conducted by radio and T.V. newsmen, provided a substantial amount of the material utilized for the remainder of the week in AP and UPI Wire Service releases, in newspaper Sports columns, and on radio and T.V. news programs. With a minimum expenditure of time on the part of both Coach Hayes and the assembled newsmen, much information was forthcoming which would later be filtered to the public via the various media. 63

This setting also provided an excellent forum for Hayes to point out the outstanding qualities of some of his players. Since post-season awards are often voted on by members of the press and other football coaches, press luncheons are ideal settings for coaches to extol the virtues of that player or players whom the coaching staff deems worthy of national recognition. 64

Preparation:

The fact that so much was accomplished in one hour was due to the amount of preparation done beforehand. Though lunch was served from 11:30 a.m. on, the substantive portion of the activities began around 12:15 p.m. and seldom lasted past 1:00 p.m. All there seemed used to the routine and everything worked like clockwork: Extensive descriptions of statistics about the two teams to battle the following Saturday were unnecessary as handouts covered these. Rosters were also included.
Marvin Homan discussed the preparations made for the upcoming game for both teams. Hayes commented on the past game, mentioned the upcoming one, discussed the Buckeye leaves awarded for the last game, and entertained questions from all assembled. Then, he departed to be interviewed further by newsmen from radio and T.V. At no time did he know what was going to be asked and he exercised no editorial control over the content. He preferred to field questions "cold" and respond spontaneously.

Since this was one of the few opportunities many of the newsman had to speak with Hayes and his assistants during the week, many came with questions prepared in advance of the luncheon.65

As previously mentioned, once Hayes had left the main dining area, two of his assistants discussed the upcoming opponent and fielded further questions from the remaining newsman.

All in all, each person there knew what was going to happen, in what order, and came prepared for his portion of the session.

Response to the Luncheons/Coverage:

The newsmen interviewed felt that the luncheons were very valuable. Though major Columbus newspaper and T.V. sports journalists like Paul Hornung, Kaye Kessler, Jimmy Crum, Ted Mullins, and Jack Torry were also able to regularly attend many of the daily O.S.U. football practices, many of the other newsman were unable to do so. Hence, for them, the luncheons provided one of the few opportunities they had to speak with Coach Hayes and some of his
staff about the upcoming game and the players on both teams.

As to coverage, representatives of all the major mass media in the Columbus area were present each Monday. (They are all listed in Appendix A.) Through their newspaper columns and sports reports on both radio and television, Hayes' comments were filtered to mass audiences throughout Ohio daily.

For the luncheon held prior to the O.S.U.-Michigan game, representatives from ABC-TV Sports, Scripps-Howard Newspapers, and Detroit and Cleveland newspapers, among others, were also present.66 Thus, the coverage became much broader with the prospect of a national championship battle being waged in Ann Arbor, Michigan, the following Saturday.

PUBLIC SPEAKING APPEARANCES

Coach Hayes was in constant demand as a speaker throughout the year. Because he spoke to so many different groups in diverse settings, it would have been impossible for this writer to discuss the format or purpose for each speech, as both changed depending upon the group being addressed. Rather, it seemed more realistic to list some of the types of speech settings, generalize concerning the formats, and discuss some of the representative reasons both for Hayes being asked to speak and for his acceptance or rejection of invitations.67
During 1973 and early 1974, Hayes was asked to be guest speaker at high school commencements; Boy Scout awards ceremonies; "Big Ten" Coaches' meeting; businessmen's luncheons; teachers and principal's meetings (both elementary and secondary); alumni meetings; coaches' clinics; high school football banquets; booster club meetings; and Chamber of Commerce meetings; among many others. He was featured at O.S.U. pep rallies, Dispatch Quarterback Club meetings, and the appreciation dinner and rally held respectively to honor the Buckeyes at the end of the 1973 season and as 1974 Rose Bowl champions. Hence, he spoke to crowds in Ohio and elsewhere in settings ranging from outdoors on the O.S.U. Oval, to indoors at St. John Arena, the Ohio Union Ballrooms, the Ohio Fairgrounds, and banquet and conference rooms in hotels and motels.

As the writer had personally observed him before six different groups, the following generalizations can be made. Though the settings were different, Hayes was always the major speaker and delivered his remarks extemporaneously from behind a podium usually. He was introduced by the Master of Ceremonies and spoke for from twenty minutes to one and one-fourth hours, depending on the amount of time allotted him.

Purpose:

Due to the diversity of the groups to whom Hayes speaks, no one purpose (reason) either for his being invited to speak or for his accepting a particular speaking engagement could be identified.
Certainly when Hayes spoke to the Dispatch Quarterback Club, at the O.S.U. pep rallies, and at football appreciation rallies and dinners, he was asked to do so and accepted because he was the coach of the O.S.U. Buckeyes. However, when groups other than those directly affiliated with the football program at O.S.U. asked him, one wondered if it was simply because he was a football coach.

Hayes felt he was invited by the many diverse groups because he was a football coach, first of all, but "maybe not entirely. Maybe 'cause I'm sort of a character. Maybe 'cause I've got some things about me they [those to whom he spoke] would like to have had. In other words, I'm noted for being outspoken. I don't let things fall off easily. I'm also noted (I don't say this boastfully. I try to live up to it.) . . . I'm also noted for my integrity. When I say something, people believe me because of what else has come before. But I have to be . . . sure I'm telling the truth, or I don't say anything."71

While he might have been invited by many mainly because he was a successful football coach and a "character," other reasons are indicated by comments made in letters seeking his services. For example, the American Legion Buckeye Boys State Director sought Hayes to address 1350 high school juniors because . . . "We know that you have a message that will be of value to the young men attending, and it is our goal to expose the group to individuals that through personal example contribute to the betterment of our American way of life."72 He was invited to award Eagle Badges to
four scouts at Court of Honor ceremonies for Boy Scout Troop 195 (Toledo, Ohio) because "For such an occasion we look for the very best in a man to present these Badges at our Court of Honor. Someone the boys admire and can look up to."?3 Hayes was asked to attend and participate in the 20th Annual National Security Seminar at Carlisle Barracks, Penn., (the U.S. Army War College) because "The Seminar provides our future military leaders the opportunity to exchange views about major areas of mutual concern on national security with a cross section of distinguished civilian leaders in many fields of endeavor."?4

The Columbus Board of Realtors sought Hayes to deliver the address at the annual "Realtor of the Year" awards banquet because "Your inspirational and most effective speaking presentations are widely known and appeal to all age groups and to nay [sic] assemblage."?5 (It was interesting to note that the guest speaker for the same event the previous year had been Dr. Norman Vincent Peale.) As a final example, the Ohio Association of Elementary School Principals sought Hayes because "Your interest in the young people across the country is well known . . ."?6

Though the preceding has been but a sampling of the many reasons Hayes was invited to speak to so many groups, they are indicative of the complexity of reasons groups sought him.

While those who sought him did so for diverse reasons, his reasons (purposes) for accepting some requests and rejecting others were equally as diverse and complex. Before discussing those,
however, there were some simple reasons for his rejecting many requests. Many times he was forced to decline one or more invitations because he had received two or more for the same day or the same time. Often, he had to decline due to the football schedule, recruiting, the annual Spring Clinic, or because he would be out-of-state for a football function or other speaking engagement and therefore unable to return in time. These reasons, for all practical purposes, were out of his control.

However, because he received well over 100 invitations during the year, he had to set speaking priorities. There was never a question of his being available when he and his team members were featured at pep rallies or when they were being honored by the University at an appreciation dinner. At those functions, he tried to do what he attempted to do on his radio and T.V. shows: laud those young men who worked so hard to make football at O.S.U. a successful endeavor, and point out the good things about sports and football in particular. Also, he made it a point to speak to the Dispatch Quarterback Club because it was composed of men from Columbus who were avid supporters of the football program. Certainly, there were other sports-related groups to whom he spoke, but those invitations were decided upon on an individual basis as his schedule permitted.

Besides those mentioned above, there were two basic groups he attempted to aid. He did all in his power to honor speaking engagements when asked by former football players and alumni who had helped
to recruit O.S.U. football players. When they asked him to speak, he felt he was partially repaying a service. The second group was composed of those organizations who needed his help in raising money. Hayes was aware that his serving as guest speaker usually insured a large audience. So, when he felt a cause was worthy, he went out of his way to attend if he could.

He said, quite candidly, that he did not take the speeches that would make him the most money. "I try to take the speeches where I can help." Hence, he spoke to teachers, administrators, doctors, lawyers, and agricultural groups, among others, but he could also have spoken to over 200 groups of businessmen. "I turn down more business groups than anyone," he says, "for they don't need help."

As an example of what Hayes viewed as "help," he stated that the reason he accepted the invitation by the Ohio Association of Elementary School Principals was because "I think these principals need a little encouragement ... need a little prodding on this disciplinary thing. So, you can be sure I'll hit that pretty hard."

While he preferred speaking to those groups whom he felt he could help, he did speak to some who could present him with a large honorarium when he needed money for scholarships for worthy graduate assistants. Though he said accepting those fees made him feel like a prostitute, when there was no other way to provide funds for graduate students, he would accept speaking engagements where honoraria were offered.
Preparation:

Hayes, due to his unbelievably heavy schedule, spent a minimum amount of time in formal preparation for his numerous speeches. But, he was constantly preparing informally for them through his many experiences.

Hayes never wrote a speech. He jotted down a few points he might have wanted to make, but even those were minimal. He found out as much as possible about his audience beforehand and whether or not they wanted him to speak on a specific topic. Even with a specified topic, though, he managed to turn the subject to football, emphasizing how the techniques that apply to that sport could also apply to all walks of life.

He was extremely well read in many fields, but especially in business, politics, law, and history. Thus, he commented frequently on current affairs in his speeches. He was also a student of human nature, bringing in examples from his own personal experiences and those of others to illustrate points.

Because he delivered so many speeches, Hayes made a conscious effort never to give the same speech twice. Many of the same ideas might have been stressed in different settings, but never the same speech. Hayes felt this varying of the content helped to keep both him and his audiences from becoming bored.

As each audience was different, he tried to "point" his remarks towards each one specifically. He freely admitted that the most difficult speech for him to give was before an audience composed of
men, women, and their children. "You have to scatter your shot" too much, he felt.90 Too, he admitted being especially afraid of audiences with women because he felt he had to speak differently to them than to men. "I don't want to swear in front of women 'cause it upsets them."91

Regardless of who comprised his audience, though, he attempted to personalize his remarks. If speaking to a group in a town which had supplied O.S.U. with one or more football players, he made an effort to name those individuals and comment on the fine job done by them. "If I'm speaking to a group of lawyers, I'll talk about law. I'll make them realize I know a hell of a lot more about law than they know about football."92 What he attempted to do was to put the profession of those to whom he spoke (whether teachers, businessmen, lawyers, or doctors) in the perspective in which it was viewed by the coaching profession.93

While Hayes devoted some time to thinking about the group to which he would speak beforehand, he would ", . . . go into an audience and sense what they want to hear or maybe what they need to hear. Sometimes, I'll go into an all white community and talk about the black problem 'cause they may not be aware of it."94 Hence, though having prepared generally in advance, he was quite flexible and would adapt as he went along.

Part of his general preparation for speaking was his observation of those whom he had admired over the years as fine communicators. Because he perceived humor to be an asset in a speech, he brought
humorous incidents, stories, or examples into each speech. He also made a conscious effort to vary his pitch, thereby avoiding the monotonous, droning voice of many speakers. Further, he felt that the "... way you speak has an enormous effect on how you come across." 95 He cited former Notre Dame football coach Frank Leahy as an example of what he meant by the preceding statement. Hayes felt Leahy was a most dynamic communicator because he knew so much about things other than football. However, to many in Leahy’s audience, that very knowledge caused him a problem. While they wanted to hear about football, he discussed everything but that. Hayes often felt that had Leahy retained what he was discussing and simply added information about football, he would have been a truly great speaker. Hence, Hayes has tried to learn from this observation. 96 While he, like Leahy, discussed many topics other than football, he always presented those subjects in terms of that sport, showing how what applied to one could also be generalized to the other.

Response to the Speaking Appearances/Coverage:

Given the number and diversity of groups that sought Hayes as a guest speaker, he could certainly be considered a popular communicator. Not only were invitations extended by groups in Ohio, but by individuals and organizations from all parts of the country, as can be seen by the list in Appendix D.

At those speeches attended by this writer, Hayes drew large
and enthusiastic crowds. He had a reputation for drawing such audiences whenever and wherever he spoke. (That was one reason he was asked to "help" many organizations in need of raising money.) Furthermore, he held their attention.

The fact that Hayes spoke to large houses and received standing ovations, in many cases, indicated the response he received as a public speaker. Further, the fact that he was asked back year after year by many of the same groups attested to his popularity as a communicator.

SPORTS COVERAGE IN LOCAL, STATE AND NATIONAL NEWSPAPERS

During the 1973 football season, Coach Hayes and the Buckeyes received almost daily coverage in the Sports columns of the two major Columbus, Ohio, newspapers - The Columbus Dispatch and The Columbus Citizen-Journal - and in the O.S.U. campus newspaper, The Lantern. Because the format and purpose of the columns varied daily, no attempt will be made here to discuss newspaper coverage systematically under format and purpose. Suffice it to say that daily columns ranged from articles highlighting information discussed by Hayes and his staff at the Monday press luncheons, to observations made by some newsmen at the daily football practices, to features covering public speaking appearances and other activities engaged in by Hayes, such as Big Ten Conference meetings.

Whereas Hayes was quoted almost daily in the local papers, he also received much national coverage during 1973, as the Buckeyes
were rated #1 nationally by both UPI and AP from the first to the last week of the regular season. As the Rose Bowl approached, he was quoted far more extensively and received much editorial comment from papers on the West Coast, especially The Los Angeles Times (since O.S.U. was competing against U.S.C., located in Los Angeles). The New York Times, circulated nationally, also had features on the coaches and teams engaged in past season bowl games.\(^{100}\)

Since Hayes had no control over what would be filtered to the public via newspapers, an attempt at discussing "preparation" in relation to newspaper coverage was ludicrous. Though what he said and did (at press luncheons, at press conferences after practice, at various functions and public speaking appearances, and before, during, and after football games) were potential subjects for news copy, Hayes could not be said to prepare in any particular way for what was ultimately to appear in print.

What did appear in print reached a potentially large daily audience if one simply examined the circulation of newspapers mentioned previously as an indicator of coverage. Editor and Publisher Yearbook, 1973 listed the following circulation: The Columbus Citizen-Journal: 117,620 (morning);\(^{101}\) The Columbus Dispatch: 221,710 (evening) and 334,882 (Sunday);\(^{102}\) The Lantern: approximately 50,000 (Monday-Friday);\(^{103}\) The Los Angeles Times: 1,004,908 (morning) and 1,185,014 (Sunday);\(^{104}\) and The New York Times: 823,935 (morning) and 1,407,660 (Sunday).\(^{105}\) The figures published for
The Los Angeles Times and The New York Times were only their local circulation. Figures were not available on their national circulation; yet, both are circulated nationally on a daily and/or Sunday Edition basis.

Whereas, the most continuous coverage of Hayes' remarks was in the Columbus and O.S.U. newspapers, the Wire Services of both United Press International and the Associated Press provided their affiliated members (newspapers, radio and T.V. stations) with copy from Columbus several times weekly. As an example of the coverage, between fifty-five to sixty Ohio newspapers were Associated Press affiliates and approximately 2300 radio and T.V. stations took the AP Wire Service around the country.

Each week, all AP and UPI affiliates (newspapers, T.V., and radio) in Ohio had access to the information gleaned by George Strode and Gene Caddes at the press luncheons via the respective Wire Services. When O.S.U. was rated #1 (as it was during much of the 1973 season) or #2 or #3, Strode's news releases would go to the AP's General Sports Office in New York where they would be reviewed. If that office felt a story was newsworthy, it might be relayed back over the country on the sports wire. Thus, all AP affiliates throughout the country would have access to it.

Hence, even from this brief description, the coverage received by Hayes in newspapers alone was extensive.
SUMMARY

This chapter answered the questions: What were the media and settings used by Coach Hayes to get his messages to the public? What was the format of each of these media and settings? What was the purpose of each? How did Hayes and others (his radio and T.V. hosts) prepare for these public appearances? What was the response to these media/settings or the coverage received by them?  

In reference to the first question, Hayes had a weekly radio and T.V. show from September-November, 1973; had written three books, the most recent of which was You Win With People! (1973); spoke at weekly press luncheons during football season; addressed countless groups as a public speaker; and was quoted almost daily in Sports columns in local newspapers, and frequently in state and national publications as well.

Whereas the coach had no control over what was reported in the Sports columns, he did have much to say about the format and purpose of each of the other media/settings just presented. In the television show, Hayes assumed the roles of interviewee, commentator on the day's game, and interviewer during different segments. He felt the purpose of the show was to "sell" the positive aspects of O.S.U. football and the young men who played it. The same purpose applied both to his latest book (1973), and to his radio show, where the coach again was the interviewee.

The weekly press luncheons were designed to aid the area sports journalists. Much information obtained there appeared in sports columns and radio and T.V. sportscasts during the remainder of the week.
Since Hayes spoke to so many diverse groups, it was impossible to discuss one format and purpose for all. However, the following generalizations can be made concerning both why Hayes was asked to speak and his reasons (purposes) for accepting. Besides being a successful football coach at a major university and somewhat of a "character," Hayes was regarded as an attractive public speaker. While he received many more requests to speak than he accepted, Hayes did all in his power to speak in these situations: when asked by former football players or those who had recruited for him; when an organization needed "help" in raising money; when O.S.U. football boosters sought his services; and when money was needed to provide funds for graduate assistants.

Now that the first three questions in the chapter have been answered, let us turn to the manner in which Hayes and others (his radio and T.V. hosts) prepared for these public appearances. Both Dale Conquest and Ted Mullins, hosts for the radio and T.V. shows respectively, compiled a series of questions that they planned to ask Hayes during the interviews. Hayes preferred to field questions "cold" and answered spontaneously; so, he never knew what was going to be asked in advance on either show. At the press luncheons, much the same situation existed. The assembled sports journalists came with prepared questions and Hayes answered those advanced.

In preparing for his speeches and in writing his books, Hayes relied on his observations and experiences, past and present.
The coach spoke without benefit of a manuscript, using only a few brief notes. He spent little time in formal preparation for his countless speeches, but he always tried to "point" his remarks to the specific audience by determining who would be there before he spoke. While he constantly brought in references to history, politics, and current events, he always tied these into football and showed how the same tenets that applied to this sport applied to the professions of those assembled and to other walks of life too.

In closing, let us refer to the final question posed in this chapter: What was the response to these media/settings or the coverage received by them? As was mentioned earlier, during the 1973 football season the radio show had an average audience of 90,500 in Columbus, Ohio; the television show was reaching 78,000 homes in the same market; and the sponsors were keeping both shows on the air for the up-coming year. As of the middle of March, 1974, Hayes had sold about 20,000 copies of his most recent book, You Win With People!, and he estimated that it would probably sell 40,000 copies. Also, his messages received column space daily in newspapers like the Ohio State Lantern (50,000 circulation), Columbus Citizen-Journal (120,000 circulation), Columbus Dispatch (from 220,000 - 330,000 circulation), and Los Angeles Times (over 1,000,000 circulation), among others.

Finally, as far as response to the press luncheons and speeches were concerned, the sports journalists representing local radio, T.V., newspapers, and AP and UPI Wire Services found the luncheons
most helpful, and at every public speaking appearance attended by this writer, Hayes spoke to hundreds of enthusiastic listeners, as evidenced by applause, laughter, and standing ovations.

Thus, it is easy to see that through the various media and settings utilized by Coach Hayes during 1973, his messages had wide coverage potentially.
1. NOTE: The information which will be presented in discussing The Woody Hayes Show on WBNS-TV was derived through personal observation of the writer and through in-depth interviews with Coach Hayes and Ted Mullins. John Haldi (Vice President for Programming at WBNS-TV) and Jack Pealer (Vice President for Public Relations with The Grange Mutual Companies in Columbus, Ohio) were also interviewed concerning the size of the television audience and the sponsors for the show. The television shows personally viewed and taped by the writer are listed in Appendix C; the interviews conducted with those above are in Appendix A; and the interview questions are included in Appendix B.


4. Ibid.; Coach Hayes interview, February 8, 1974. (Henceforth, the February 8 interview will be called #1.)

5. Coach Hayes interview, #1.


7. Hayes (#1) and Mullins interviews.

8. Haldi interview.

9. Coach Hayes interview, March 28, 1974. (Henceforth, Hayes' March 28 interview will be called #2.) Mullins and Haldi interviews.


11. Ibid.

12. Ibid.
13. NOTE: The information which will be presented in discussing The Woody Hayes Show on WTVN Radio (610) was obtained through the personal observation of the writer and through in-depth interviews with Coach Hayes and Mr. Dale Conquest. Mr. Harold Calvin (General Sales Manager at WTVN Radio) was also interviewed concerning the size of the listening audience, its demographic information, and the sponsors of the show. The radio shows personally taped by the writer are listed in Appendix C; the interviews conducted with those above are in Appendix A; and the interview questions are included in Appendix B.


15. Coach Hayes interview, #1.

16. Calvin interview.

17. Coach Hayes interview, #1.

18. Conquest interview.

19. Ibid.

20. Ibid.; Coach Hayes interview, #1.


22. Calvin interview.

23. Ibid.

24. NOTE: The WTVN Radio network is composed of thirty-six stations throughout Ohio. The seven major stations in terms of coverage (called "major markets") are Akron, Cleveland, Cincinnati, Dayton, Toledo, Youngstown, and Columbus. This information was obtained during the Calvin interview.

25. Calvin interview.

26. Ibid.

27. Ibid.


30. Ibid., p. v.


32. Ibid., Contents.

33. Ibid.

34. Coach Hayes interview, #1.

35. Ibid.

36. Ibid.

37. Ibid.

38. Ibid.

39. Ibid.

40. NOTE: According to both Coach Hayes (Interview #1) and his secretary, Ms. Lena Biscuso (in a conversation on March 16, 1974), two books on Hayes were supposed to be published during the Summer, 1974, by professional writers. One was to be done by Jerry Brondfield; the other by Bob Vare of Harpers.

41. Coach Hayes interview #1.

42. Ibid.

43. NOTE: Hayes (Interview #1) said that he wrote You Win With People! for the same reason he appeared on television and radio. Through those media, he was able to address the public directly. Because people would be "hearing" him "in person", he would not be misquoted, as often happened when his remarks were filtered by others to the public.

44. Hot Line to Victory, p. iv.

45. Football at Ohio State. Acknowledgment.

46. Hot Line to Victory, p. v.

47. Ibid., p. iv.

48. Coach Hayes interview, #1.
49. You Win With People!, Acknowledgment.

50. Coach Hayes interview, #1.

51. Coach Hayes interview, #2.

52. NOTE: Hayes had his own books printed, obtained his own copyrights, and handled their distribution and sale because he did not want anyone else to be able to change what he wrote or to own the rights to what he wrote.

53. Coach Hayes interview, #2.

54. Ibid.

55. Ibid.

56. NOTE: The information which will be presented in discussing the press luncheons was derived through personal observation of the writer and through in-depth interviews with Coach Hayes, Marvin Homan, Ted Mullins, Jimmy Crum, Dave Collins, Kaye Kessler, Tom Keys, Paul Hornung, Bill Prewitt, Dale Conquest, Jack Torry, and George Strode. With the exception of Hayes, all the others interviewed represented one of the major media (television, radio, newspapers) in Columbus at the press luncheons.

The luncheons personally attended by the writer were those on October 22 and 29; and November 5, 12, and 19, 1973. The interviews conducted with newsmen representing the various media are listed in Appendix A; and the interview questions are included in Appendix B.


58. NOTE: The writer is personally describing the setting and format as it was observed on the five dates listed earlier. Newsmen interviewed described it the same way also.

59. NOTE: "Graded out" referred to the O.S.U. system of determining the performance of each individual player in a football game.

60. NOTE: "Buckeye leaves" were small decals resembling leaves of the Buckeye tree that were presented to players who had demonstrated exceptional play in the previous football game. These were worn on the football helmet of the player, attesting to his exceptional achievements in each game.
NOTE: Everything described in the preceding paragraphs was personally observed by the writer and confirmed by newsmen interviewed.

NOTE: Consensus of newsmen interviewed.

Ibid.

Coach Hayes interview, #1.

NOTE: Gleaned from interviews with newsmen.

NOTE: Personal observation of the writer.

NOTE: The information which will be presented in discussing Hayes' public speaking appearances was derived through personal observation of the writer, through interviews with Coach Hayes and his secretary, Ms. Lena Biscuso, and through letters received by Hayes seeking his services. The writer gained access to the letters through Lena Biscuso, who had kept the majority of them on file during the latter part of 1973 and early 1974 (up to the time of the writing of this dissertation).

Though this work is basically limited to 1973, information from letters seeking Hayes as a public speaker in early 1974 are also quoted because they are representative of those received in the first half of 1973, but which were not available for examination.

NOTE: Because the writer began research on the dissertation in November, 1973, it was impossible to attend and record speeches given by Hayes before that date. In order to observe him personally in some different speaking situations, the research was extended through March, 1974.

NOTE: A representative list of speaking engagements - including some accepted and some rejected by Hayes - is included in Appendix D.

NOTE: The writer was a participant-observer when Hayes spoke in the following situations:
(2) Dispatch Quarterback Club Ladies' Night: November 7, 1973 (Approximate attendance: 600).
(4) Football Appreciation rally: January 11, 1974
(Approximate attendance: 5,000).
(5) Meeting of the Ohio Association of Elementary School
Principals: February 9, 1974 (Approximate attendance:
400-500).
(6) High School All-Sports Banquet: March 11, 1974
(Approximate attendance: 800).

71. Coach Hayes interview, #1.

72. Quoted from a letter to Hayes written by William R. Welsh,
Director, Buckeye Boys State, March 7, 1974.

73. Quoted from a letter to Hayes written by William J. Mc Atee,

74. Quoted from a letter to Hayes written by Franklin M. Davis, Jr.,
Major General, USA, Commandant (Dept. of the Army, U.S. Army
War College, Carlisle Barracks, Penn.), March 14, 1974.

75. Quoted from a letter to Hayes written by Kenneth L. Sampson,
Executive Vice President, Columbus Board of Realtors, March 20,
1974.

76. Quoted from a letter to Hayes written by Alan C. Trottman,

77. Information obtained through conversations with Ms. Lena Biscuso.

78. Coach Hayes interview, #1.

79. Ibid.

80. Coach Hayes interview, #2.

81. Ibid.

82. Ibid.

83. Ibid.

84. Coach Hayes interview, #1.

85. Coach Hayes interview, #2.

86. Coach Hayes interview, #1.

87. Coach Hayes interviews, #1 and #2.
88. Ibid.
89. Ibid.
90. Coach Hayes interview, #2.
91. Coach Hayes interview, #1.
92. Ibid.
93. Ibid.
94. Coach Hayes interview, #2.
95. Ibid.
96. Ibid.
97. See NOTE #70 for approximate crowd numbers.
98. NOTE: The information which will be presented in discussing newspaper coverage was derived through personal observation of the writer (who read the local papers daily) and through an in-depth interview with George Strode of the Associated Press. Interview questions can be found in Appendix B.
100. Ibid.
102. Ibid., p. 192.
103. NOTE: The figure quoted in each daily Lantern during 1973.
104. Editor and Publisher Yearbook, 1973, p. 34.
105. Ibid., p. 173.
106. Strode interview, March 27, 1974.
107. Ibid.
108. Ibid.
109. All of the material in the Summary has been fully documented in Chapter II. Therefore, no further documentation will occur here.
CHAPTER III

DOMINANT AMERICAN VALUE POSTULATES

This chapter and the next will concentrate on the messages presented by Coach Hayes. From Aristotle to the present, the three major types of speeches have generally been identified as deliberative, legal, and epideictic.¹ An important modern theorist, Chaim Perelman, reaffirms traditional views:

the speaker sets himself different goals depending on the kind of speech he is making: in deliberative oratory, to counsel what is expedient, that is, the best; in legal oratory, to establish what is just; and in epideictic [sic] oratory, which is concerned with praise and blame, his sole concern is with what is beautiful or ugly. It is a question, then, of recognizing values.²

Because Hayes was neither in legal settings seeking "just" decisions ("forensic" oratory), nor in political arenas seeking adherence for a cause ("deliberative" oratory), his speaking would have to be classified as epideictic. It has been concerned largely with values. Since the epideictic genre aims at reinforcing commonly held values,³ since Perelman's "view is that epideictic [sic] oratory forms a central part of the art of persuasion . . ."⁴ and since value orientations can become "premises for persuasion,"⁵ it seems necessary to first identify what American value orientations may exist before we can determine those extant in Hayes' messages.

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Essentially, this chapter will answer the question: What value orientations are dominant in American society? Before that question can be answered, however, several terms need clarification: value, value orientation, and "American value system."

The definition of "value" most quoted by social scientists, even up to the present, is that of Clyde Kluckhohn. A value "is a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means, and ends of action." 6 Milton Rokeach (1973) defines it in much the same way. He says it "is an enduring belief that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence." 7 So, a value connotes that which is desirable to the individual or group and influences how one "ought" to behave.

Value orientations are complex but definitely patterned (rank-ordered) principles, resulting from the transactional interplay of three analytically distinguishable elements of the evaluative process - the cognitive, the affective, and the directive elements - which give order and direction to the ever-flowing stream of human acts and thoughts as these relate to the solution of "common human" problems. 8
Essentially, "clusters" of values tend to orient a culture, as a whole, to emphasize certain types of activity. For example, the American culture tends to emphasize "active mastery rather than passive acceptance of events" based upon a number of the values commonly held by Americans. 9

The "American Value System" is a theoretical construct which emerged from the social sciences in the 1950's. Steele, discussing such a system, describes it in this fashion:

It refers to the social or cultural values shared by the American people. Briefly defined, values are the standards which influence choice. A value system is the product of the shared experience of the group, and is transmitted from generation to generation as part of the cultural tradition.10

While values may be transmitted, they also may change from one generation to the next. It was for this reason that Steele identified and utilized the "contemporary" American value system in his rhetorical analysis of the 1952 campaign speaking of Eisenhower and Stevenson. He felt that in "... any age the current value system is the contemporary value system," because "values are not static."11 Hence, the researcher must identify the current value system if he hopes to accurately access the persuasive appeals to values through messages.

With Steele's advice reinforcing the beliefs of the researcher, she attempted to determine what values Americans have adhered to in the early 1970's. As a starting point, she examined Steele and Redding's "The American Value System: Premises for Persuasion."12
This article, based upon dissertations done independently and simultaneously by the two authors in the late 1950's, lists and describes the "value clusters" or "orientations" which made up the "American value system" in the 1940's and early 1950's. According to the authors, these "value clusters . . . are common and relatively unchanging in American society . . . and provide the premises for our persuasive efforts." 

They felt the evidence from their dissertations:

appears to substantiate the basic contention that cultural values (in this particular case, those of the United States) provide many - not, of course, all - of the major premises from which the persuasive speaker argues for audience acceptance of his recommendations. These premises constitute, for the rhetorician, the "concepts of the good" which are "in the mind" of an (American) audience; as such, they are among the numerous "predispositions" which determine how the audience perceives, comprehends, and reacts to the speaker's assertions. Values, as they exist psychologically in the mind of the audience, have been generalized from the total experience of the culture and "internalized" into the individual personalities of the listeners as guides to the "right" way to behave or act.

Hence, whether or not a speaker is consciously attempting to persuade an audience, if he appeals to commonly held values, he is reinforcing what they already accept, thereby moving them toward his point of view.

Steele and Reeding identified their "value clusters" or "value orientations" by abstracting those values that were most commonly mentioned and described in the works of social scientists in the 1940's and early 1950's. The list Steele finally utilized
in his dissertation was a consensus of those value orientations identified by a host of authorities. The fourteen values in Steele's work include puritan morality, value of the individual, effort and optimism, science and secular rationality, efficiency and practicality, achievement and success, quantification, material comfort, generosity, rejection of authority, equality, change-progress-future, external conformity, and sociality. Humor and patriotism were also added because Steele and Redding identified them in their later research.

The composite list of values and their descriptions most closely approximates that identified and described by Robin M. Williams, Jr. (1951). Steele explains why he accepted William's list as a point of departure.

This list, reflecting the Cornell Values Studies, is found to be advantageous for two reasons. First, Williams reduces the American Value System into more categories, a factor which facilitates the more adequate description of the nature of the value orientations themselves . . . . Secondly, the descriptions offered by Williams are more extensive and tend to include more of the agreed-upon concepts. Thus, these final categories tend to offer the information given by Williams, supplemented by other sources.

He also explains that the "name given to the orientation in the composite list is the one which is either more generally used by the various writers or, where a choice of names is afforded, the
one which more clearly expresses the 'normative' aspect of value orientation."\textsuperscript{20}

Armed with the list of values described by Steele and Redding, which relied heavily upon those American values identified by Robin M. Williams, Jr. (1951), the writer sought information in works completed in the late 1960's and early 1970's to learn if the same values were still viable in America. The revised edition of William's book (1960) contained the same values listed in his 1951 edition. Further, in a paper delivered in 1966, which has been published in at least two books\textsuperscript{21} since, Williams again reaffirmed those values he had previously listed, stating "... on net balance, during the last half-century the verdict has to be the same main values - only more so."\textsuperscript{22} He recognizes that some have increased in emphasis while others have tended to decrease,\textsuperscript{23} but all are still valued by Americans.

Other contemporary works by those in education and the social sciences seem to reaffirm those values already identified. While none of the following authors lists the same number, nor describes contemporary values in the detail afforded by Steele, Redding, and Williams, and while some of the names of the values may be different, the authors seem to acknowledge many of those values previously presented, and suggest no new ones.

Especially significant among the educators and social scientists whose works the writer examined were: Ethel Albert (1970),
Milton Rokeach (1973), Kurt Baier and Nicholas Rescher (eds.) (1969), Mary G. McEdwards (1971), and Gail M. Inlow (1972). Though the values each discusses are not comprehensive, taken together they form a list that is comparable enough to that identified by Steele, Redding, and Williams to persuade this writer that the "American Value System" discussed by the three can be utilized in attempting to evaluate appeals to values in the early 1970's. The remainder of this chapter will describe sixteen values which seem relevant for this study.

**AMERICAN VALUE POSTULATES**

1. Puritan and Pioneer Morality

   Generally speaking, Americans tend to look at the world in moral terms. Behavior is often judged as right or wrong, good or bad, ethical or unethical.

   Many of the same virtues held by our Puritan ancestors and practiced by the pioneers on the frontier are still adhered to by the ideal American, at least verbally. Among these are "respectability, thrift, self-denial, sexual constraint, . . . honesty, simplicity, cooperation, self-discipline, courage, orderliness, personal responsibility, and humility." Though Americans are noted for their competitiveness, they have also been noted for their cooperation in order to achieve commonly held goals, from pioneer days to the present.

   The individual who follows the Puritan and pioneer moral
tenets will not steal, cheat, or lie, and is as "good as his word." He will do what he says he will do.28

2. The Value of the Individual

In the American society, "the individual is sacred and always more important than the group."29 From colonial times to the present,

every person is valued as an autonomous, unique, decision-making personality, worthy of concern and possessing intrinsic dignity. The individual's happiness and welfare (including his comfort, privacy, labor, physical integrity, property, health, etc.) are the ultimate criteria for private or governmental policy.30

Schools attempt to meet the individual needs of each child by allowing him to choose his own curriculum. Laws are set up to prevent indiscriminate search and seizure of an individual's property or person, to protect him against libel, slander, cruel, and unusual punishment, imprisonment for debts, and forced servitude. The economy is built on "private enterprise" and the ingenuity of the individual.31 And never before has so much been done in our society "to protect, nurture, and develop the potentialities of poor people, the physically and mentally disabled and handicapped, racial and ethnic minorities, children, the unemployed, and people in other countries."32
3. Effort and Optimism

Through the years, foreigners have described Americans as "busy," constantly working. In fact, due to the Protestant work ethic (which can be traced to our Puritan forefathers), many Americans have felt "guilty" when they were idle.

Work has been considered a virtue since the settling of this country and frontier days. As hard work was often accompanied by the acquisition and ownership of property (usually synonymous with prosperity and success), the belief existed that God blessed those who toiled.33 "Action, guided by reason and an unshakeable optimism as to results, became a moral guiding principle. No problem was too complicated, no obstacle too big for determined, optimistic effort."34 The man of action was glorified; "teamwork" was prized; and "executive or managerial roles" were evaluated highly.35

While "work," for its own sake, has declined in value over the years (because one does not have to exert as much physical labor to acquire and own property, in many cases), optimistic effort is still valued greatly.36

4. Science and Secular Rationality

Americans believe they live in an ordered universe where they can control their environment by using reason with technology and applied science. Because they are concerned with controlling the external environment, they seek
"practical knowledge, workable solutions", and rely on "applied science rather than theoretical contemplation."\textsuperscript{37}

Because they want to be able to anticipate and solve problems, they are concerned with "order, control, calculability, and predictability."\textsuperscript{38} For science itself to exist, however, several values are necessary. It cannot be practiced except "on the basis of objectivity, honesty, tentativeness, rationality, and openness to criticism."\textsuperscript{39}

With their reasoning ability and their utilization of applied science and technology, Americans have been able to improve their external life by "mastery of the physical environment, greater material comfort, conquest of diseases, and increases in social power."\textsuperscript{40} While these benefits accrue through the use of science and technology, many negative results are also possible, as evidenced by the legions who can die through the use of "nuclear, chemical and biological warfare."\textsuperscript{41}

5. Efficiency, Practicality, and Pragmatism

Americans are noted for "getting things done" in as efficient a manner as possible. Hence, many procedures become standardized and mass production techniques have revolutionized industry since the days of Henry Ford. Any technology or method which will aid in the production of a service or a product in the least amount of time and energy without significant loss of quality has a good chance of
being employed.\textsuperscript{42}

Closely related to efficiency is practicality (pragmatism). To be considered a "practical" man is a virtue. He is a "man of broad practical experience, a mature and competent man. Solving problems as they arise, getting things done, characterize such a man."\textsuperscript{43} The practical man is concerned with the "here and now." He solves the "short term" problems - those demanding immediate attention. He leaves the "long term" problems, such as population control, to the "thinkers."\textsuperscript{44}

6. Achievement and Success

In the early days of our country, a man's worth was measured by the amount of land he was able to acquire. He was considered successful and blessed by God if he owned property. As the economy became more industrial and less agrarian, however, other yardsticks were necessary to assess a man's worth.\textsuperscript{45}

Since America was a land of unlimited resources and opportunity, anyone could achieve success through hard work. By individual effort, one could compete against peers in his profession or occupation and be judged against standards of excellence.\textsuperscript{46} Those who excelled were usually rewarded through promotions and raises in salary. Being able to achieve higher and higher status in these competitive situations brought success, and with success often came wealth. Hence, along with position, money became another measure of man's
achievement and success. In fact, one of America's folk heroes has been the "self-made man who rose from rags to riches" by hard work, thrift, and a refusal to give up against any odds.  

In the world of business, especially, one's success is measured by the wealth he accumulates, often regardless of the means employed. However, once that wealth has been acquired, the individual is expected to use it for the betterment of society. Thus, philanthropy sometimes exonerates those who may have utilized "sharp practices" to acquire their fortunes. Some have even become listed "among the folk heroes - the Rockefellers, the Carnegies, or the J. P. Morgans."  

Regardless of the occupation in which one achieves success, with it comes power. Americans admire the man who is at the top or among the top in his profession. Hence, not only are the individual's opinions sought in many spheres of life, but certain practices may be excused if the man is successful. "Aggressiveness becomes a valued trait and crudities are explained away, rationalized in terms of the morality of the goal - success."  

Not everyone can achieve the pinnacle of his profession, but as long as he is constantly striving for that position, he will achieve increasing status and become more and more successful. According to Clyde Kluckhohn, "success is a constant goal. There is no resting on past glories. If one
makes $9,000 this year he must make $10,000 next year."\textsuperscript{52}

7. Quantification

Americans have been accused of being preoccupied with size, power, speed, quantity, and wealth.\textsuperscript{53} As the country was being settled, the pioneers became impressed with the high mountains, the long and broad rivers, the vast plains, and the unlimited natural resources. It was to be expected that they would think in terms of "bigness." Not only were the resources vast and their size impressive, but the settlers soon realized that the problems they confronted were "big" too; yet, the rewards of their labor enormous. Hence, "bigness" has been part of the American heritage.

As the country became more industrialized, wealth tended to become the measure of a man's success and achievement. With success came power. While wealth was a measure of "worth" in the business world, having a large quantity of a resource or product became another "basis of evaluation" in all spheres of life.

With the emphasis on size ("bigness"), power, speed, quantity, and wealth, one typically finds many activities, individuals, and objects described and evaluated in terms of these concepts. One hears about "the biggest party," "the largest crowd," "the most expensive boat," "the fastest car," "the highest paid executive," "the most powerful Congressman." People further quantify by referring to a "$5,000 car," a
"$50,000 home," and the need for a "$15,000-a-year man for the job." The conversation of Americans is peppered with these references to quantification.

Because quantity is important to Americans, mass production techniques are utilized whenever possible. Thereby, quality has often been relegated to a secondary position.

8. Material Comfort

Because of the high standard of living in the United States, Americans are able to afford many material comforts. And, the more they can afford them, the more they want them. Once acquired, they become necessities and no longer luxuries, as in the case of health care, shelter, transportation, nutrition, and communication (radio, T.V., newspaper, telephone). While "luxuries" to many in other countries, these are now "necessities" to the majority of Americans and would not be given up easily.

Due to the abundance of goods and the desire of Americans for those items that will make life more comfortable, advertising has become important. We are urged to eat this, shop there, visit those places, buy that brand. Thus, "self-denial" is underplayed because of the push to get people to "consume."

The campaigns conducted (via the media) to encourage consumption have also brought about an emphasis on "passive
gratification" - enjoyment with as little effort expended as possible. That type of gratification can be derived through spectator sports, motion pictures, and television - each of which attracts millions of spectators or viewers yearly. All the individual has to do is sit back and be entertained by someone else - the ultimate in terms of comfort.

9. Generosity and "Considerateness"

Even America's severest critics recognize the basic humanitarianism of its citizens. Williams defines that trait as an emphasis on "disinterested concern and helpfulness, including personal kindliness, aid and comfort, spontaneous aid in mass disasters, as well as the more impersonal patterns of organized philanthropy." Because Americans have always valued the individual, they want to help him in a material way when he is in need. Along with the help already discussed, Americans contribute to fund raising drives for the disabled, for research efforts to combat diseases, for youth and community programs. They aid their fellow man when misfortune befalls him. They support welfare agencies, join "service" clubs, and do volunteer work in hospitals and homes for the aged.

Over the years, Americans have become more sensitive to the plight of the sick, the disabled, the young, the aged, minority groups, and women. Mental illness, too, is now handled with a "humanitarian-medical," rather than a "moralistic-punitive" approach, as was formerly the case.
Because Americans have been blessed both economically and technologically, they have always shared the fruits of their labor and their technical expertise with those less fortunate around the world. In times of disaster, they are there with food, clothing, money, equipment, and manpower to help. These services have been linked to what is characterized as America's "Missionary Spirit."

10. Rejection of Authority

The individual is valued and believed capable of making his own decisions. Because of this orientation, Americans have traditionally rejected any external control, either by institutions or persons in authority, to curtail the freedom of the individual. As a nation, we value freedom of choice, whether it manifests itself in choice of marriage partner, occupation, political party, or place of residence.

We resent being "ruled" by others whether in the economic sphere or other walks of life. Hence, the economic system is based on "free enterprise," with a minimum of governmental control. In personal and business relations, authoritarian treatment is rejected more and more, as in the case of employer-employee, husband-wife, and parent-child roles. More concern is given to the individual rights of each person in the relationship.

While authority is rejected for the most part and freedom
prized, it is not unlimited or unbridled freedom. Constraints, both personal and governmental, are imposed so that the exercise of one's freedom does not harm the freedom of others.

11. Equality

To say that Americans value equality must be a puzzle to many observers, for there is obvious inequity among individuals in wealth, educational attainment, housing, and job satisfaction— to name only a few areas. While inequality of condition exists and will continue (because individuals have different abilities and the freedom to rise as far as those abilities and ingenuity will allow them), Americans support ethical equality and equality of opportunity.58

Regardless of material differences, we are all spiritually, ethically equal according to the Judaic-Christian view of man. While it has not always been the case, fewer and fewer economic, social, and political constraints now stand in the way of a man being able to pursue whatever goals he desires. Aiding in making ethical equality a reality was the abolition of slavery, removal of the requirement that the right to vote was contingent upon the ownership of property, and elimination of imprisonment for debts. The very basis of our system of justice is equal rights before the law for all.

While equality of condition does not exist, laws and policies developed over the years have made great strides in
attempting to provide "political and civil rights" for those who have traditionally been denied them. Among those affected are Blacks, women, and those who are propertyless. Other manifestations of Americans' desire to provide equality of opportunity to all have been free public education and a guaranteed right to vote. Through these latter means, the individual is given the chance to rise to that level of achievement warranted by his ability and initiative, regardless of his economic condition.

12. Change-Progress-Future

Since the settling of the country, Americans have believed that nothing is static. One is either moving forward or backward, and forward is considered better than backward. Progress was made by trying the new; so, even today, "new" is considered better than "old."

We have become accustomed to bigger and better products. Technology is constantly bringing about changes in every sphere of life. Since what we have today is considered better than what we had yesterday, it is only logical to presume what we will have tomorrow will be even better than what we have today. Hence, we tend to be future oriented and to expect change as a fact of life. Too, the many changes "for the better" over the years have imbued Americans with optimism in the future. We expect bigger and better things as a matter of course.
These preoccupations with change for its own sake and constantly looking to the future have combined to encourage conformity. Advertising thrives on this push for conformity by presenting the "new" to the public. If one doesn't want to be "out of style," then he needs to wear this cologne, buy this late model car, invest in this condominium. In essence, he needs to look, smell, and act like everyone else if he is to be considered truly progressive. "Change" is almost valued for itself, the thinking being that "any change is an improvement." That line of thought has also accounted for the emphasis Americans place on "youth" as being the hope of the future, with the corresponding gradual deterioration of respect for the views of the aged.

13. External Conformity

To seek approval and acceptance from others by trying to be like them or to please them is part of group living. Conformity exists as a value per se when one automatically adheres to the standards of a group, "without regard to the necessities of the situation."

Americans have been accused of external conformity in dress, manners, speech, and recreation. In many cases, the accusation is correct, but the adherence to uniform standards is demanded by the situation in many walks of life. In the business world, if a man is to be successful, he will be
judged so against some standard. In polite society, so as not to offend, people have learned to engage in certain types of behavior and to refrain from certain types of speech. ("One doesn't argue about religion or politics," as a general rule.) In interpersonal relations, whether in an organizational setting or more personal associations, one learns to seek the advice of others if he hopes to "aid group functioning." In many occupations, one must adhere to dress and behavioral codes either explicitly or implicitly stated by the employer if he hopes to keep his job. The same could be said of peer group pressure. If the youth or adult wishes to gain and maintain the esteem of his peers, he may be expected to follow their dress, language, and behavior code. However, in each of the situations briefly described, the decision of whether or not one will conform lies with the individual.

It does appear that Reisman's assessment as quoted by Williams is accurate, however. He felt there has definitely been a "shift from conformity to fixed values and rules as a matter of conscience to conformity to the opinions of other people."61

14. Sociality

When America was being settled, the pioneers realized they had to "get along" to survive.62 As time passed, people also realized that being friendly aided them in making contacts and
those often led to monetary gains and upward mobility. In fact, over the years, "the smooth-functioning, outgoing, friendly personality has typically been rewarded by improved status in an upwardly mobile society."63

However, changes in status and increased mobility also tend to work against the development of deep, lasting friendships, for people often aren't in static positions long enough. Too, with increased mobility, the emotional security once afforded by the family is no longer provided. Thus, individuals tend to join social clubs and attempt to develop friendly personalities (which facilitate the meeting of people) in order to avoid being alone, to compensate for the deep, personal involvements once afforded by family and close friends. The more clubs to which one belongs, seemingly, the more popular one is. And to gain and maintain membership, one usually finds that being friendly helps.

This value is closely related to conformity. As people wish to be accepted by others, friendliness and sociality certainly aid in opening the door. Manifestations of this desire to secure acceptance through friendliness are the "handshake" and broad smile of the politician, the chit-chat and easy movement from individual to individual at cocktail parties, and the popularity of books such as Carnegie's How to Win Friends and Influence People.
Through friendliness and sociability, one can certainly appear loveable to others. But, sometimes, those with the most “winning” ways and personalities have been less than sincere, utilizing those attributes to “get ahead,” to “move up the ladder,” rather than for genuine, interpersonal enrichment. For that reason, many Americans are suspicious of the individual who appears too friendly, for they fear “being used” or being “taken in” by “smooth talkers.”

15. Humor

That which is humorous is usually dependent upon the culture. In America, humor is often used as a leveling agent, for one can “poke fun” at himself, his boss, the officious, and those in authority. It tends to equalize circumstances, for it points up that no one is above being imitated or caricatured, and that none of us should take ourselves too seriously.

16. Patriotism

The patriot is the one who is loyal to American traditions and values. He is the one who attempts to be a good citizen, to be proud of the United States, and to defend it from external aggression. Though the early settlers and pioneers were more loyal to their particular states than to the country as a whole, after the Civil War and other subsequent developments, a national feeling of patriotism developed.
According to Williams, there are two vastly different views of nationalism-patriotism in America.

The first type may be described as undifferentiated or totalistic nationalism, demanding total and unquestioning allegiance to national symbols and slogans and tending to make "Americanism" a rigid orthodoxy. Criticisms of any features of American life are close to treason, and "un-American" is the epithet for any deviation from a rigid, although vaguely defined, cult of conformity . . . . The contrasting ideal type of national-patriotic orientation tends to place less emphasis upon undifferentiated loyalty, rather conceiving of patriotism as loyalty to national institutions and symbols because and in so far as they represent values that are the primary objects of allegiance. 67

These dual types of nationalism-patriotism emphasize that the nation-state offers a framework for respect and allegiance.

However, such allegiance "does not preclude critical appraisal of men, events or policies in value terms broader than those of in-group loyalty as such." 68

SUMMARY

As the purpose of this chapter was to develop a set of "value" categories which can assist an analysis of Coach Hayes' messages in the following chapter, the writer needed to determine what Americans seem to value in the 1970's. That need produced the question on which this chapter focused: What value orientations seem dominant in American society?

In order to answer the query, works were examined by social scientists and educators from the late 1950's through 1973, which have been
discussed extensively in the body of this chapter. This investigation supports the realization that the work of Steele and Redding was the most comprehensive, accurate, and relevant list of values for rhetorical study. That list closely approximates the values identified by Williams in his books, and reaffirmed by him in 1966 when he stated "... on net balance, during the last half-century the verdict has to be 'the same main values—only more so.'"  

Coach Hayes' messages will be examined in terms of appeal and identification in relation to the sixteen values: puritan and pioneer morality; the value of the individual; effort and optimism; science and secular rationality; efficiency, practicality, and pragmatism; achievement and success; quantification; material comfort; generosity and "considerateness;" rejection of authority; equality; change-progress-future; external conformity; sociality; humor; and patriotism.
CHAPTER III - NOTES


2. Ibid., p. 48.

3. Ibid., p. 51.

4. Ibid., p. 49.


11. Ibid., p. 265.


15. Ibid., p. 170.

16. The authorities were: Robin M. Williams, Jr. (1951), George D. Spindler (1948), Jurgen Ruesch and Gregory Bateson (1951), William E. Martin and Celia Burns Stendler (1953), Clyde Kluckhohn and Florence Kluckhohn (1948), and Kingsley Davis, et. al. (1949). See Steele dissertation, pp. 47 and 48. He lists his composite values under the heading: "Consensus of Social Science Descriptions of the American Value System." (For complete references to each of the works cited above, see the Bibliography.)


20. Ibid.


23. Ibid., p. 229.


27. Ibid., p. 171.

28. Ibid., p. 172.


37. Ibid., p. 175.


40. Ibid.

41. Ibid.


43. Steele and Redding article, Ibid.

44. Ibid.

45. See Steele dissertation, p. 73.

46. See Robin M. Williams, Jr., article in Mc Giffert book, p. 220; also, Steele and Redding article, p. 172.

47. See Steele dissertation, p. 73; also, Steele and Redding article, p. 172.

48. See Steele dissertation, pp. 75-76.

49. Ibid., p. 76.
50. Ibid., p. 75.

51. See Steele and Redding article, p. 172.


53. See Steele and Redding article, p. 176; also, Steele dissertation, pp. 78-80, for a discussion of this value.

54. Information for the following discussion of "Material Comfort" comes from Steele and Redding article, p. 176; Robin M. Williams, Jr., article in Mc Giffert book, p. 223; Steele dissertation, p. 81.


56. Information for the following discussion of "Generosity" comes from Steele and Redding article, p. 177; Steele dissertation, p. 81; Robin M. Williams, Jr., article in Mc Giffert book, pp. 220-221.

57. Information for the following discussion of "Rejection of Authority" comes from Steele and Redding article, pp. 174-175; Steele dissertation, pp. 83-87; and Robin M. Williams, Jr., book, pp. 444-450.


59. Information for the following discussion of "Change-Progress-Future" comes from Steele dissertation, pp. 95-99; Robin M. Williams, Jr., book (1960), pp. 431-433; and Steele and Redding article, p. 173.

60. Information for the following discussion of "External Conformity" comes from Robin M. Williams, Jr., book (1960), pp. 450-454; Steele and Redding article, pp. 176-177; and, Robin M. Williams, Jr., article in Mc Giffert book, pp. 226-227.


62. Information for the following discussion of "Sociality" comes from Steele and Redding article, pp. 175-176, and Steele dissertation, pp. 106-112.

63. Steele and Redding article, p. 175.
64. Ibid., p. 176.

65. Ibid., p. 177.

66. Information for the following discussion of "Patriotism" comes from Robin M. Williams, Jr., book (1960), pp. 456-460; and, Steele and Redding article, pp. 177-178.


68. Ibid., p. 458.

CHAPTER IV
VALUE POSTULATES APPEALED TO BY HAYES

This chapter is concerned with answering the question: What American value orientations did Woody Hayes seem to appeal to in his public communication? To answer this, the writer first had to determine what Americans seem to value. Next, she selected a representative sample of eleven messages presented to the public by Coach Hayes in various situations. Those messages were then analyzed in terms of the value postulates to determine which Hayes appealed to.

The writer found that Coach Hayes' messages dealt with all sixteen values at one time or another in the eleven situations selected. Four of the value postulates - the value of the individual, effort and optimism, achievement and success, and quantification - were emphasized and discussed in great detail in all eleven situations. Five postulates - external conformity, change-progress-future, equality, material comfort, and rejection of authority - received the least amount of attention. The remaining seven were mentioned frequently; however, not in all the situations. Overall, the most frequent discussion of each of the values occurred in Hayes' book (1973) and in the messages delivered in the two public speaking appearances chosen for this study.
The remainder of this chapter will indicate examples of the way Hayes referred to each of the value postulates in the messages under analysis. Since an appeal to values commonly held by the members of one's audience can move the audience in the direction of one's position - thus, be persuasive - it would seem that Hayes should have been rhetorically successful because he appealed to so many commonly held values in the messages analyzed here.

Before citing examples of each value, the writer has prepared a table to provide a visual presentation of those situations which contained appeals to particular values by Hayes. An "X" designates each of the situations which contained references to one or more of the sixteen value postulates. At the end of each line designating a value, one can see in how many of the eleven situations that value was appealed to. (The table is on pp. 106-108).

PURITAN AND PIONEER MORALITY

Hayes emphasized this value in his book and the two public speaking appearances. In fact, references were made to it in all of the situations except one T.V. show (November 24, 1973) and one Radio show (October 20, 1973).

From the earliest days of the country, the Puritan looked at the world in moral terms. Behavior was either right or wrong, good or bad, ethical or unethical. Hayes spoke in such terms frequently. Because he talked about the "good" so much, only a sample of his
TABLE I
DISCUSSION OF VALUES IN THE MESSAGES ANALYZED

<table>
<thead>
<tr>
<th>VALUES</th>
<th>YOU WIN WITH PEOPLE</th>
<th>SPEECH TO THE OHIO ASSOC. OF ELEM. SCHOOL PRINCIPALS</th>
<th>SPEECH AT THE ALL-HIGH SCHOOL SPORTS BANQUET</th>
<th>&quot;23 - THE WINNING YEARS&quot;</th>
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remarks from his book, a radio show, and his T.V. special will be
presented here. Typically, he stressed such matters as the "good character" of John Pont⁴ (ex-football player), the "good family back-
ground and the good athletic background" of Tim Fox⁵ (football
player), the "good, clean show" at Marineland⁶ and the "truly great,
clean entertainment" at Disneyland.⁷ A further example can be seen
in his address to the elementary school principals. Hayes stressed
that "the things . . . these youngsters learn now under your super-
vision are the things that will stay with them forever. For God sake,
make sure they're the good things because those things have a way of
blossoming."⁸ And when closing his speech to those at the All-High
School Sports Banquet, Hayes praised the parents of the athletes by
saying that when the coaches at Ohio State get the youngsters,
"they're either good or bad . . . . So, most particularly, congrat-
ulations to you fine parents."⁹

In his many messages, Hayes constantly stressed the "good home."

He said the good athlete invariably comes from a "good home."

In my recruiting, I find that a good football
player almost always comes from a good home.
What is a good home? You will always find two
things there: One is, the youngster is always
wanted and from this comes the other. Second,
in that good home there will always be discipline,
for as we have mentioned whenever there is the
proper kind of discipline, there will be disciples,
and this youngster will have experienced the
advantages of playing on a great team, the home,
long before he comes to Ohio State.¹⁰

So, the "good home" is marked by being a place of discipline and a
place where the child is wanted. But, what about those homes where
the athletes seemed to excel in spite of the environment there?

Hayes had an answer here too:

In this case with a little search, you will find that there was some one who befriended him /the
youngster/ and who gave him attention and even the
so-called reflected image when he needed it - an
aunt, a grandma, a maiden lady down the street, a
cub scout leader, a minister, a priest, a social
worker, or a junior high coach. Always you will
find someone. These people are among the unsung
heroes which this nation has but seldom recognizes.

Hayes could not seem to stress the value of a "good home" enough.

Along with the "good," he also emphasized right and wrong. In
reference to his mother, the Coach said "When she believed something
was right, all hell could not change her." He seemed to hold the
same view when sharing his ideas on coaching with the elementary
school principals. Hayes told them he tried "to indoctrinate them
/the football players/ with the /things/ that I think are the right
things . . . . And I say the worst reason you can do a thing is be-
because other people are doing it. This is a damn poor reason and
when you do that, you do it at the expense of right and wrong
thinking." He was especially pleased at the attitude of Greg Hare
who had lost his position as first-string quarterback to Cornelius
Greene during the 1973 season. When Greene became injured, Hare re-
placed him and did a fine job. On his T.V. show, Hayes praised Hare
for the way he played "because it shows you're taking it the right
way." He alluded to what he considered "right" when he was dis-
cussing the attitude of the team and coaching staff concerning their
upcoming appearance at the Rose Bowl in Pasadena, California on
January 1, 1974. After having lost to U.S.C. by a score of 42 - 17 the previous year, many people had asked if this trip would be "for revenge." On his television show, Hayes said "There are so many people who are spiteful and revengeful these days that I'm not going to be a party to it. We're not going down with great revenge. We're going down with great pride, 'cause we think we've got a whale of a football team and we're gonna go out there and do everything we can to win it."\(^{15}\)

The "right" thing to do applied to areas other than football also. The coach told those at the All-High School Sports Banquet that the energy crisis presently gripping the United States could be solved if each person drove fifty-five miles per hour. He felt each driver would be justified in saying "I'm doing the right thing and I have the right to expect the same thing out of you \[\text{every other driver}\]."\(^{16}\)

Along with looking at the world in moral terms, the Puritan and Pioneer valued "respectability, thrift, self-denial, sexual constraint, honesty, simplicity, cooperation, self-discipline, courage, orderliness, personal responsibility, and humility."\(^{17}\) Hayes stressed many of those virtues too.

One that recurred over and over was the idea of "respect." He referred to it in many different forms while addressing those at the All-High School Sports Banquet. Referring to his own squad, he said "I want to be able to coach them and respect them. And I want to be the kind of a man they respect . . . . Mutual respect goes a long way."\(^{18}\) He said this applied on the football field also. Hayes told
his players "if we can make that other team respect us, we're gonna win," because when the other team "respects" you, "they've got nothing to cheer at." At the Rose Bowl on January 1, 1974, "we certainly respected them [USC]," said Hayes, and he felt the U.S.C. Trojan respected Ohio State because players came to congratulate the Buckeyes after the game on their 42-21 victory.

According to Hayes, respect should also characterize the relationship among players, coaches, and fans alike. Hayes urged the athletes at the athletic banquet "to gain respect of your coaches . . . I think it's real, real important . . . ." In his book, he explained that "I've never seem coaches who respect the rights and abilities of one another the way our coaches do. This situation is certain to carry over into the team." Hayes also told his listeners on his radio show that "We feel we've earned our fans' respect."

Besides respect, Hayes valued the truth. "A player must tell me the absolute truth," he said. Further, he praised "unselfish" young players like John Hicks and John Pont. And he despised being cheated or cheating others. He told the elementary school principals that Nixon had been cheated of a presidential victory in 1960 because the Chicago vote was "crooked." Hayes said that if "a young man doesn't get his education, then we've cheated him."

He emphasized the point even more forcibly when he said:

There are four ways in which I can cheat a football player: First, to do for him what he can do for himself, and thereby reduce his initiative and ingenuity. Second, by allowing him to "get along" on less than his best effort either in football or in
the classroom. Third, by allowing him to believe that football success is all the education that he needs. Fourth, by allowing him to believe his football success makes him a privileged person. 29

One thing Hayes did not want to do was cheat his players.

Thus, we have seen a few examples of Hayes' appeal to Puritan and Pioneer Morality in the eleven situations. He emphasized that which was right, good, truthful; praised the "good family;" extolled the necessity of respect; and abhorred being cheated and cheating others.

THE VALUE OF THE INDIVIDUAL

This was one of the four value postulates emphasized by Hayes in each of the messages under analysis. Since the coach entitled his latest book, You Win With People! (1973), and since one of the major purposes of both his radio and television shows was to point out the positive aspects of Ohio State football and the young men who played the game, it was not surprising that he would be concerned with people as individuals, whether in or out of sports.

The concepts associated with this value that were most relevant to Hayes' messages were (1) that the individual is more important than the group, 30 and (2) that the individual is worthy of concern and possesses intrinsic dignity. 31 This should not be interpreted to mean that Hayes did not highly value teamwork. Rather, his comments focused on his concern for and understanding of each person as a unique individual.

In all of the situations analyzed, Hayes talked about specific football players, coaches, and many persons outside of the sport
like President Nixon and General George Patton. He spoke about the needs of individuals in general and about specific things he and his coaches could do and had done to aid their players. And, he talked about individual responsibility, and how that was manifested by players and coaches alike.

In You Win With People: and the radio and television shows and specials, Hayes introduced and mentioned the great feats of many of his outstanding players over the years. Names like Hop Cassady, Jim Parker, Paul Warfield, Jim Otis, Rex Kern, John Brockington, Jack Tatum, Jim Stillwagon, and Mike Sensibaugh were featured throughout his book with sections devoted to their feats on the gridiron and comments about them as outstanding young men. During his weekly radio and television shows in 1973, Hayes discussed many of his current players. On the television shows, he always interviewed three or four members from the offense and defense who had played exceptionally well in that afternoon's game. The television show of October 13, 1973, is a typical example.

Fred Pagac, Greg Hare, Steve Myers, and John Hicks represented the offense that evening. While interviewing each, Hayes made the following comments. "You know Fred Pagac is one of the most ideal players I've ever coached, 'cause this man is always all-out on every play." When he got to Hare, he praised him for playing so well in place of the injured quarterback, Cornelius Greene, especially since
he had lost that position to Greene earlier in the season. Hayes said, "doggone it, I was tickled to see you do such a good job because it shows you're taking it the right way. We'll need you and we'll use you. Thanks for being with us. We need your heart." When John Hicks' turn came, the coach said, "John's one of the best, most dynamic leaders I've ever seen. On top of that he's the best tackle we've had since I've been here." Though only a sample, these comments are indicative of those made about individual players in Hayes' messages.

The coach spoke about the needs of individuals in general. He pointed out that "in the good home the youngster is wanted. He's the center of the home . . . and there's respect and love for each individual." He went on to say:

When you get trouble in a labor union, between labor and management. When you get trouble on a baseball team. When you get trouble on a professional football team, invariably it is because of the impersonal relationship between the two. And when you are not known individually, you do become resentful because the one thing that every man in this world, and woman, craves and every youngster craves, from the time he can toddle, he craves attention. His name is the most beautiful music in the whole world to him. They do want to be personally supervised. They want to be personally looked after. This "personal supervision" to which Hayes referred was to be found in the home.

When this student comes to college, is away from home, and is on the football squad, Hayes pointed out what he and his coaches did to attempt to aid these young men in their charge. He told the Ohio
Association of Elementary School Principals that their duty was to "Be There!" Whether on a college or high school campus, "The good coach is always there to help the youngster. He spends his time in the halls between classes, not in the faculty lounge, because the young men win the games, not the faculty." At Ohio State, the coaches are concerned "with the total youngster" - the environment in which he lives and the pressures on him. At the end of every practice, each coach is encouraged to go up to the players in his immediate charge and to praise those who did an exceptional job and to speak with those having problems to determine what could be done.

After all,

The coach's first and most important duty is to the players whom he coaches. At his position he will have some eight to ten football players, and he is responsible for them, not only in their football, but in their pursuit of an education and in their off-the-field behavior. He is mainly a counselor, but he may be a surrogate father. He must know what the youngster is doing because his main job is to make sure that this young man is pursing a college education. Young people change from day to day, and we must do everything that we can to make sure they're changing in the right direction.

The pursuit of an education was stressed here along with the student's off-the-field behavior. The coaches stressed "good, wholesome" relationships. According to Hayes, "We continually remind him [the football player] that before he becomes closely associated with anyone, either man or woman, he should ask himself this question, 'Would this person be welcome in my home for the weekend?'"

The last area to be illustrated here is individual responsibility.
Said Hayes, "in football, you have an individual responsibility and you have to carry it out . . . . We won the Rose Bowl too because each man on each play had a very definite assignment to carry out and he carried it out." 48

The examples utilized illustrated the four major aspects of this value which Hayes emphasized; namely, specific individuals and their accomplishments, the needs of individuals in general, what coaches can do to aid players, and individual responsibility.

EFFORT AND OPTIMISM

This is the second value that Hayes referred to in all eleven of the messages under analysis. This postulate connotes many things, but the three descriptive aspects which Hayes seemed to emphasize were: (1) being "busy", constantly working; (2) solving problems through determined, optimistic effort; and (3) prizing teamwork. 49

"Being busy" and "working constantly" can be illustrated through these examples. Hayes said,

There's a movement in the Big Ten that we should give an athlete an extra year of schooling after his eligibility expires. I am dead set against it. The key word is "give," and I'm not interested in giving anyone anything. However, if the former player needs help and is willing to come back and help us, then we'll certainly help him to complete his education. 50

Thus, Hayes is willing to help anyone who wants to work. He talked about "work" further in a T.V. show when he pointed out the number of young men who "worked constantly" to stay in shape. 51 When
talking about the Rose Bowl game, he stated, "We're gonna be too busy to entertain wives and families." Finally, in a radio show, he discussed the practice routine during the week. "We work hard on Monday and Tuesday; start tapering off on Wednesday; and do virtually nothing on Thursday and Friday." 

Along with "work," he emphasized "determined, optimistic effort." He criticized those who were unwilling to expend effort when he said, there are "too damn many not willing to put in the effort that makes for winning." He countered those who suggested that a team had no chance of winning against a supposedly superior opponent. According to Hayes, "No coach ever goes on the field without feeling he can win." (Of course, many times the odds against that happening might be formidable.) Lastly, Hayes tried to reward effort by having as many as 110 players seated on the sidelines at each game. He said they might get in the way at times, "but, doggone it, if they're gonna come out and help us practice all week, I can't promise 'um I can get 'um into the game, but I can promise 'um at least they get to sit on the sidelines."

Finally, Hayes stressed "teamwork." He said, "If I had only one thought on which I could build my team, it would be this: Each man has much greater ability than he thinks he has, particularly when he uses that ability in a concentrated team effort." Hayes felt, "No player can go through a Michigan game without experiencing this great 'We Win' feeling, which greatly transcends any feeling of "I Win". It was "teamwork" that got O.S.U. to the Rose Bowl
and made it possible for them to win. "We learned you can't do it alone." According to Hayes, "It was all a team proposition."

Thus, "Effort and Optimism" was characterized in Coach Hayes' messages by his emphasis on work, effort, and teamwork.

**SCIENCE AND SECULAR RATIONALITY**

This value was mentioned in over half of the messages for analysis. Those situations containing references included his book, the speech to the principals, the television special, his radio shows of October 20 and November 3, 1973, and his T.V. show on October 13, 1973. The aspects of this postulate which he emphasized were "calculability and predictability." Because Hayes was concerned with fielding winning football teams, he conducted studies and utilized statistics to aid him in calculating and predicting the team's chances of victory when employing various formations and plays. As he said, "We are continually looking for better ways to move the football in to score. But in all of our studies, one thought stands paramount: an exceptional running game is the greatest insurance of victory." Further, statistics showed that "the team that gains the most yardage rushing wins the game 90% of the time." Continuing with the idea of the rushing game, Hayes said,

let's talk about Ohio State's trademark - the fullback off-tackle play. Why is it that Ohio State has had so many great fullbacks? The biggest reason is we feel this is the best way to advance the football.
Further, we don't think it is an "easy" or a quick way to win. But we think it is a substantial and a high-percentage way to win, for it makes each man tough and it makes him team-oriented.\textsuperscript{64}

He used the studies and statistics to back him up in justifying the ground game as the most efficient means of winning.

Simply "running the ball" was not enough, however. To win, "consistency" was necessary. Said Hayes, "We're great believers in consistency. Consistency is causing each play to earn its keep. In other words, if you've got ten yards to go, a play should get at least three."\textsuperscript{65} Along with consistency on each play, "We know that to win, the players have got to be 'consistently good.'"\textsuperscript{66}

\textbf{EFFICIENCY, PRACTICALITY, AND PRAGMATISM}

"Getting things done as efficiently as possible"\textsuperscript{67} is one way of defining this value. It was that aspect of the postulate to which Hayes seemed to appeal in his messages. References to it appeared in all but three of the situations for analysis - namely, "23 - The Winning Years," his T.V. show on November 24, 1973, and his radio show on November 3, 1973.

To illustrate how efficiently things had been done, Hayes pointed out that Ohio State had scored eight touchdowns in twenty-one minutes of play against Northwestern, ultimately beating them by a score of 60 - 0.\textsuperscript{68} "We've always taken great pride in taking away an opponent's best play and thereby reducing the efficiency of
their best players," said the coach. "Efficiency" helped in the Rose Bowl too. "We won," said Hayes, "because we outlearned the other team - made fewer mistakes."70

Hayes also made reference to how efficiently things could and should be done. He felt the energy crisis could be solved by everyone driving fifty-five miles per hour.71 In the game of football, he felt it was "more efficient to give the ball to the fullback close to the goal line."72 That player had a better chance of scoring. He also felt "if you're gonna keep improving towards that climactic battle at the end [the Michigan game], you must improve each week."73

As a coach, Hayes seemed to feel that his efficiency was improved by two things - a motto and game films. "There never has been a good lazy coach, so the first rule for me is: BE THERE FIRST AND LEAVE LAST."74 Secondly, game films are "probably the greatest single source of information available to a football coach." They are both more revealing and more accurate than a verbal description covering the same information.75 Thus, it seemed obvious that Hayes valued efficiency in getting things done.

ACHIEVEMENT AND SUCCESS

This was the third of the four values that Hayes stressed in all of the messages under analysis. It was easy to see why. This postulate connotes "success through hard work." Achievement and success can be judged against standards of excellence in one's
profession, like winning in football. And, the marks of success in a profession can be identified easily, such as trophies, awards, medals. Certainly, achievement and success would be highly valued by a coach who liked to win. As Hayes said, "I despised to lose, and I was not then, nor am I now a gracious loser. That factor has probably brought me more embarrassment than anything else, but the fact that I despise to lose has also brought many victories."77

Let us turn to instances in which the coach discussed "success through hard work." In talking with two players on his T.V. show, he assured one, Steve Luke, that "You'll continue to get better 'cause you'll work at it real hard."78 He and Greg Hare both pointed out that it takes a lot of work and practice over several years to perfect a strong throwing arm. Said Hayes, "it comes along with age and work and work."79 When he learned that Miami of Ohio had won ten straight games during 1973, he said, "You can bet Bill's team worked a little harder this year to win ten straight."80 Then, Hayes stressed what got O.S.U. to the Rose Bowl. "I'm sure we outworked the other team. I'm sure we outlearned the other team."81 Turning to figures outside of football, he commented on the fact that T.V. actor Greg Morris was still married to the same wife. When Hayes asked him how that was possible, Morris answered, "By Golly, we work at it!"82 He further commented that Harry Truman got his military commission through "hard work" on the battle field, rather than through Officer Candidate School.83
As was pointed out earlier, achievement and success can be judged against standards of excellence in one's profession. One standard of excellence in football is winning and as Hayes stated earlier, "I despise to lose." He greeted those at the sports banquet by saying, "I'm happy to be here tonight to talk to winners." Then, he praised the coach at Miami of Ohio whose team had won ten straight games during the 1973 season. He said that was more games than had been won by the other highly successful coaches who had once been Head Coach there, like Hayes himself, John Pont, and Ara Parseghian. After O.S.U. and Michigan had battled to a 10 – 10 tie at the close of the 1973 season, Hayes was talking with players on his television show. He congratulated John Hicks on being named to Kodak's All-America Team. "That didn't mean near as much as if we'd had a victory today, did it? ... A tie is a doggone big disappointment."

Finally, the marks of excellence in a profession can be easily identified, such as trophies, awards, medals, gifts. Hayes discussed how "winning" brought much needed results at Denison University where he once coached. There was need of a field house, but nothing had been done about it. "After we won that game and after we went undefeated and after we brought Denison the first undefeated season in 58 years of football, then people started thinking about that field house." He added, "The money that came in for that field house proved one thing: you can't tell people what to give money for, but people will still put their money on a winner." Besides physical
structures, "winning" can bring national recognition. "During the
1960's we won National Championships in three sports: football,
basketball, and baseball . . . we had the top golfer in 1960,
Jack Nicklaus." Hayes also frequently mentioned the awards and
honors received by individuals both at Ohio State and later in their
lives. Jim Stillwagon was a case in point:

He was a unanimous All-American in 1969 and
1970, and in 1970 he won the Outland Trophy,
which goes to the best interior lineman in
the nation. In 1970 he also won the Vince
Lombardi Lineman Award, the first time it
was ever presented.

Jim is a member of the Toronto Argonauts in
the Canadian League. In 1971, his first year,
he was selected All-Eastern Conference and
All-Canadian Defensive Tackle. In 1972 he was
named runner-up for the Outstanding Lineman in
Canadian Football, and he received the most
votes to play in the All-Canadian All Star Game.
He is the most consistent player on his squad,
and recently signed a new five-year contract.

Thus, Hayes stressed the marks of success in this man's background.
From the preceding, it was clear that Hayes valued achievement and
success.

**QUANTIFICATION**

This was the last of the values that Hayes emphasized in all
the situations under analysis. It refers to Americans' preoccupation
with size, power, speed, wealth, and quantity. Words such as
"richest," "greatest," "fastest," "best," "most," etc., are often
used in relation to the preceding concepts. And activities, in-
dividuals and objects are often evaluated and described in terms of
them.
Hayes described many of his players and others in this fashion:
John Pont - "regarded as Miami's greatest football player;" 93
Jack Tatum - "had the hardest hit of any football player we have
ever coached;" 94 Jim Stillwagon - "was our best defensive lineman
in 22 years;" 95 Mike Sensibaugh - "is the best safetyman Ohio State
has had;" 96 Esco Sarkkinen - "the best end coach and scout in foot-
ball;" 97 Steve Myers - "one of the best centers any place in the
country;" 98 Randy Gradishar, Vic Koegel, and Rick Middleton - "the
best linebacking corps in college football;" 99 John Hicks - "the
best team player I've ever seen . . . . He is the finest field
leader that I've ever seen . . . ." 100 On top of that, he's the best
tackle we've had since I've been here; 101 and Ike Hayes (Woody's
brother) - "he was the most unique individual I have ever known." 102
The coach also had superlatives for the Rose Bowl victory and for
fans. He said winning the bowl game on January 1, 1974, was the
"greatest victory we've ever had." 103 And finally, in referring to
the O.S.U. fans, he said, "I sorta feel we have the best fans in the
world. We get more cheering and less booing than any school in foot-
ball from our fans." 104

Hayes utilized superlatives in all of his messages when evaluating
the performance of players, as illustrated briefly above. Statistics
and numbers were emphasized too. In fact, his radio and television
shows, especially, were filled with references to the number of
yards gained in the game; the number of yards on kickoff returns;
the number of plays run; the length of time each team had possession
of the ball; the number of fumbles; the number of first downs; the number of yards gained by particular players; the number of tackles made by individuals, etc., etc. The numbers were used as a means of evaluating the superiority of the opposing teams in the various categories. To illustrate, the writer can paraphrase from some of Hayes' comments on his T.V. show after O.S.U. beat Wisconsin 24 - 0. In essence, Hayes said,

Last week Wisconsin totaled over 550 yards; this week [against O.S.U., they got 104]. So, that means we cut them off to one-fifth of what they got a week ago. It also gives us our first shut-out. Thus, we've only given up about three points per game. But, this is by far the best game 'cause it's against the most explosive team . . . . Last week, one of their guys averaged 14 yards per carry; this week, he averaged 2 . . . . Our back Arch [Griffin] carried the ball 29 times, averaging 6 yards per try . . . . Our fullback got about 80 yards; our wingback averaged 10 yards per try; our quarterback got 6 yards per try . . . . Overall, we averaged about 6 yards per try running . . . . I guess our consistency per play will be about 70%. 105

One could go on and on with such excerpts, for they occur in all the radio and T.V. shows. Since each television show contained from three to five minutes of filmed highlights of that day's football game, example after example could be drawn from each of those segments alone.

The use of numbers and superlatives for the purpose of comparison and evaluation characterized Hayes' emphasis on quantification.
MATERIAL COMFORT

To Hayes, "material comfort" meant little. This value was referred to in only three situations - his book and the two public speaking appearances - and always in a negative fashion. Referring to himself and his wife Anne, he said "We don't need a new car. Don't even need a car. My health was better during the two years I didn't have one and walked to work ... True happiness comes when you realize what superficialities there are that you don't need." 106 Those "superficialities" might even have been his home. For at one point he needed funds to help some players and considered selling his house. Without batting an eye, Anne said, "If that's the way it has to be, let's sell it." 107

Hayes was incensed over an incident reported by one of his coaches while recruiting in New Jersey. When the energy crisis was at its height in 1973, with cars lined up at a gasoline pump, the gas station attendant was hit by a car. As he lay on the ground, the motorists ignored him and pumped their own gas, leaving their money on the pump. These people were seemingly more interested in their own comfort than in the plight of the injured man. 108

To Hayes, people are more important than material comforts.

GENEROSITY AND "CONSIDERATENESS"

This value was referred to in all situations except four - the October 13, 1973, television show and the three radio shows analyzed. Most succinctly, this postulate can be described as "disinterested
concern and helpfulness, including personal kindliness, aid and comfort, spontaneous aid in mass disasters, as well as more impersonal patterns of organized philanthropy."\textsuperscript{109}

Helpfulness, concern, personal kindliness, aid and comfort - all of these are certainly illustrated in the following examples. Hayes constantly showed concern that his players complete their college education by mentioning it on his television shows. In \textit{You Win With People!}, he recounted how he aided one player in raising his academic average. The boy was doing so poorly in school that Hayes said he would keep him on the team only if he promised to study for two hours each morning in the coach's office. The player did so and improved his grades significantly.\textsuperscript{110}

He was concerned with people and tried to help them whenever he could. Hayes visited Al Hart (former O.S.U. athletic trainer) in the hospital;\textsuperscript{111} he tried to cool down the tensions on the O.S.U. campus during the 1970 riots by spending night and day there talking with the students;\textsuperscript{112} he tried to get the ball to a certain player in one game because the boy's mother was in the stands;\textsuperscript{113} he praised the efforts of one of his coaches to secure aid for an injured service station attendant in New Jersey while other motorists ignored the man's plight;\textsuperscript{114} and he, along with the other coaches, attempted to alleviate the loneliness of the O.S.U. players who had to be away from their homes at Christmas, 1973, because they were preparing to participate in the Rose Bowl. He said, "We keep them busy; give them a lot of attention; and keep them together."\textsuperscript{115}
Each of the preceding incidents is fully recounted in the coach's messages. However, even these brief descriptions point out Hayes' emphasis on being of aid and comfort, on being concerned, and on demonstrating personal kindliness.

REJECTION OF AUTHORITY

This value basically connotes the rejection of external control either by institutions or persons in authority to control the freedom of the individual.\textsuperscript{116} It received little attention by Hayes in his messages. When referred to by the coach in his book and in his two public speaking appearances, he backed authority rather than rejected it. He described his discussions with O.S.U. students during the 1970 riots. While admitting that most students did not like what he stood for, "they resented even worse the fact that other professors weren't on campus standing up for what they believed."\textsuperscript{117} Though these collegians did not seem to like Hayes' position, he still contended that people in organizations, in industry, in wars, in schools - wherever there is an established hierarchy - "want to see their superiors ..."\textsuperscript{118}

While those in an organizational structure may want more contact with those above them, Hayes realized that "figures of authority" are having a rough time in this country. Referring to many comments by media journalists concerning President Nixon (in the wake of the Watergate scandals), Hayes said, "They respect no leadership."\textsuperscript{119} In referring to the fast-changing society, he said, "all figures of authority are besmirched."\textsuperscript{120}
Hence, though Hayes seldom referred to his value, when he did so, he was obviously advocating the backing rather than the rejection of authority.

EQUALITY

Though equality of condition will probably never fully exist in the United States, great strides have been made over the years in providing equality of opportunity. It was that latter point which Hayes seemed to be emphasizing when he said,

I have a deep and abiding respect for football, for it has paralleled the great achievements of this nation. Although it started out as a sport for the sons of rich men at exclusive Eastern colleges, its popularity and acceptance has broadened in much the same manner that our democratic system of education has broadened. It stepped across ethnic and religious lines. It stepped over the color barrier, for it was among the first of our educational activities to allow a man to participate on the basis of his ability and on his desire to contribute. 121

According to Hayes, football recognizes no religious, color or ethnic differences, and a man competes on the basis of his ability, regardless of his economic background.

He lauded John Hicks (a Black), who served as liaison between the players and the coach during the 1973 season. Hayes said Hicks presented to him the problems of blacks and whites alike making no difference between them. 122 Hayes himself had been involved in working to overcome inequities between blacks and whites for many years. At one point he discussed ways he tried to equalize the salaries
of employed blacks and whites before grant-in-aid scholarships were awarded. At another, he pointed out that his family was "involved with blacks long before it was either fashionable or politically expedient."

He approached equality from another angle when he said, "No head coach has been blessed with as many great co-coaches as I have. I dislike to use the word 'assistants,' because actually they assist no one; they coach." He furthered the idea of their sharing responsibility when he said that the whole coaching squad confers on the appointment of a new coach. Hayes said, "the first thing I tell him [the new coach] is that he would not have been hired if both my coaches and I did not feel that he was the man for the job."

Though Hayes devoted little time to this value in his messages (mentioning it only in his book and in the speech at the All-High School Sports Banquet), it was obvious from his references that he supported it.

**CHANGE-PROGRESS-FUTURE**

Those who adhere to this value prefer the "new" over the "old," tend to be future-oriented, and almost value "change" for its own sake. Hayes mentioned the "new" when he suggested that "something new is added for each game," meaning that each opponent is unique and must be prepared for a little differently. He also referred to it when he praised Dick Larkins (former Athletic Director at O.S.U.) as "a great innovator." However, a greater portion of his
messages emphasized the past as a guide to the future. Though he discussed this value in only three situations - his book, the speech before the elementary school principals, and his radio show of October 20, 1973 - he seemed to emphasize the past far more than the future.

Hayes was a history buff and felt we can learn from the past. In fact, he told the elementary school principals that "we have to all be students of history." He followed that up by saying "Kids do respect the elderly, like George Jessel, who work hard at what they're doing . . . . Even revolutionaries look to the works of Mao Tse-tung, Ho Chi Min, and Buckminster Fuller . . . . They do look to the elderly." Of course, he was not oblivious to the fact that many others "have no feeling for the elderly" as evidenced by the numbers in nursing homes. But, his sentiments did not lay with the latter.

So, while Hayes did not totally disregard the new, he definitely looked to the past for guides to the future.

**EXTERNAL CONFORMITY**

Conformity becomes a value when one automatically adheres to the standards of a group "without regard to the necessities of the situation." Though Hayes referred to this value only when speaking to the elementary school principals, he expressed contempt for external conformity rather than being one of its supporters. At one point he quipped, "Just because other people start passing the ball, don't be sure we're going to start passing the ball." He
emphasized that he was against doing things just because other people were doing them. Just because someone else bought his wife a new car or a new mink, "that doesn't mean my wife has to have it. And thank God she doesn't want it. I don't know if it's because she pities the animals or because she knows we really can't afford it." So, Hayes expressed negative feelings towards external conformity.

SOCIALITY

The sociable person "gets along" and is "friendly." Coach Hayes referred to these qualities in his book, his two public speaking appearances, his television special and his T.V. show on November 24, 1973. He pointed out how cooperative the officials were at Citrus Junior College where the O.S.U. team practiced before the Rose Bowl. Too, the officials of the Tournament of Roses did all in their power "to make it a most enjoyable time for the families, and even the coaches and players." After the Rose Bowl game on January 1, 1974, even more friendliness was shown. Hayes commented on the great way the Buckeyes were treated by members of the U.S.C. team, their coaches, and the U.S.C. president after the Trojans had lost to O.S.U. by a score of 42 - 21. He said when O.S.U. beat U.S.C. in the Rose Bowl in 1969, only O. J. Simpson from the Trojan squad came to congratulate the Buckeyes. After this year's game, four players, along with Head Coach John McKay and some of the other coaches, came into the locker room to congratulate O.S.U. Later, at a press interview, the U.S.C. president congratulated them too.
"We were treated royally by those people and believe me that is not an easy thing to do, especially after a defeat," said Hayes. He felt that he could not have done that last year when O.S.U. was defeated by U.S.C. 42 - 17, but that he had learned something since. "I'm never too old to learn." And he continued, "That's exactly how sports should be played."  

Referring to his own squad, the coach said "I've never had a team respond to coaching and a team that got along with one another and respected one another [like the 1973 team] . . . . That's what's made us a real closely knit organization; a real closely knit family."  

He felt that one thing which fostered great team spirit was having the squad ride a bus to practice each day. Because there were never enough seats, guys sat next to different fellows frequently; they huddled together in the cold; they talked to those next to them; and they sang together. According to Hayes, "You can't dislike a man you get to know."  

While many other examples could have been used, these illustrate the value Hayes placed on "being friendly" and "getting along" in his messages.

**HUMOR**

Humor is often used as a leveling agent in the United States. Americans seem to enjoy poking fun at themselves, the boss, the officious, or those in authority, and in listening to others do the same. Hayes is no exception. In fact, he devoted an entire
chapter in his book to jokes, and used humor extensively in his speech to the elementary school principals. He also employed levity at the All-High School Sports Banquet and in the television shows on October 13 and November 24, 1973.

Because many of the jokes included in his book are repeated in other speeches, only a small sample of those in the book will be included in this section. Here are three of the shorter ones.

This is the story about a player who came to me very crestfallen at the end of a quarter because he had made 4 E's and one D. When I asked him, "Bill, what went wrong?" He shook his head and said, "I don't know, Coach, unless I spent too much time on that one subject." 144

A fellow with those grades doesn't stay around very long, but three years later Bill drove up to the Stadium before a game in a brand new Cadillac and sporting a three-carat diamond ring. I turned to him and said, "Bill, how do you make that kind of money?" He looked at me in his own sort of humble way, and said, "Aw Coach, it ain't so hard, you see I make a article for a dollar and I sell it for five." He continued, "You know, you'd be surprised how fast that 4% adds up." 145

The track coach tells a similar story about an athlete who flunked out of school, but then trained and made it all the way to the Olympics and won a gold medal. He was so proud of the medal that he brought it home and had it bronzed. 146

These represent only a small portion of Hayes' repertoire, but they are indicative of one type of humor he utilized in many of his messages.

PATRIOTISM

Hayes' comments about patriotism centered primarily on his loyalty to our American presidents. He stressed this value in both
of his public speaking appearances and mentioned it briefly in his radio show on November 17, 1973. During his speech at the sports banquet, Hayes asked those assembled if they were aware of what had happened to the last five presidents. He proceeded to explain that Harry Truman, who had one of the toughest decisions ever—whether or not to use the atom bomb—went out of office with about "27% popularity." Eisenhower was "pretty much above politics" and went out a most popular man. Kennedy? "We allowed a damn kook to shoot him. A kook like you're hearing today about. Exactly the same kind of people. Nothing but a kook who killed him." And Johnson went out with just about the same popularity Nixon has today. "So, we don't have much respect for our leaders in this nation. We've torn down all but Abraham Lincoln. He's the only one we've left standing," according to Hayes.

The coach was especially embittered by the way both Truman and Nixon had been treated, though, and he made his views known to the elementary school principals. Hayes pointed out that Nixon actually won the 1960 election for president but was cheated of it because the Chicago vote was crooked. Kennedy, "sportsman that he was," offered it to Nixon, but he refused because he was concerned that it would hurt the country.

And yet when he [Nixon] goes to call a play now, the minute [that he does so] these very brilliant men [of the news media], who never had a thought in their whole damn lives—all they can do is read teleprompters [Here Hayes is cut off by a large round of spontaneous applause]... It embitters me. And it
embittered me the way they treated Harry Truman. And I didn’t vote for Harry Truman, but I fought for him and he was my president . . . . I didn’t vote for him, but I honored and respected him 'cause he was my leader and a darn fine leader he was too.

These excerpts illustrate the loyalty Hayes had to these two men and his reasons for it.

While Hayes devoted no more time to discussing his patriotic feelings in the other messages under analysis, he made his views clear on loyalty to our presidents in the two public speaking appearances.

SUMMARY

This chapter dealt with the question: What American value orientations did Woody Hayes seem to appeal to in his public communication? It was found that he appealed to all sixteen value postulates that were identified and described in Chapter III. He emphasized four values - the value of the individual, effort and optimism, achievement and success, and quantification - in the eleven situations selected for analysis. Five postulates - material comfort, rejection of authority, external conformity, change-progress-future, and equality - received the least amount of attention. Of the five, the first four were emphasized negatively by Hayes. In other words, he commented against material comfort and external conformity; he backed authority, rather than rejected it; and he spent more time discussing how the past could be a guide to the future, rather than advocating change-progress-future. The remaining seven postulates were mentioned frequently; however, not in all situations. Overall, the most frequent
discussion of each of the sixteen values occurred in Hayes' book and in the messages delivered in the two public speaking appearances analyzed.

Since an appeal to values commonly held by the members of one's audience can move the audience in the direction of one's position - thus, be persuasive - it would seem that Hayes should have been most persuasive in many situations because he appealed to so many commonly held values in the messages analyzed here.
CHAPTER IV - NOTES

1. The eleven messages were presented and discussed in Chapter I. They include Hayes' third book, You Win With People: (1973); two of his public speaking appearances - the one before the Ohio Association of Elementary School Principals on February 9, 1974, and the one at the Ohio All-High School Sports Banquet on March 11, 1974; three of his regularly scheduled television shows - the ones on October 13 and 27, and November 24, 1973; three of his regularly scheduled radio shows - those on October 20, and November 3 and 17, 1973; and two television specials - "23 - The Winning Years" on November 23, 1973, and the "Woody Hayes Special" on December 22, 1973.

NOTE: For the complete citation on the 1973 book, see the Bibliography. For full citations on the radio and television shows and specials and on the public speaking appearances, see Appendix C. Throughout the remainder of this chapter, whenever a television or radio show is cited, the writer will simply indicate "T.V. show" or "Radio show" followed by the date.


4. You Win With People', p. 34.


7. Ibid.


11. Ibid.

12. Ibid., p. 207.


19. Ibid.

20. Ibid.

21. Ibid.


26. T.V. show, Oct. 27, 1973. \(\sqrt{\text{John Pont is an ex-Miami (Ohio) football player now coaching at Northwestern University.}}\)


32. *You Win With People*, p. 56.


37. *Ibid.*, p. 120.


42. *Ibid.*


44. *You Win With People*, pp. 177-178.


57. You Win With People!, p. 11.
58. Ibid.
61. See Steele and Redding article in Stewart book, p. 175.
62. You Win With People!, p. 137.
63. Ibid.
64. Ibid., p. 140.
69. You Win With People!, p. 151.
70. Speech to the Ohio Association of Elementary School Principals, February 9, 1974.
74. You Win With People!, p. 169.
75. Ibid., p. 217.
77. *You Win With People!*; p. 212.
82. *You Win With People!*; p. 168.
84. *You Win With People!*; p. 212.
86. Ibid.
89. Ibid.; p. 27.
92. See Steele and Redding article in Stewart book, p. 176; also, Steele dissertation, pp. 78-80, for a discussion of this value.
93. *You Win With People!*; p. 34.
94. Ibid.; p. 155.
95. Ibid.; p. 156.
99. Ibid.


110. You Win With People!, p. 186.


118. Ibid.


120. You Win With People!, p. 15.

121. Ibid., p. 11.

123. You Win With People!, p. 192.

124. Ibid., p. 203.

125. Ibid., p. 162.

126. Ibid., p. 168.


130. Ibid., p. 142.


132. Ibid.

133. Ibid.


136. See Steele and Redding article in Stewart book, p. 175.


138. Ibid.


140. Ibid.


143. See Steele and Redding article in Stewart book, p. 177.

144. You Win With People!, p. 77.
145. Ibid., pp. 77-78.

146. Ibid., p. 78.

147. See Ch. Perelman and L. Olbrechts - Tyteca, pp. 48-49.
CHAPTER V
HAYES' UNIQUENESS AND ATTRACTIVENESS

This chapter deals with answering the question: What seemed to be unique and attractive about Coach Hayes as a public communicator? Aid in answering that was provided through the use of two of Martin's five rhetorical canons.¹ Idiosyncrasy and prestige, the two canons, provided a framework through which to analyze those factors which contributed to Hayes' attractiveness and uniqueness.

IDIOSYNCRASY

According to Martin, "The speaker's 'idiosyncrasy' is his insistence in his rhetorical efforts, upon his own uniqueness - in his decision to stress his view, in the apparent habits of mind that are reflected both in his matter and manner, in the 'style' of his language, in his manner of speaking his mind, and in the patterns he commonly settles upon when planning to speak."² The four aspects of that canon which were found to be relevant to Hayes in terms of his uniqueness and attractiveness were (1) the manner in which he expressed his ideas; (2) the language used; (3) the "interest devices" employed; and (4) physical features - gesture, movement, voice, appearance, dress - presented in striking or unusual ways.³
1. HAYES' MANNER OF EXPRESSING HIS IDEAS

In analyzing the coach's uniqueness in expressing his ideas, three things stood out: (1) He was prescriptive in his speeches; (2) "Football" and "Sincerity" tied his ideas together; and (3) "Respect" and the "Fundamentals" characterized his T.V. show.

He Was Prescriptive In His Speeches

The coach spent much time almost "lecturing" (as a teacher would) to those whom he addressed. He seemed to feel an obligation to share his views and philosophy since he had been asked to speak. And, he was never afraid to stress them. In fact, he admitted candidly that he would harp on what he thought the particular audience needed to know. In presenting his advice or "guidelines for action," he would slow down his normal rate of speech, underscore words, repeat for emphasis, and sometimes tap his knuckles on the lectern to further accentuate words.

To illustrate his "lecturing" and the mode of emphasis used in delivering his remarks, examples were taken from his speech to the elementary school principals. (In all the following excerpts, the underscoring of words was done by the writer to show those stressed by Hayes.) He told his audience of an article on the brain and memory he had read in Time after Christmas. It pointed out that the things:

you did as a youngster stay with you. And I think that's important for you and me to remember. That the things that these youngsters
learn now under your supervision are the things that will stay with them forever. For God sake, make sure they're the good things because those things have a way of blossoming.

You and I have got a job - to make sure these kids use it [their memory] and to make sure that they've got things stored in that memory that will be of use later on.

Not only must the principal make certain the students have information stored in their memories, but he must be available to them. Hayes advised the principals to "Be there!" He stressed it, "Be there!" By that he meant the principal should be where the students could see him. Hayes explained that when he went to visit a high school, he liked to have to hunt for the principal. If he always found him behind his polished desk, then he was not sure the man was a good principal. He should have been out in the halls where things were happening. "I think the way you manage is being there, for people to see you. And they'd better know that you're running that school. That it's your job and your responsibility and by God you better be where they can see it."

The preceding examples illustrated some of Hayes' advice to the principals. When delivering it, he slowed down his rate of speech, underscored words, and often repeated for emphasis. He utilized that same mode of delivery when he told people of advice he gave to others:

I'm not sure I can tell you a new thing at all . . . . I'm sure I can't. I'm an old timer. The older I get, the more I try to be an old timer because I've felt that too
many of our values we've lost in just looking beyond. And so with my football squad, I try to indoctrinate them all the time. I try to indoctrinate them with the things that I think are the right things. And one of them that I continually hammer on, continually hammer on, because we are a nation of faddists. And I say the worst reason you can do a thing is because other people are doing it. This is a damn poor reason and when you do that, you do it at the expense of right and wrong thinking. 9

Here we saw a further illustration of underscoring words and use of repetition for emphasis.

Along with underscoring, the final example points up his tapping of his knuckles on the lectern to accentuate words at times.

When you get trouble in a labor union, between labor and management. When you get trouble on a baseball team. When you get trouble on a professional football team, invariably it is because of the impersonal relationship between the two. [Hayes tapped the lectern with his knuckles as he emphasized these words.] And when you are not known individually, you do become resentful because the one thing that every man in this world, and woman, craves and every youngster craves, from the time he can toddle, he craves attention. 10

Thus, in his public speaking appearances, Hayes was prescriptive - giving advice to those assembled and sharing with them advice he had given to others. To point up his remarks, he typically slowed down his rate of speech, underscored words, repeated ideas, and often tapped his knuckles on the lectern to further accentuate points.

"Football" and "Sincerity" Tied His Ideas Together

Hayes spoke on a wide range of topics other than football. He
constantly talked about politics, history, current events, education, depending on the group to whom he was speaking. In fact, with many groups, he brought in most of those areas while always tying them in with football. In the public speeches analyzed, he delivered his messages extemporaneously and often seemed to ramble from one idea to another, with little apparent connection between points. However, he was always able to mesh them together through football and to relate them to his specific audience. Kaye Kessler, Sports writer for the Columbus Citizen-Journal, said, "He talks about anything . . . . To follow his train of thought sometimes is absolutely impossible, but somehow or other, he has a knack of being able to knit it all together eventually."¹¹

The writer asked other sports journalists about their views on the manner in which Hayes expressed his ideas. Here are typical comments from men who had known the coach over the years and had attended many of his speeches. WLWC-TV's Jimmy Crum said, he "speaks from the heart."¹² He is also "like a walking encyclopedia,"¹³ Crum continued. The story goes that if you ask the coach what time it is, he will tell you how to build a wrist watch.¹⁴ According to Bill Prewitt of the Columbus Dispatch, Hayes "says what he feels," stressing discipline, political conservatism, and history. "He likens life to battle,"¹⁵ Paul Hornung of the Columbus Dispatch also pointed out that Hayes was versed in many areas other than football. "He's got opinions," and he's not afraid to tell them, said Hornung. He repeats a great deal, "but
every time I hear him, I come out with something different. He always comes up with a new thought or a new look at something . . . . He's a very positive person."16 Tom Keys, of the Columbus Citizen-Journal, quoted a saying used by sportswriters at that newspaper: " . . . if you don't like the S.O.B., don’t go to listen to him . . . because then you will like him. He is a tremendous salesman."17 Kaye Kessler said almost the same thing. He pointed out that he knew people who disliked Hayes, commented negatively on his football style, called him a "so-and-so," "dumber than hell." But when they have gone to listen to him speak, they come out saying, "He's wonderful . . . He's a great man." Kessler concluded, "The man is a marvelous speaker, with his lisp and everything."18

Though the preceding excerpts do not point this out clearly, what all of these men were saying was that Hayes, though a football coach, used material from history, philosophy, education, and current events in his speeches; yet, he always tied the subjects into football and showed how the concepts applied to his specific audience, no matter who was in attendance. They felt this was unique about the man. Coupled with his wide range of information, the coach was most sincere in what he said. Thus, the two together combined to produce a uniqueness about Hayes as a communicator. Few speakers, in any profession, have the ability to cover the range of topics handled by Hayes and still apply them to the specific audience being addressed. "Football" was the thread that tied all
his diverse subjects together and his sincerity aided in making his audience receptive to those ideas.

"Respect" And The "Fundamentals" Characterized His T.V. Show

To anyone watching The Woody Hayes Show on WBNS-TV weekly, two things should have stood out: the "respect" the coach, his players, and the others on the coaching staff seemed to have had for one another; and the emphasis put on football "fundamentals" rather than the complexities of the game. Week after week, these two features were consistent.

Hayes was the successful coach who demanded respect from his players both on and off the field. On the show, he seemed like a "father" figure to the young men he was interviewing and treated them courteously, and with pride and respect. They, in turn, demonstrated their respect by answering his questions in kind.

He seemed to be truly interested in what each said in response to the queries, and he would comment constantly and react verbally with such expressions as "Yeah," "Uh Huh," "O.K.," and "Ah Ha." Whether reacting to the comments of players or coaches, Hayes sounded like he was reinforcing "right" answers by his use of these expressions and others. He could also sound like he was seeking further clarification when he would say, "Yeah?" In listening to Hayes as he interviewed, the writer got the idea the coach was expecting a certain answer to his question and when he got it, he
reinforced it with a positive response. He was never disappointed, for those responding were always courteous, seemed to answer as Hayes had expected and prefaced or concluded their remarks with "Yes, Sir," or "No, Sir." To the viewer, it certainly must have seemed that Hayes' preaching and teaching worked.

In order to illustrate some of these assertions, examples from two T.V. shows were chosen. While Hayes was interviewing one of his outstanding ball carriers, Archie Griffin, the following exchange took place:

Hayes: What's the most important thing in ball carrying?
Griffin: Hanging on to the ball.

Hayes: You really believe that. You're doing a pretty good job of hanging on to it. Do you get reminded of it often?
Griffin: All the time.

Hayes: Do you get tired of hearing about it?
Griffin: No, sir.

Hayes: You sort of do, don't you. But, you know it's right, isn't that it?
Griffin: Uh Huh.19

Here, the coach-player relationship certainly came out, but Hayes' approach was "fatherly," as always. Too, there seemed to be "respect" exhibited by both, even in that short exchange, with Griffin responding "No, Sir," and Hayes reinforcing the "right" answer. He again reinforced the response in this excerpt:

Hayes: How did we stop them this week? [Referring to the game against Wisconsin.]
Comment by player: The one who controls the line of scrimmage will win.
Hayes: Yeah, that's about the answer. That's about the answer.20
In the same telecast, Hayes asked members of the defense and his defensive coordinator, George Hill, to comment on "fresh legs" (The coaches would curtail strenuous practice after Wednesday each week so that the players' legs would be "fresh" for the game Saturday.) He was talking with Rick Middleton, Randy Gradishar, and Steve Luke - members of the defense - when he asked one of them:

Hayes: Were your legs fresh today?
Answer: Yeah.

Hayes: Really? You felt like that or you're just saying it 'cause I'm here?
Answer: No, it's really nice.

Hayes: It does work.²¹ He was referring to cutting down on strenuous practice on Wednesday to provide "fresh legs."²²

When Hayes got to Coach Hill, the defensive coordinator explained further the policy of curtailing practice on Wednesday to attempt to assure "fresh legs."

Hayes: Do you think you did have fresh legs?
Hill: I believe so. Yes, Sir.

Hayes: What makes you think so.
Hill: The way we played.

Hayes: O.K. You can't do it without 'um, can you?
Hill: Not very well.

Hayes: You can't move to the ball that well.²² Again, these few examples illustrate the respect exhibited by one and all on the show, among other things.

Since it was Hayes' show, he set the tone and mood for it. And, each week one could tune in and listen to what appeared to be...
wholesome young men being interviewed by their coach in a courteous and respectful manner. The tone was much the same whether they had won or lost the game that afternoon. In fact, when O.S.U. was tied by Michigan on November 24, 1973, and it appeared that Michigan would surely represent the Big Ten Conference at the Rose Bowl, the tone of the verbal exchanges during that evening's show was just as respectful as when the Buckeyes had scored stunning victories.

Just as "respect" characterized exchanges between those on the show, stressing the "fundamentals" - the basics - of the game of football characterized the type of questioning engaged in by Coach Hayes. There was nothing complex discussed. In fact, if anything, the coach and players almost over-simplified everything. They didn't discuss the technical aspects of formations or signal calling or blocking assignments. Rather, they talked about such "fundamentals," as "holding on to the football," "controlling the line of scrimmage," and assuring "fresh legs." Hayes was noted for stressing the fundamentals of blocking, tackling, and running on the practice field, and the "basics" were stressed on the T.V. show too. The excerpts presented above illustrated that point too.

Thus, two further unique features of Hayes as a public communicator were his setting of the mood of "respect" on his T.V. show and his stressing of the "fundamentals" of the game of football on it too.

So, after examining the first aspect of idiosyncrasy - namely,
Hayes' manner of expressing his ideas - it was found that (1) he was prescriptive in his speeches; (2) "football" and "sincerity" tied his ideas together; and (3) "respect" and the "fundamentals" characterized his T.V. show.

2. THE LANGUAGE USED

Hayes utilized slightly different vocabularies depending on the media and settings in which he happened to appear. In all situations, his style was conversational, folksy, but in his public speaking appearances, especially, he used much stronger language (bordering on profanity) to emphasize points than he employed in his book or his radio and television shows. In speaking to the elementary school principals, he peppered his remarks with "damn," "go straight to hell," and "working like hell." At the sports banquet, he talked about a "damn kook" killing Kennedy; about "too damn many people" being unwilling to put out the effort that makes for winning; and about the fact that if players had no concern for one another that would make a "helluva great football team, wouldn't it?" Words such as "damn" and "hell" were almost totally nonexistent in his radio and T.V. shows.

His language at times appeared quite folksy and no stilted language was ever apparent. He utilized "doggone good" and "doggone well" frequently in all situations. Too, he constantly said "'cause" for "because" and "'um" for "them." These are but a few of the colloquialisms that were indicative of his style.
Hayes' speeches were punctuated with the use of "I" - "I harp on this . . .," "I tell my players . . .," "I'm an old timer."
As he said so frequently, he was drawing from his experiences when sharing ideas with others; thus, the use of "I" seemed most appropriate for one who was giving opinions and sharing experiences.

So, basically, Hayes utilized a conversational, folksy style of speech in all situations analyzed. He spoke in the first person much of the time in his public speaking appearances and also peppered those speeches with "hell" and "damn." Such words were never used in the T.V. or radio shows. His language could have been understood easily by anyone with an eighth grade education in all settings.

3. "INTEREST DEVICES" EMPLOYED

Hayes utilized three major devices in presenting his messages to aid him in gaining and keeping the interest of those in his audience. They were humor, stories, examples, incidents, and vocal variety.

**Humor**

Something the coach employed in all of his public speaking appearances and in his third book (1973) was humor. As mentioned earlier, he devoted an entire chapter in *You Win With People* to jokes. The first five minutes or so of his speech to the elementary school principals was simply one joke after another relating to
some aspect of football or sports. (Since a sample of the ones he used were included in Chapter IV under Humor, none will be presented here.) Not only did he tell jokes, but he was good at it. He had the timing of a comedian, knowing exactly where to stress the punch line so as to elicit laughter. And, every joke Hayes told was followed by laughter at those speeches attended by the writer.

Hayes said that he used humor almost always in his speeches because people had enough to be sad about. That humor did not limit itself to jokes alone, though. In his speeches, especially, he constantly utilized quips and asides to punctuate a point and draw laughter or to relieve tension that might have built up. When speaking at the sports banquet, Hayes became very emotional when describing to the group what had happened to our last five presidents. He was incensed at the way the American people had treated those men, showing no respect for leadership, in his estimation. And he ended that discussion by pointing out what a sad shape a football team would be in if it likewise respected no leadership. At that point, he paused a moment and said,

Now, maybe I shouldn't have taken this time to delve into political science and let your teachers do it. The only trouble is, you might not get the same viewpoint [slight chuckle from Hayes] if you let them. [Laughter followed by applause]

Hayes had gotten too serious and emotional in his discussion of the last five presidents and of Americans' lack of respect for leadership. So, to relieve the tension, the coach laughed at himself a
little by pointing out that his views were probably different from those of most teachers. The audience, along with Hayes, seemed to sense the truth in that statement and responded accordingly.

The audience would invariably laugh when Hayes quipped about what everybody already knew about his brand of football. He told the elementary school principals that everybody knew which plays Hayes was going to call in the Rose Bowl. Once O.S.U. got within the opponent's ten yard line, everyone knew the coach would give the ball to the fullback. That's why the quarterback scored on one set of plays because everyone knew that the fullback always carried the ball that close to the goal line.\(^{28}\) Time after time he pointed out how just when people thought he was going to do one thing, he did something else. Those incidents always drew laughter.

**Stories, Examples, Incidents**

Besides the jokes and quips, Hayes also utilized stories, examples, and incidents throughout his book and speeches to illustrate points. He said, "I'm the greatest plagiarizer in the world . . . . I borrow \[stories\] from everybody. I particularly like to borrow from my opponents . . . . I just love to borrow things from a team and use it on 'um. I think it's great."\(^{29}\) His book was full of incidents about former players. His speeches were filled with references to history, philosophy, politics, etc; to what General Patton, Harry Truman, or Eisenhower did in certain circumstances, on the one hand, and to what fine things individuals like John Hicks,
Archie Griffin, and Randy Gradishar were doing now. One of the short stories borrowed by Hayes can be used to illustrate a point about football:

Ara Parseghian used to tell a story about two friends who met after quite a spell. One asked the other, "How's your wife?" The answer was, "Compared to what?" In assessing the value of football as a student activity compared to any other activity on the campus, we're mighty proud of football.30

Sample after sample of stories, examples, and incidents could have been drawn from his messages, for they were chief means of support for him.

Not only did he utilize stories from others, but he referred to many of his own experiences and those of his players in his speeches. He used all of those to personalize his remarks, he said - to bring people into them.31 Hayes was concerned with people. He felt that talking about them and about incidents from their lives helped to clarify what he wanted to say and aided in keeping his audience's attention. As a case in point, he told the elementary school principals about an incident he had observed in Cincinnati, Ohio. He was pointing out that one thing which characterized a "good home" was that the child in it was wanted. He said he and some other coaches were having a late night snack in a restaurant when they observed a man with a small baby in one of the booths. Between customers, one particular waitress would come over and fondle the baby a moment, then go back to her work. Hayes presumed that woman was the child's mother and that she wanted to spend as much
time with her baby as possible. So, the husband would bring it to
visit while she was working. Hayes felt that was wonderful, for
here was a child who was truly wanted. Though only one example,
he brought in these personal observations constantly to illustrate
points.

Vocal Variety

The coach made a conscious effort to vary his voice so as not
to bore himself or his listeners, as he put it. Since his voice
was one of his unique physical features and will be discussed in
the next section of this work, suffice it to say here that his vocal
pattern was always friendly and conversational (except when he was
angry) and totally lacked monotony.

Sports journalists who have heard Hayes over and over again
also identified some of the same "interest devices" included here
when asked to comment on Hayes idiosyncrasies. For example, Dale
Conquest commented on Hayes' sense of humor as a communicator. He
said the coach always utilized jokes and stories. Tom Keys had
much the same view. "He's like a lot of other speakers today. He
likes to tell old stories, and tell 'um, and tell 'um . . . [But]
people still laugh."

So, in summary, the major "interest devices" which Hayes
utilized in delivering his messages were humor (jokes, gulps, and
asides); stories, examples, and instances, which he felt personalized
his remarks and "pointed" them to his specific audience; and vocal
variety.
4. UNIQUE PHYSICAL PRESENCE

Essentially, we are concerned with whether there was anything striking or unusual about Hayes' gestures, movement, voice, appearance, and dress. Three separate groupings serve as useful categories for this phase of analysis.

Gestures and Movement

Generally, there was nothing striking about his gestures or movement in public speaking situations, except when he was angry. (Then, he might pound lightly on the lectern with his fist or knuckles to accentuate a point.) Normally, his movement and gestures were natural, spontaneous, but subdued on the T.V. shows as well as in the speaking engagements. There were certain unique characteristics that could be noted week after week on his television show, though. During the first portion of that show, when he was being interviewed, the coach was seated behind a table with his arms on it and his fingers intertwined. When he did the interviewing later on, he generally stood at a forty-five degree angle to those being interviewed, often with his hands behind his back, as he questioned them in a courteous, conversational tone of voice. Overall, though, his gestures and movement were generally natural, spontaneous, but subdued.

Appearance and Dress

Hayes always dressed conservatively when before the public,
usually wearing a sports jacket, slacks, shirt and tie. Likewise, he was always well groomed and neat in appearance, whether on television or appearing before groups. But, therein lay the striking figure he was in both appearance and dress.

On television, Hayes "stood out" from the "mod" dress and hair styles of many of the players and even the host, Ted Mullins. Here was a silver-haired man with a short haircut (probably barbered every other week), stocky in build, wearing a conservative jacket and slacks with a shirt and tie. In contrast, many of the players and even Mullins himself wore longer hair and the latest in "mod" clothing styles - suits or jackets with wide lapels; cuffed, flared slacks; high heeled shoes; turtle-neck sweaters.

Hayes appeared "fatherly" and he treated his players like a proud father, being bubbly and vivacious over their achievements. This ebullience and vivacity characterized him in all settings, however. He was always moving with a spring in his step and color in his cheeks. Here was a man who always appeared confident and in full control of the situation, whether on his T.V. show or speaking before live audiences.

**Voice**

The most striking of his physical features was his voice, for he varied its tone depending on the speaking situation. On his radio show, he was simply answering questions, so his tone was conversational. He had little need to vary his pitch. He was courteous,
slow, and precise in his responses. On his T.V. show, the same
observations could be made when he was being interviewed. However,
when he was the interviewer, he would often kid one of the players
and end up chuckling with those assembled. He maintained a calm
voice, seldom rising from a conversational tone. That tone often
seemed "fatherly," as though Hayes was truly proud of these young
men and one could sense that pride in his voice.

Though not referring to Hayes' voice in particular, two newsmen
did comment on Hayes as a T.V. personality. Jimmy Crum described
the coach as a "bubbling, vivacious" person on television.37
George Strode said, "I'd know if Woody had won or lost [that after-
noon's] game by tuning in his T.V. show. When he loses, he's a
real sourpuss; when he wins, he's bubbly. You can tell by his
demeanor."38

While Hayes' voice was generally conversational and subdued in
his radio and T.V. shows, he utilized much vocal variety in his
public speaking appearances. In those settings, he often became
emotional, especially when discussing politics, discipline, or
success through hard work. At the sports banquet, he became
emotionally involved when discussing respect, winning, and politics.
As he pointed out what had happened to our last five presidents,39
he spoke faster, his voice got louder, and he even emphasized some
of his words by striking his knuckles on the lectern. At one point, he
was almost shouting. While shouting was not indicative of his style
in speaking, his vocal rate did tend to get faster when he was incensed
about an issue or angry with something he had heard or read about recently. When he simply wanted to stress a point, he would slow down his normal rate of speech and emphasize each word. Often, he would repeat that which he had already emphasized. Too, he pointed up some of these ideas further by striking the lectern lightly with his knuckles on each word. Otherwise, his speeches were delivered in a conversational tone with the use of natural gestures.

Thus, while Hayes "stood out" on his T.V. show due to his conservative dress and appearance in contrast to the "mod" clothing and hairstyles of his players and the host, Ted Mullins, and while his ebullience and vivacity were apparent in most public situations, his voice was also among his most striking physical features, for its tone varied with the situation. On the T.V. and radio shows, the tone was subdued, conversational, and courteous. In the public speaking situations, however, Hayes utilized much vocal variety. While he was still conversational, when he wanted to stress a point, he slowed down and emphasized each word. Often, he repeated those ideas he felt were important and further punctuated them by striking his knuckles lightly on the lectern on each word. When Hayes was angry about something he had heard or read, he tended to speak more rapidly and louder. Generally, however, his tone was conversational and courteous.

One canon, idiosyncracy, then provides a framework whereby
generalizations can be made concerning Hayes' uniqueness and attractiveness as a public communicator. The four aspects of that canon which were especially relevant to this study were (1) the manner in which he expressed his ideas; (2) the language used; (3) the "interest devices" employed; and (4) physical features - gesture, movement, voice, appearance, dress - presented in striking or unusual ways.

Now that idiosyncrasy has been analyzed, we can turn to another canon, prestige, which also provides a framework through which to analyze the uniqueness and attractiveness of Hayes as a public communicator.

PRESTIGE

Howard Martin stated that "'prestige' or 'personal authority' is an inescapable pre-existing element which sometimes may act alone to work the effect of the speaker's remarks."\(^{40}\) There are four aspects of this canon to be considered here. Each could be phrased as a question: What did Hayes' audiences "know or believe to be true about him? What was his reputation with them for competence and trustworthiness? How much of his prestige rested upon his professional calling and how much upon his personal resources? Did his rhetorical efforts - books, articles, speeches\(^{41}\) - enhance or reduce that prestige?"

1. WHAT AUDIENCES KNEW OR BELIEVED TO BE TRUE

Due to the tremendous exposure the coach received daily during
football season in newspapers, in T.V. news programs, on his own
weekly radio and television shows, in his most recent book (1973),
and simply through word of mouth reports, it was likely that members
of his audience knew much of the following about him. Because of
the wealth of information which could have been presented to il-
lustrate this point, the writer depended upon material from three
different sources, as they capsulized volumes well. Paul Hornung's
introduction of Hayes at the All-High School Sports Banquet seems
a good starting point to show what most in the audience probably
already knew about Hayes:

After twenty-three years as head football
coach at Ohio State, I'm sure that Woody Hayes' background is well enough known that I don't
need to recite it here. But, I think maybe
the story needs a little updating. In the last
six years, Ohio State has won 49 games, tied 1,
lost 7 - 4 of those in one year. No other team
in the Big Ten has that kind of a record. In
those six years, Ohio State has won five champi-
ionships - Big Ten Championships. Two of them un-
disputed; three of them shared. No other Big Ten
team can say that either. The 1973 team, as you
know, shared the Big Ten Championship, but it did
not win the national championship. But, after
what happened on January 1, I think there are a
few million people around the United States who
would agree that there wasn't a better football
team in the country than the Ohio State Buckeyes.

Large round of applause. The thing that happened
in Pasadena on New Year's Day was a glorious thing
for many reasons. I'm sure you're all aware of
what was riding on the Rose Bowl game this year.
The Big Ten had not won, and the Big Ten was taking
quite a beating. Ohio State had a score to settle.
And they did it magnificently, beating Southern
California 42 - 21.
There are a few things that went into that that I think magnify the stature of Woody Hayes. First of all, as you know, he passed the football, or he had it passed extremely well. Even after Cornelius Greene had the first pass intercepted, Ohio State still continued to throw the football and won the game. The players had a great deal of freedom at the Rose Bowl this year through the generosity of Coach Hayes. In fact, they had had enough freedom so that it came to the point where they were coming in long before curfew. Everybody was happy. The stay was without incident. I don't think the coach and the players have ever been closer, there has been more unity, or the Rose Bowl trip has been happier.

As you know, there has been some feeling on the West Coast among the writers (people in my profession), but Woody totally disarmed them this time because, for three days before Ohio State arrived, the West Coast writers were building up a beautiful case of "Mad." But, when Ohio State arrived, the West Coast writers were welcomed into the first practice; the photographers were welcomed in, and a lot of us stayed. Woody not only came up for interviews every night, but he brought about a dozen players on different evenings. Jim Murray and the guys out there just didn't know how to handle it. /Chuckle by members of the audience/.

It was a happy experience. This is a little bit of a new operation for Ohio State, for Woody. I think the thing that's important about it is that they always say it's important what you do after adversity. Well, I think Woody and the football players all will tell you that that 10 - 10 tie with Michigan was adversity. But, they came back; they redeemed themselves; they reacted like champions.

And so, for that reason and many, many others, including the fact that I think Woody Hayes is one of the most unusual, the most remarkable, and the most wholesome influences in football or athletics today in this country. So, I'm very happy to give you the very highly successful coach at Ohio State University for 23 years - Woody Hayes.

Hornung's introduction pointed out many things that had been written
about Hayes — his winning record as a football coach at Ohio State for twenty-three years; the championships his teams had won; the victory at the Rose Bowl in 1974 which "redeemed" the sagging record of the Big Ten Conference whose representatives had lost that game in recent years; Hayes' use of the "pass," which many believed he would never employ because his trademark was a strong running game; his softening of restrictions on players in Pasadena, where in past years he had concentrated on "all work" and almost "no play;" the "incident free" stay in California, where the year before Hayes had been accused of injuring a photographer by pushing a camera in his face before the start of the Rose Bowl game; the closeness and unity between coach and players, which had not always been the case other years; and the "happy experience" enjoyed by Hayes and the West Coast press, where in past years there had been little love between them. All, or at least most of these items, were probably known by each individual at the banquet, for this was general information available on a daily basis via the media.

Hayes was undoubtedly known nationally for his success as a football coach at Ohio State for twenty-three years. But, individuals also probably knew about the many incidents and stories told about him. George Strode (of the Associated Press) brought many of those stories and incidents together in an article. They point up the reason this man was considered so unique and controversial by sports journalists and laymen alike. According to Strode, some of the most
controversial incidents in which Hayes had been involved were:

1956 - His personal loans of about $400 annually for 5 years to his players cost the school one year probation from Big Ten and Rose Bowl ineligibility for that season.

1958 - His eviction of Big Ten Skywriters and officials, including late commissioner Kenneth (Tug) Wilson, from a preseason practice. School officials later apologized for his action.

1959 - His locker room altercations with two California sports writers that resulted in a dressing down for Hayes by an American Football Coaches Association ethics committee.

Dick Shafer of Pasadena said Hayes hit him and shoved him against a locker room wall after a 17 - 0 defeat to Southern California. Al Bine of Los Angeles said Hayes swung at him but missed. Hayes said he did not hit the writer but pushed him.

1971 - His ripping of sideline downs markers in the closing moments of a loss to bitter rival Michigan. Hayes wanted an interference call on an interception by Wolverine Tom Darden.

1972 - The photographer's incident Hayes accused of injuring Art Rogers in Pasadena by pushing a camera in his face before the start of the Rose Bowl game, January 1, 1973, and a stormy session with writers before the Rose Bowl in which Hayes stuck by his ban of players interviews.

Most of those incidents (especially the more recent) were mentioned again and again in the media, by newsmen when being interviewed, and by laymen in general conversations about Hayes.

Strode went on to say that Hayes' "sideline behavior during games are legend" too:
He dropped-kicked a folding chair at Michigan one year. Another time he kicked a sideline marker he thought was rubber. It was concrete, but Hayes never limped, although he had to be in great pain . . . . He frequently slams his cap to the ground in disgust or rips off his telephone headset connecting him to coaches in the press box.44

Other examples of behavior could be mentioned by fans who attend O.S.U. games, but those are indicative of the types of things Hayes had been known to do.

Finally, Strode said that "stories of Hayes on the practice field are just as colorful, even if they aren't as well known:"

He'll rip off his glasses and jump on them. Or it might be his watch. He frequently flings it against a fence or stomps on it with his cleats.

He likes to rip his baseball-type hat to shreds too. He even has an equipment man slit the seams with a razor blade, making it easier to rip.

One player said "When a play goes wrong, he'll whip his hat off with the right hand, fire his hair back with his left hand and put his cap back on. That's an indication trouble is brewing."

Hayes likes to wear only a T-shirt during practice, even when temperatures dip below freezing. "It's only in your mind when it's cold," Hayes, his arms nearly blue from the biting weather, has said after practice.45

These and other incidents were mentioned frequently by the sports journalists interviewed and by others who simply read the sports pages on a regular basis. So, it seems conceivable that the people who made up Hayes' audience brought some of this information
with them when they came to hear Hayes speak or when they listened
to him on radio or television.

Other things many might also have known were included in You
Win With People. Paul Hornung wrote the first chapter from which
the following information has been excerpted. According to
Hornung, Coach Hayes:

... made four trips to Vietnam to visit U.S.
servicemen, without being asked, and spent
hundreds of his own dollars on his return calling
families of GI's he'd met; ... openly associated
himself with the campaigns of President Nixon, a
Republican, but delivered a stirring eulogy to
former President Truman, a Democrat, to a Rose
Bowl audience expecting to hear football talk;
... accepted a portable TV set from the Dispatch
Quarterback Club, a personal gift to him, and took
it directly to the hospital room of an O.U.
student paralyzed in an intramural touch football
accident - whom he didn't know, but had read about;
... reads voraciously, particularly of military
history and world politics; spits conversations
and speeches with quotes from Presidents, Generals,
Kings, famous philosophers and essayists; charms
recruits' parents and viewers of his T.V. show;
makes an incredible number of hospital visits;
... is as tough on his players to make it in the
classroom as he is about their making it on the
football field; ... but also swears, rants and
raves, smacks player's pads, headgears and rumps
and berates assistant coaches on the practice
field; challenged a rival coach to fisticuffs;
[and/] jousts with the press ... 46

Many other incidents were included in that chapter; but, they
further illustrated what members of an audience, whether viewing
Hayes on television or listening to him in person, might have known
or believed to be true about him.

Thus, audience's undoubtedly knew of the coach's football
success, but many probably also knew of the bizarre, colorful, and controversial stories and incidents associated with him. He was a man known for his ranting, raving, and swearing, on the one hand, but perhaps less well known for his humanitarianism, which he did not encourage publicity about.

2. HAYES' REPUTATION FOR COMPETENCE AND TRUSTWORTHINESS

In all of the interviews conducted by the writer with sports journalists, one thing mentioned by each was Hayes' honesty - his trustworthiness. Hayes himself said "I'm the most honest person I know." In no instance has the coach's honesty been an issue. Kaye Kessler echoed the sentiments of others when he said the coach was "100% honest." In a time when there's "so much cheating going on in recruiting, under the table things, he is so . . . honest it's unbelievable . . . . He won't cut corners. He won't bend rules." Though the coach was very outspoken, he said what he believed on an unbelievable range of topics. One of those topics was John Hicks, the former great offensive lineman at O.S.U. At a press luncheon, when Hayes said he felt Hicks was as great a player as Jim Parker, that comment made the sports news nationally because Parker had been "all - everything" both at O.S.U. and in professional football. Eventually, Hicks won the Lombardi and Outland Awards and finished in second place for the Heisman trophy in 1973. Obviously, Hayes' remarks aided the young man in gaining
national recognition. So, his trustworthiness in the sports world would have had to be high.

An especially illustrative example to point to Haye's trustworthiness was provided by Tom Keys who commented on the number of youth groups to whom the coach spoke. Keys said youngsters ten to fourteen years of age were pliable and much more influenced by what they heard from Hayes than from their father, a relative, or a neighbor.

If Woody says it, it's gospel. Why? Because we all have our hero and we're great hero worshippers by nature, I think, and every youngster who goes to hear him, they know him. You don't have to tell 'em about Woody; they know. And he's got wings as far as they're concerned. He can do no wrong. He has been pictured so often in that he can do no wrong that these youngsters believe that. And then when he comes in with his good selling job, he is a tremendous force, there isn't any question about that.50

Thus, Hayes seemed to have a reputation for trustworthiness with young and old alike. Given the fact that all the journalists interviewed commented specifically upon that virtue, it would be reasonable to presume that they imparted that view of Hayes in their columns or sportscasts at one time or another. Hence, the public could be expected to view Hayes as an honest man generally.

3. PRESTIGE RESTED UPON PROFESSIONAL CALLING AND PERSONAL RESOURCES

When a man has been as successful in his coaching as Hayes had
been, certainly a great deal of his prestige could be attributed to his professional calling. If the old saying is true that "everybody loves a winner," then Hayes should have had ample prestige from winning alone. But, would he have had the same prestige had he remained as coach at Denison or Miami (Ohio) instead of transferring to Ohio State - a national football power and a school which had led the nation in attendance for eighteen of the last twenty years? According to Tom Keys,

No, he would not have had this influence because he would have been hidden in a smaller school. He would have an occasional banquet appearance to make, something like that. He wouldn't have his own T.V. show. No, I'm sure this is all because he's where he is. It goes with the job. Now, I don't say necessarily that anybody who comes in there would have that same influence. I'm not saying that. . . . We've had other coaches and they have not projected like he has. He is spectacular in almost anything he does, whether he's locking the press out or whether he's kicking them out. And he's done both. 51

So, Keys saw Hayes' prestige as based on a combination of his personality plus his coaching a national football power.

Ted Mullins (of WBNS-TV) also felt that Hayes was sought as a speaker both locally and nationally because of his football reputation. "A man who wins eight out of ten games, has been to the Rose Bowl as many times as he has with the prospect of going every year from now until the roof caves in at Ohio Stadium - this man is a very viable piece of property." 52

However, along with his professional calling, Hayes had ample
personal resources. Keys had already said he was spectacular at whatever he did. That view was echoed by others. George Strode called Hayes "very good copy . . . because of the way he explodes, the way he carries on. He can be the greatest charmer in the world, or he can be the meanest guy, the most cantankerous sort you'd ever want to run into." 53 Said Jack Torry, "he is totally unpredictable. That's the thing about him. You don't know what he's gonna do." 54 Because the coach was so quotable and unpredictable, writers in other parts of the U.S. envied those in Columbus. Kaye Kessler said, "as we travel around the Big Ten and the country, we're the envy of everybody. They [other writers] say 'Oh, God, you get to cover Hayes.'" 55 Columnists were intrigued because the coach was always coming up with something to entice readers' or listeners' interest. "He's always coming up with something interesting - something new and different. Other places, it may be dull, but it's never dull here [in Columbus] because Hayes is a positive, unique personality." 56

So, it can be said that a large part of Hayes' prestige rested upon his professional calling, amply aided by his personal resources.

4. RHETORICAL EFFORTS - BOOK AND SPEECHES - ENHANCED PRESTIGE

If Kaye Kessler was correct in his assessment, then the people in Columbus, Ohio, certainly saw no reduction in Hayes' prestige when they attended his speeches:
People come to listen to Hayes speak because of who he is and because of what he's done. Then, I think they come away a little bit amazed at what he has to say . . . . Whether you believe all the things he tells you, the man is very well read. He's awfully up on politics. He's got some pretty weird views, but he's certainly entitled to 'um. Anybody is. It's better than not having any views.

They come because, first of all, he has a fantastic .785 winning percentage (or whatever it is), four or five national championships, etc., etc. /These/ grab the fanatic and this town is certainly full of fanatics. The state is full of fanatics. Anywhere he goes to speak, "Woody Hayes is talking. Let's go hear Woody Hayes. Let's see who he's bringing in - his recruits. Let's see whatever, what he thinks about John McKay; what he thinks about this." He's a pretty outspoken guy normally and they know that he's bombastic and volatile and he's liable to say anything. So, you go with a certain expectancy Woody's liable to say something that's really gonna be inflammatory. Well, you go hoping this will happen and probably four out of five times, you're right.

Secondly, he will talk football . . . . My wife can't stand it. A lot of other wives can't stand it, but teachers, your attorneys, your legislators - this is all they want to talk about and all you gotta do is look in your living rooms on Sundays and see who all those guys are with their . . . eyes glued to the tube and they're watching pro football . . . . Well, that's Woody. Woody has no time or not a whole lot of time and even if you get him started on Nixon or on the campus riots of years ago (which he got totally involved in), he'll go so long on that, but then he'll have to get it somehow back to football. He'll relate it to football. And, apparently, people dote on this.

So, his reputation as a winning coach and an outspoken individual
probably brought many to listen to him and his uniqueness as a communicator enhanced rather than reduced that prestige.

While the audience's in Columbus and in other cities in Ohio might have been rabid O.S.U. football fans, the writers on the West Coast had been typically anti-Hayes. Writers like the "Jim Murray's and Mel Durslag's . . . paint him as an 'ogre,' a 'dictator,' 'ruthless.'" 58 Yet, according to Kessler, "Most of the guys who get to know him through Football Writers and American Football Coaches Associations have great respect for him. They admire him. They love to hear him. He is very quotable. For twenty days at the Rose Bowl, he had a press conference after every practice, and . . . the West Coast guys loved it - those who showed up." 59 Again, it would seem that Hayes prestige was enhanced through his speeches.

As mentioned earlier in this work, Hayes was constantly in demand as a speaker all over the country. He turned down more invitations than he was able to accept and he was asked back by many groups again and again. Certainly, his reputation as a speaker was high.

Such a reputation would stimulate sales of his books, like You Win With People! Hayes predicted that it would sell about 40,000 copies in Ohio alone. As of the middle of March, 1974, it had sold 20,000 copies 60 and one would have to say that work would only enhance his prestige too. So, if the sales of his book (1973) and his countless invitations to speak were any indication, one would have to presume that those rhetorical efforts certainly did nothing to hurt his prestige.
To sum up: for whatever reason people came to hear him, once there, they found that "he's never dull . . . very controversial . . . straightforward . . . [and] says what he thinks." Those who liked him to begin with probably left even more impressed. Those who did not like him should have stayed away, for if Tom Keys was right they liked him once they heard him. "He is a tremendous salesman." 62

Thus, the second canon, prestige, also provided a valuable framework whereby generalizations could be made concerning Hayes' uniqueness and attractiveness as a public communicator. The four aspects of that canon which were especially relevant to this study were (1) what audiences knew or believed to be true about Hayes; (2) the coach's reputation for competence and trustworthiness; (3) whether his prestige rested upon his professional calling or his personal resources; and (4) whether his rhetorical efforts - book and speeches - enhance or reduced his prestige.

SUMMARY

This chapter was concerned with answering the question: What seemed to be unique and attractive about Coach Hayes as a public communicator? Two of Howard N. Martin's rhetorical canons provided the framework for that analysis. By examining Hayes in terms of idiosyncrasy and prestige, much insight was gained into those elements which were unique and attractive about the coach as a public communicator.
Four aspects of idiosyncrasy were examined. In looking at the manner in which Hayes' expressed his ideas, it was found that (1) he was prescriptive in his speeches; (2) "football" and "sincerity" tied his ideas together; and (3) "respect" and the "fundamentals" characterized his T.V. show.

Concerning Hayes' use of language, it was found that he utilized slightly different vocabularies depending on the situation. Though he was always conversational and folksy, using "'cause" for "because" and "'um" for "then" in all settings, he also peppered his public speaking appearances with "hell" and "damn" - words never employed on his radio or television shows. He also relied heavily on the pronoun "I."

In terms of the "interest devices" employed, Hayes used humor; stories, examples, and incidents; and vocal variety.

Lastly, in reference to his "physical presence," there was nothing striking about Hayes' gestures and movement, for they were usually natural, spontaneous, and subdued. However, Hayes "stood out" on his T.V. show due to his conservative dress and appearance in contrast to the "mod" clothing and hairstyles of his players and the host, Ted Mullins. Also, his bubbliness and vivacity were usually apparent in most public situations.

Now that we have looked at idiosyncrasy, let us turn to the four aspects of prestige which also formed a framework for analysis. Because of Hayes' exposure through the media, it was inevitable that people would have been aware of his great success as a football coach
at C.S.U. for the past twenty-three years. It was equally as likely that they were aware of the many stories concerning his colorful, controversial, and often bizarre behavior both on and off the playing and practice fields. While he was a man known for his ranting, raving, and swearing, he was less well known for his humanitarianism, a facet of his personality which he did not want people to know about.

Concerning his competence and trustworthiness, Hayes had a reputation for honesty with the sports journalists interviewed. They all agreed he was outspoken, but what he said he truly believed. According to Tom Keys, youngsters were far more likely to believe what Hayes said than their own fathers, due to his reputation for trustworthiness. He was a "hero" figure to them. Too, the coach's remarks carried weight nationally in the sports field.

In reference to whether Hayes' prestige rested upon his professional calling or upon his personal resources, it could be said that it was based on a combination of the two. Certainly, when a man has been at the helm of a perennial national football power for twenty-three years, a great deal of his prestige could be attributed to his professional calling. However, besides Hayes' success in his profession, he also had ample personal resources. He made excellent copy and was constantly drawing attention to himself through his actions and comments.

Finally, his book and speeches did nothing to reduce what status
he had. From the countless number of speeches he was asked to make around the country and from his estimated sale of 40,000 copies of his book (1973), one must assume that those rhetorical efforts only added to his prestige.

So through the framework provided by the canons of idiosyncrasy and prestige, we were able to identify those elements which made Coach Hayes unique and attractive as a public communicator.
CHAPTER V - NOTES


2. Ibid., p. 2.

3. Ibid., p. 6-7.

4. Throughout this entire chapter, the writer will be generalizing from the eleven message situations analyzed in Chapter IV. For a list of those messages, see NOTE 1 in Chapter IV.

5. Interview with Coach Hayes, March 28, 1974. (See Appendix A for full citation.)


7. Ibid.

8. Ibid.

9. Ibid.

10. Ibid.

11. Interview with Kaye Kessler, March 20, 1974. (See Appendix A for full citation.)

12. Interview with Jimmy Crum, March 25, 1974. (See Appendix A for full citation.)

13. Ibid.

14. Ibid.

15. Interview with Bill Prewitt, March 26, 1974. (See Appendix A for full citation.)

16. Interview with Paul Hornung, March 21, 1974. (See Appendix A for full citation.)
17. Interview with Tom Keys, March 20, 1974. (See Appendix A for full citation.)

18. Kaye Kessler interview.


21. Ibid.

22. Ibid.


29. Coach Hayes interview.

30. You Win With People!, p. 15.

31. Coach Hayes interview.


33. Coach Hayes interview.

34. Interview with Dale Conquest, March 20, 1974. (See Appendix A for full citation.)

35. Tom Keys interview.


37. Jimmy Crum interview.

38. Interview with George Strode, March 27, 1974. (See Appendix A for full citation.)


41. Ibid., p. 7.


44. Ibid.

45. Ibid.


47. Interview with Coach Hayes, February 8, 1974. (See Appendix A for full citation.)

48. Kaye Kessler interview.

49. Dale Conquest interview.

50. Tom Keys interview.

51. Tom Keys interview.

52. Interview with Ted Mullins, March 22, 1974. (See Appendix A for full citation.)

53. George Strode interview.

54. Interview with Jack Torry, March 28, 1974. (See Appendix A for full citation.)

55. Kaye Kessler interview.

56. Paul Hornung interview.

57. Kaye Kessler interview.

58. Ibid.

59. Ibid.

61. Bill Prewitt interview.

62. Tom Keys interview.
CHAPTER VI

WOODY HAYES: AN AMERICAN HERO

Bravery, honesty, and strength of character are the stuff for hero-worship. At the boy's level, this worship gravitates toward the doer of spectacular deeds; on the average adult level, toward the wielder of power; and in the eyes of a more critical judgment, toward idealism and moral qualities. The more universal hero is he who can fill all these specifications.¹

The purpose of this chapter is to answer the question: Because popular coaches can seem to speak as if they were perceived as "heroes," in what ways and to what extent rhetorically can Coach Hayes be conceptualized, described, or imagined as an American "hero?" To begin, it was necessary first to determine what are the attributes of a "hero" in America.² The writer was able to abstract the attributes and characteristics which seemed to typify the "composite" American hero, the "popular" hero, and at least one "folk hero" type which seemed appropriate for this study.

Since a man's values and his image(s) are part and parcel of what rhetorically produces a hero, the writer posed the following questions about Coach Hayes:

1. What values did he exemplify?
2. What image(s) did Hayes project?
3. Was he, through a combination of the values which he exemplified and the image(s) which he projected, a hero? If so, what type?

In order to determine which values in American life Hayes exemplified, three operational definitions are used - (1) what he
emphasized in his public communications, (2) what he said he valued, and (3) what sports journalists and his family said he valued. Because journalists, through their publications, are in a position to help create and disseminate an individual's image(s) to the public, newspapers and periodicals were consulted during 1973 in order to determine what image(s) and values of Hayes were being filtered through the media. The rhetoric in these newspapers and periodicals can be expected to reflect public opinion (to be mimetic) and, in some cases, even to shape it (be suasive). Hence, these publications often can be called "image-makers," for they help to create and project an image or images of Hayes.

Thus, to answer the major question, we will examine what Fishwick, Wecter, and Klapp define as an American hero. Then, we will look at Hayes' life; identify the values Hayes possessed as he viewed them and as others viewed them; and identify the image(s) he projected. Finally, we will examine whether his life, through those values and image(s), qualified him to be an American hero.

CHARACTERISTICS OF AN AMERICAN HERO - "FOLK," "COMPOSITE," AND "POPULAR"

Folk Hero

Marshall Fishwick discusses one type of American hero whom he calls the "self-made man." This is the man in both history and fiction who has gone from "rags to riches," in many cases. Often, this is the person who was born poor, but with fortitude, hard work and virtuous life ends up successful. The key concept in presenting
the self-made man as a hero is "success." Even though he experiences many trials and tribulations, his combination of fortitude, hard work, and virtue is ultimately rewarded. The belief that any boy in America can grow up to be President exemplifies the philosophy of the self-made man. This is one type of "folk hero."

"Composite" Hero

Wecter describes heroes in general. He feels the hero:

1. "serves as a model for great and small . . . ." (p. 4)

2. "must be the people's choice in a democracy . . . ." (p. 11)

3. "is a man of good will." (p. 11)

4. "must announce he is infallible. He must be greater than the average, but in ways agreeable to the average." (p. 11)

5. "provides unselfish service." (p. 12)

6. "Among Anglo-Saxons, . . . is expected to belittle himself - to credit luck, or his soldiers, or his mother, or God for his brave deeds. It is another way of saying he is the servant of his age." (p. 11)

7. is not taken too seriously during his lifetime. "No man is really a hero until he is dead, and, as in the making of a saint, all the evidence is in." (p. 13)

He describes the attributes of the type of person that Americans trust and will follow - one who is: "self respecting;" "decent;" "honorable, with a sense of fair play;" "firm and self-confident in leadership: Davy Crockett's 'Be sure you're right, then go ahead';"
and able to use "Mother wit and resourcefulness."  

After this description of attributes, Wecter presents a discussion of what is expected and/or required of those whom Americans choose as heroes.

Fundamentally, the hero is required to be chaste, loyal, honest and humble before duty and before God . . . . We believe that character is more important than brains. Hard work, tenacity, enterprise, and firmness in the face of odds are the qualities that Americans most admire, rather than originality or eloquence of tongue and pen . . . . The hero must be a man of good will and also a good neighbor, preferably something of a joiner . . . . Manliness, forthright manners, and salty speech are approved.

Bravery, honesty, and strength of character are the stuff for hero-worship. At the boy's level, this worship gravitates toward the doer of spectacular deeds; on the average adult level, toward the wielder of power; and in the eyes of a more critical judgment, toward idealism and moral qualities. The more universal hero is he who can fill all these specifications.

Wecter concludes by suggesting that all human, as opposed to fictional, American heroes have "loved America more deeply than any selfish consideration." They were men who had power but did not abuse it. And, they were all concerned with progress. From the preceeding, we have a "composite" American hero.

"Popular" Hero

Klapp discusses the "popular hero" or "symbolic leader" and outlines "hero stuff" - those actions, performances, and types of personalities that are likely to capture the "popular imagination."
If one wishes to become famous, he suggests that the following help: color, doing things alone, aggressive tactics, magnification by personal encounter and dramatic crisis, beaux gestes, and gilding the lily. A public person can acquire color "(1) by a vivacious style (including flamboyance, high action, bravura, comedy, scandalous misbehavior, and mystery); (2) by personal peculiarities; and (3) in stories." He should be a "character" or create a "style or trademark." The public person who "does things alone," without seeming to rely on others can become famous too. According to Klapp:

(1) the most active person captures the most interest, (2) the one who starts something is more likely to be a hero than the one who follows, (3) the one who gives the crowd a thrill is likely to be a hero, (4) the winner (or good loser) of a fight is likely to be a hero.

All these considerations put a premium on aggressiveness, taken in a broad sense; they give the advantage to the one who seizes the initiative, pushes where others will let be, starts a fight . . . . An ideal hero looks upon life as a contest, a chance to try his powers. It is no surprise that a kind of coquiness or impudence is a favorite characteristic of many folk and popular heroes.

Along with color, doing things alone and aggressive tactics, "personal encounters" and "dramatic crises" can magnify the attributes of a person. "Any event - a strike, a sports contest, the marriage of a movie star, the passage of a bill - can be handled in such a way as to maximize suspense, or at least to avoid anticlimax. Beaux gestes can also help to build an image. "They consist of dramatically perfect gestures that invite interpretation and fit neatly
into a certain plot . . . . [They] provide inspiration at the right moment. 24

Of course, as Klapp says, "One can be as colorful and dramatic as he pleases, but the question remains: What does he symbolize?" 25 If he is to be a hero, the public man must symbolize something. It might be one of the following themes - "the self-made man;" "the conquering hero;" "the deliverer;" 26 "the incorruptible;" "the man of destiny;" 27 etc. "Any of these themes can, with imagination, be added to a real man; and every one of them is an element of 'hero stuff;'" 28 One is "gilding the lily" when he associates one of these themes with a man's life.

Klapp closes his discussion of "hero stuff" by saying:

The democratic hero should be easily accessible, talk on equal footing with everyone, joke to show that he is not stuffy or aloof, call people by their first names, and encourage them to use his own first name. He is well advised to get a nickname as soon as possible, since this makes people feel more familiar with him . . . . The 'log cabin' and 'self-made man' themes are major parts of the image . . . . In public appearances, he should not try to hide defects or be overcorrect in deportment; simple unaffectedness and natural foibles may convince people that he is acting exactly as he would at home. 29

Thus, the attributes and characteristics of heroes (folk, composite, and popular) were gleaned from the works of Fishwick, Wecter, and Klapp. The remainder of this chapter will deal with Hayes' life, his values, and his image(s) in an effort to compare them against these criteria and determine to what extent and in what ways
Hayes can be conceptualized, described, or imagined as an influential American hero.

**HAYES’ LIFE**

Hayes was born in Clifton, Ohio, on February 14, 1913, to Mr. and Mrs. Wayne Benton Hayes. He was the youngest of three children. In 1920, the family moved to Newcomerstown, Ohio, where his father became the Superintendent of Schools. After graduating from high school, Hayes attended Denison University and majored in history and English. He graduated from there in 1935 and took a job at Mingo Junction, Ohio. His first year out of college, he taught seventh grade and served as assistant coach. In 1937, he went to New Philadelphia, Ohio, as assistant football coach and history teacher. He took over as head football coach in 1938, retaining that position until he enlisted in the Navy in 1942. Upon leaving the service in 1946, he became head football coach at Denison University, his alma mater, in Granville, Ohio.

So, his college coaching career began at Denison, where he coached for three seasons. The first year was disappointing, ending with a record of two wins and six losses, but Hayes’ teams went undefeated in 1947 and 1948. The turnaround was due to changes both in Hayes and in the attitude of those on his teams. After the losing season, Hayes said:

> I did a lot of thinking. I felt that I had recruited good athletes at Denison University, and that we should be winning. I took a long look at myself and at what I was doing, and I
made up my mind that I would change. I would not make the game easier. I'd make it much, much tougher, but I'd try to sprinkle in a little diplomacy along the way. Above all, I'd try to work as carefully and as closely with each man as I possibly could.33

He sought the aid of five players on the squad whom he felt were willing to pay the price to win and asked them to help change the attitudes of the others. The coach said, "Starting with this willing attitude I kept stressing the importance of paying the price to win. . . . After a couple of squad meetings in which every member was encouraged to speak up, the squad had come around to a winning attitude."34 That winning attitude helped to produce two undefeated seasons.

In 1949, Hayes (along with his wife, Anne, and son, Steve) left Denison to become head coach at Miami University in Oxford, Ohio. According to Hayes, "Winning football teams, coupled with good coaching, earned Miami the name of the 'Cradle of Coaches'."35 Though the first season there ended with a record of five wins and four losses, this was disappointing to Hayes. The following year, Miami won eight and lost one during the regular season, and defeated Arizona State in the Salad Bowl in Phoenix, Arizona, in a post season game.36 That fine record ended his career at Miami, for in February, 1951, Hayes and his family moved to Columbus, Ohio,37 where he has been the head coach of the Ohio State Buckeyes for the past twenty-three years.

Success marked his teams at both Denison and Miami. While his first season at each school was disappointing in terms of wins and
losses, his ensuing teams had superb records. "Success," as measured by won - lost records, conference championships, and post season Rose Bowl game victories, has typified Hayes' career at Ohio State too:

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<td>Big Ten Co-Champions Rose Bowl Champions (Jan. 1, 1974)</td>
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\[ \text{Total: } 159 \quad \text{Won: } 49 \quad \text{Tied: } 8 \]
During his twenty-three years at O.S.U., only four teams have lost more games than they had won or tied. Those "losing" years were his first one - 1951 - and 1959, 1963, and 1966. The other nineteen seasons have been "winning" ones, with nine teams either finishing as "Big Ten" Conference Champions or Co-Champions. Too, six of Hayes' teams have represented the Conference in the Rose Bowl on New Years Day in Pasadena, California, winning four of those games.

WHAT HAYES VALUES

Chapter III explains what values Hayes was appealing to in his messages. For instance, he talked about puritan and pioneer morality, emphasizing the "right," "the good," "the ethical" things. He talked about honesty, self discipline, personal responsibility. Effort, success through hard work, and teamwork were stressed. He emphasized "winning" and doing one's best in all endeavors. Rather than rejecting authority, he urged adherence to duly constituted authority and to change the system from within if necessary. He also affirmed his loyalty to America through its presidents. These are only some of the values he talked about constantly.

In order to determine what Hayes really claims he values, the writer asked Hayes, sports journalists, and the coach's family what he values. Hayes pointed to the fact that he has stressed an "education" to all of his players ever since he began coaching and does all in his power to see each completes his degree. He values honesty, respect, living "by the rules," treating each player the
same, the "good family," teamwork, and courtesy. As he said, "I don't want to be beholden to anyone," so he accepts no personal gifts or favors from anyone. He places a high value on what history can teach one, not only in football, but also in life. And, he harps on the positive benefits or values derived through football.\footnote{39}

As Anne Hayes put it, her husband values hard work and sacrifice - "the old American tradition." She said, "he believes in this country."\footnote{40} Coach Hayes' son, Steve, was more expansive. He says his father is very conservative and traditional, valuing "apple pie, motherhood, and the flag." He's honest "to a fault. If you ask what he thinks, he'll tell you." He believes in emphasizing "the positive," "an education," "winning," "achieving," "putting out as much effort as possible in whatever you're doing," "hard work," "You don't get something for nothing," "what the past can teach you," "getting involved," "perfection" in whatever you do, and that "with rights comes responsibilities."\footnote{41}

The sports journalists interviewed reiterated so many of these same values already identified. Their views are important, for they disseminate Hayes' messages to the general public. What they perceive can be expected to reach the public in one way or another via their columns or newscasts. Representative of their collective comments are these references to what they feel Hayes values. Jimmy Crum stressed, "Motherhood, apple pie, etc." Hayes believes in "God and all the things that are good."\footnote{42} Jack Torry mentioned the previous ones and added "patriotism, honor, loyalty, honesty,
education." Torry added, Hayes "believes in what to his mind America stands for and he's not afraid to speak it out wherever he goes." According to Tom Keys, the coach lives by law. He feels if we don't, we revert to the jungle. "This is his whole credo." Keys continues, "Hayes feels if you don't like what we have, become a part of it and change if from within. Don't just tear down this." Dale Conquest pointed out that the coach values "perfection," "achieving goals through hard work both on and off the field," and "his players as individuals." He has a "deep concern" for these young men and is always willing to aid them even long after they've left Ohio State University, said Conquest. Bill Prewitt added "discipline," "tradition," and "conservatism" to the list. And Ted Mullins seems to top it off with his observations. Hayes values "personal integrity." Said Mullins, "If he told a mistruth, his mouth would fall off." He backs patriotism and the freedoms this country has enjoyed and he wants to see them remain that way. He is dedicated to job and country - "probably the most dedicated American we have," in Mullins' estimation. Lastly, he values "personal effort." He works hard and he wants others to work hard too. Mullins echoed others' comments, "He may not be the smartest coach in the world, but he's the hardest working." Not only did Hayes espouse the values presented, but according to those interviewed, he attempted to live by them.
HAYES' IMAGES

Depending on which newspapers one reads or who one speaks to, Hayes may either end up sounding like Dr. Jekyll or Mr. Hyde. In fact he has been referred to as both. There is no middle ground with people where Hayes is concerned. Either they like him or they do not. One is not neutral about the coach. That is probably due to the amount of publicity his actions receive. As has been pointed out, he is a colorful man, outspoken, and controversial. Because he has been at the helm of a major national college football power for twenty-three years, his actions and reactions have continually made news. Hayes is certainly a national celebrity.

Negative Images: Mr. Hyde

In terms of controversy in his image, he is known for breaking field markers; for arguing with officials; for ranting, raving, and cursing both on and off the practice and playing fields. An incident with a Los Angeles photographer on January 1, 1973, seemed to back his image as an "ogre" to some. He has also been called "a dictator" and "General Woody" or "General Patton" by the West Coast press. His penchant for closing practice to West Coast reporters when his team was participating in Rose Bowls, of preventing the players from talking with newsmen, of advocating "all work and no play" almost, and of sequestering his squad in a Catholic monastery the night before the Rose Bowl games to keep them
away from the "rowdy" parties - these incidents have been publicized in the West Coast and national press. Hayes was said to liken the game to a battle, rather than the reward many viewed it as being for teams who had outstanding seasons. Thus, he was tagged the "corge," "dictator," "General," as part of images created about him.

Because of his adherence to a "running game," he has been considered "old fashioned" by some. Critics wanted him to come into the "modern world" and open his attack by using a passing game. Yet, the coach seemed to stick tenaciously to "three yards and a cloud of dust" - the description given to his brand of football.

He was pictured as "ruthless," as "Blood and Guts Hayes," as a "military strategist," rather than a football coach. He was criticized in the West Coast press, especially, as "treating his players like children" because he had a reputation for keeping their comments "off limits" to newsmen, imposing early curfews when they were practicing for the Rose Bowl, and allowing them to only visit such places as Disneyland, Marineland, and the 20th Century Fox Studios while in California.

Some viewers in Columbus, Ohio, have been critical of him too on his T.V. show. Some have indicated he projected a "pompous" image, treating his players like children. Some have indicated they felt embarrassed for the young men who seemed unable to answer anything except what Hayes expected.

Hayes has been called an "imperious autocrat," "a temper-tossing boy grown old," "an embarrassment to the nation" due
to his actions. Too, he is "pompous, insufferable, overbearing." Don Riley of the St. Paul Pioneer Press calls him an "arrogant oaf," a "tyrant," and a "selfish despot" in this excerpt:

I am convinced any institution other than Ohio State would step on Woody Hayes. Here's an arrogant oaf who rips up sideline markers, shoves cameras into the faces of men doing their jobs and slams the doors on the news media. Who in hell does Hayes think he is? Certainly not a top-flight coach. He dissipates more material than a garment factory. He is giving the Big 10 a horrible image. He is a tyrant, a ranting, raving, selfish despot who should be removed for the sake of his school and the conference.

Many of these images are alluded to in a "song" penned by Charles Maher of the Los Angeles Times. It greeted the Buckeyes when they arrived in California for the 1974 Rose Bowl. (It can be sung to the tune of "Santa Claus is Coming to Town"): "Woody Hayes Is Coming to Town"

You better watch out, Better not pry;
Better not ask, He'll spit in your eye.
Woody Hayes is coming to town.

He's making a list, And checking it close;
Gonna see whom to knock comatose.
Woody Hayes is coming to town.

He seethes when he is sleeping,
He seethes when he's awake,
Because we won't believe that he
  can walk across a lake.

Oh, you better watch out, Better not pry;
Better not ask, He'll spit in your eye.
Woody Hayes is coming to town.

So, Hayes was not projected in popular images if one relied only upon the preceding descriptions. However, "Mr. Hyde" was only one side of the coin.
Positive Images: Dr. Jekyll

There was also the "Dr. Jekyll." Hayes was the consummate gentleman when he wanted to be and always treated women with respect. To those who knew him, he was also noted for his great generosity and humanitarianism - visiting the local hospitals regularly; taking gifts to people he did not know, but whose illnesses he had heard about; taking money from his own pocket on countless occasions to give to friends or former players who were in need; speaking without accepting fees all over the country to aid needy groups, often travelling to speak to boys groups at his own expense; going to Vietnam four times and spending his own money to contact servicemen's families when he returned. Instance after instance of examples could be given, for many interviewed had their own story to tell about his tireless efforts. Yet, this is the least publicized side of the man, as he wants it that way. According to reporters, the coach would simply deny them if some of these incidents were published.

He is a "god" to some, as depicted in the following story:

"Woody dies and goes to heaven. He goes up to the pearly gates, but no one is there. Says 'Where is everybody?' and is told they're at the football game. He walks over and sees this huge stadium and sees this guy in a white shirt and a cap on and he's walking up and down. Woody says, 'Who's that?' and St. Peter says, 'It's God. He thinks he's Woody Hayes.'" While the preceding story is tongue-
in-cheek and possibly may even seem negative to some in connotation, Hayes, to some, may be a "god of O.S.U. football." Buckeye football is Woody Hayes' domain, and he runs it. Perhaps therein lies his success. Nobody does anything unless Woody Hayes approves it.

While some view Hayes as an "arrogant oaf," a "tyrant," and a "selfish despot" because of his bizarre activity, Don Canham (Athletic Director at Michigan) views him more positively. To Canham, Hayes is a "star:"

I'll buy all the down markers (Woody) Hayes wants to break . . . because Ohio State without Hayes would mean 30,000 less people in the stands. Canham's "support" of Hayes' sideline antics is translated into what he calls a desperate need for colorful men to make up the "star system" of college football. The pros can make "stars" of the players, but we (colleges) don't have them that long . . . . The coaches are our stars . . . Hayes, our own Bo Schenbechler, Darrell Royal, Bear Bryant and others. All the ink (newspaper space) our coaches can get is good, not only for the Big Ten, but for intercollegiate football . . . . There are certain colorful people in sports . . . Hayes is one of them. People identify with them. If you don't get the (publicity) space, nobody knows who you are. Every coach's interview is good for us, good for college football.

According to Jimmy Crum, he's "larger than life," and has "charisma."

He is called an "excellent football coach" and is respected as such by sportswriters around the country according to those interviewed in Columbus. Too, he was named "Coach of the Year" in 1957, and was runnerup for this honor on two other occasions. His esteem among other coaches must be high also, as he is past president of the "National College Football Coaches' Association."
He is also a "great American" as attested to by the fact that he was presented the National Football Foundation and Hall of Fame award for his "contribution to America and American youth and the high standards he exemplifies." And according to Tom Keys he is a "hero" to many youngsters to whom he speaks all over the country. Says Keys, in the eyes of the young "Woody can do no wrong." Added to these, he has also been called "a legend in his own time."

Though he may be difficult to reach on the phone or he may be too busy for the press, at times, Hayes is noted for being totally accessible to his players and those in need. He is unselfish with his time in terms of visiting those who are ill and in speaking all over the country.

Though he may use salty language at times to emphasize points, he is also noted for speaking the language of the people. He calls them by their first names and himself goes by the name of "Woody" or "Coach." In fact, when he is being quoted in newspapers or sportscasts, usually the reference is "'Woody' said . . ." The man seems totally unaffected when in public, simply saying what he believes in the most conversational tone, utilizing an eighth grade vocabulary. That is another image he projects. He could be someone's silver-haired grandfather.

**IS HAYES AN AMERICAN HERO?**

Let us look first to the values he exemplifies. Those which govern his life as agreed upon by Hayes, his family, and the sports
journalists are: a rigid moral code, mental and physical discipline, self-denial and sacrifice, respect for authority, patriotism, excellence in all endeavors, hard work, winning, loyalty, honesty, and dedication, among others.

In terms of the images he projects, he is "a Dr. Jekyll and Mr. Hyde," ranging from "pompous," "insufferable," "overbearing," "an arrogant oaf," "orge," "General Woody," on the one hand, to "hero," "a legend in his own time," "an excellent football coach," "a gentleman," "a star," and a "humanitarian," on the other.

Now, through his life and a combination of the values which he exemplifies and the images which he projects, is he a "hero" in America? To answer this, let us first see how he compares with Fishwick's "self-made man" (an archetypal hero). Though he was not born into poverty, as has been characteristic of some self-made men, he did rise through fortitude, hard work, and virtue from a modest beginning to become an unbelievably successful coach for twenty-three years at Ohio State. Through "push, pluck, and principle" (attributes emphasized in the literature of the self-made man), he gained the ultimate success in his profession as a winning coach and producer of championship teams year after year. With these in mind, he fits the criteria as described by Fishwick. As a young man from an obscure background being allowed the freedom and opportunity to develop his potential to the fullest, Hayes seems to typify the American version of equality that "any boy in America can become President."
Besides meeting the criteria for being a self-made man and therefore one type of "folk" hero, he also seems to exemplify many of those characteristics of the "composite" American hero discussed by Wecter. In fact, he can be described in the words Wecter uses to discuss heroes. Hayes is a "self-respecting, decent, honorable" man and a "firm and self-confident leader" - attributes, according to Wecter, of the type of man Americans admire, trust, and will follow. He is "chaste, loyal, honest, and humble before duty and before God." He has a strong character, exhibiting "hard work, tenacity, enterprise, and firmness in the face of odds."

According to Wecter, all of the preceding are expected and/or required of those whom Americans choose as heroes. Wecter further states that "bravery, honesty, and strength of character are the stuff of hero-worship." Few would argue the validity that Hayes certainly exhibits all three and receives his share of hero worship due to them. Too, he loves America more deeply than any selfish consideration and has much power but does not abuse it - the "common denominator" of all human, as opposed to fictional, American heroes, according to Wecter.

Though what Wecter discusses are attributes and characteristics abstracted from the study of the lives of many great men who have been called "heroes" over the past 200 years in America, so much of what he described applies to Woody Hayes. Whereas no one American hero could be expected to possess all of the characteristics
of the "composite" hero, if a nationally known individual possesses many of them to a high degree, then he certainly fits the role of "hero," at least as presented by Wecter.

But, in Hayes' case, there are the many disparities in his images. To some he appears to be a Dr. Jekyll; to others, a Mr. Hyde. Does this paradox affect his possible status as an American hero, even though he may typify the "self-made man" and display many attributes and characteristics of the "composite" American hero? Is there a thread which ties all of this together? It would seem that the "hero stuff" Klapp talks about may be that thread. The "popular hero" or "symbolic leader" is that individual who is able to capture the "popular imagination" through his actions, performances, and personality. He does not need to be perfect, but if the public man is to become famous, then color, doing things alone, aggressive tactics, magnification by personal encounter and dramatic crisis, beaux gestes, and guilding the lily help.

There is no denying that Hayes has color. He is a "character" if one views his bizarre behavior - at one point being totally hostile to newsmen; at another, being magnanimous. He argues with officials, slaps players' headgear, breaks down markers, but also receives an award for being a "great American" interested in youth and is named "Coach of the Year." While called a "dictator," "General Woody," "orger," he nonetheless is swamped by young and old alike for his autograph wherever he speaks and he is asked to speak all over the country. Obviously the variety of descriptions of him has not
lessened his appeal to many; rather, they seem to highlight his unpredictability. One thing is predictable, though; the man can be easily recognized on the football field by anyone in the stands, regardless of the weather. Pictures of Hayes and stories of his mode of dress have been published so widely that when Hayes walks across the field or comes into the stadium, people point and say "There's Woody!" He is so recognizable because he is known to wear a short-sleeved white shirt and a baseball cap, even when the temperature is below freezing.

When Klapp discusses "aggressive tactics" and says "(1) the most active person captures the most interest, (2) the one who starts something is more likely to be a hero than the one who follows, (3) the one who gives the crowd a thrill is likely to be a hero, [and] (4) the winner (or good loser) of a fight is likely to be a hero," he could have been describing Hayes. The coach is always "out front." He is active, unpredictable, the aggressor and he is also usually the winner. While many may abhor his tactics, he is successful.

While Hayes credits his players and coaching staff for the victories, he is a man who works alone a great deal. He jousts with the press; he is quoted; he performs many of the antics that make the news both on and off the field. Too, these personal encounters magnify him. His preparations for such games as those against Michigan and those against Rose Bowl opponents have seemed almost dramatic crises - like preparing for battles. These help to
magnify him - to keep him before the public. And his penchant for the "dramatically perfect gesture" (beaux gestes) enhances his fame also, for it focuses attention on him and his team - on what they are doing. As an example, when Ohio State was unexpectedly selected to represented the Big Ten Conference in the Rose Bowl of January 1, 1974, after tying Michigan 10 - 10, Hayes told a crowd of over 11000 at the appreciation dinner, "We will not fail." That had reference to the fact O.S.U. would not lose again to U.S.C. as they had the previous year. In any event, it was like a rallying cry.

Colorful and dramatic though he may be, to be a hero he must symbolize something, according to Klapp. Certainly, Hayes symbolizes the "self-made man," synonymous with "success." This has been one type of folk hero since the nineteenth century.

Lastly, Hayes seems to typify the "democratic hero" or the hero in a democracy which Klapp mentioned, for he is easily accessible, talks on an equal footing with everyone, jokes to show that he is not stuffy or aloof, calls people by their first names, and encourages them to use his. He does not try to hide his defects or to be over-correct in deportment when before the public. His simple unaffectedness and natural foibles probably convince people that he is acting exactly as he would at home.

So, "Is Woody Hayes an American hero?" Yes, for he typifies at least one type of folk hero - the "self-made man" -; he exemplifies the attributes of a "composite" American hero as discussed by Wecter; and he possesses the "stuff" of which "popular heroos" are
made as presented by Klapp. By virtue of being an American hero, Woody Hayes is indeed rhetorical through the images he projects. Kenneth Burke reminds us that for identification to be reality some will, in the process of uniting, separate from others. If Woody Hayes is a "popular" hero with multitudes of fans with whom identification is achieved, we must recognize there may be a multitude who are far less approving.  

SUMMARY

This chapter was concerned with answering the question: Because popular coaches can seem to speak as if they were perceived as "heroes," in what ways and to what extent rhetorically can Coach Hayes be conceptualized, described, or imagined as an American hero? In order to answer that, the writer first had to determine the attributes and characteristics of a "hero" in America. Works by Wecter, Fishwick, and Klapp were especially helpful. From these sources, the writer was able to abstract characteristics of the "self-made man" (one type of "folk" hero); of the "composite" American hero; and of the "popular" hero. Then, to determine if Hayes met those criteria, his life, his values, and the images he projects were examined in terms of the aforementioned characteristics. The result? Coach Hayes meets the qualifications of at least one type of "folk" hero - the "self-made man." He possesses many of the attributes of Wecter's "composite" hero. And, he seems to typify the "hero stuff" of which "popular" heroes are made. Thus, using those criteria, Woody Hayes can be said to be an American hero.
CHAPTER VI - NOTES


3. Fishwick, (Chapter 10 - "Onward & Upward: The Self-Made Man").


5. Ibid., p. 402.

6. Ibid., p. 485.

7. Ibid., p. 486.

8. Ibid., p. 487.

9. Ibid.


11. Ibid., p. 214.

12. Ibid., p. 225.

13. Ibid., p. 227.


15. Ibid., p. 238.

16. Ibid., p. 239.

17. Ibid., pp. 224-225.

18. Ibid., p. 216.

20. Ibid., p. 225.
21. Ibid., pp. 227-228.
22. Ibid., p. 234.
23. Ibid., p. 237.
24. Ibid., p. 238.
25. Ibid., p. 239.
27. Ibid., p. 243.
28. Ibid.
29. Ibid., p. 245.
30. The preceding information on Hayes' life was gleaned from You Win With People!, pp. 199-215.
31. Ibid., p. 19.
32. Ibid., pp. 20-27.
33. Ibid., p. 21.
34. Ibid.
35. Ibid., p. 27.
36. Ibid., pp. 30-34.
37. Ibid., p. 35.
38. Ibid., pp. 232-234.
40. Interview with Mrs. Anne Hayes, April 16, 1974. (See Appendix A for full citation.)
41. Interview with Mr. Steve Hayes, April 19, 1974. (See Appendix A for full citation.)
44. Tom Keys interview, March 20, 1974.
50. Ibid.
51. Several days prior to the 1974 Rose Bowl Game, Coach Hayes was interviewed by Jerry Lewis, a guest host on NBC's "The Tonight Show." Lewis used these terms while questioning Hayes.
56. These were comments made to the writer by some friends and acquaintances while information was being gathered on Coach Hayes.
57. Ibid.
59. Ibid.
60. Ibid.
61. Ibid.
62. Ibid.
63. Ibid.
67. Ibid.
68. Dick Otte, "A Booster for a Promoter," Columbus Dispatch (Ohio), Nov. 20, 1973, p. 1B.
72. Ibid.
73. "Football Hall Tabs Hayes, Walt at Shrine Game," Columbus Dispatch (Ohio), November 18, 1973, p. 8B.
75. "Ohio State's Distinctive Legend," Ohio State University Monthly, September, 1973, p. 51
76. Klapp, pp. 227-228.
77. Paul Hornung, "We Will Not Fail," Columbus Dispatch (Ohio), Nov. 27, 1973, p. 18A.
78. In describing Hayes as a "democratic hero," the writer is simply inserting Hayes' name into the framework of Klapp's discussion, p. 245, for the description fits him perfectly.
CHAPTER VII
SUMMARY AND CONCLUSIONS

SUMMARY

This work was a beginning study to initiate information on the public communication of Woody Hayes - a major college football coach.¹ To the writer's knowledge, no study has ever been done on a coach as he communicates with the public; yet, major college coaches (especially in football) command much newsprint space, air time, and audience support due to their radio and T.V. shows, public speaking appearances, and reports about them in newspapers and sportscasts. Since Woody Hayes has been synonymous with Ohio State University football nationally for twenty-three years and utilizes all of the media and settings employed by other major coaches, he seemed an ideal choice as the subject of a beginning study. Thus, this work focused on Woody Hayes as he utilized the media and various settings during 1973 to present the non-technical aspects of his messages to the public. The year 1973 was chosen because it seemed representative, and research materials from this period were readily available.

The writer relied primarily upon in-depth interviews, participant observation, content analysis, and two of Howard Martin's rhetorical canons in answering the five major questions which were of concern to her:
(1) What were the media and settings used by Coach Hayes to get his messages to the public? What was the format of each of these media and settings? What was the purpose of each? How did Hayes and others (his radio and T.V. hosts) prepare for these appearances? What was the response to these media/settings or the coverage received by them?

(2) Because a speaker engaging in epideictic speaking (as was Hayes) ultimately appeals to some audience-held values, what value orientations seem dominant in American society?

(3) What American value orientations did Hayes appeal to in his public communication?

(4) What seemed to be unique and attractive about Hayes as a public communicator?

(5) Because popular coaches can seem to speak as if they were perceived as "heroes," in what ways and to what extent rhetorically can Coach Hayes be conceptualized, described, or imagined as an American "hero?"

The answer to each will be summarized briefly.

In reference to the first question, Hayes had a weekly radio and T.V. show from September - November, 1973; had written three books, the most recent of which was You Win With People! (1973); spoke at weekly press luncheons during football season; addressed countless groups as a public speaker; and was quoted almost daily in Sports columns in local newspapers, and frequently in state and national publications as well.

Whereas the coach had no control over what was reported in the Sports columns, he did have much to say about the format and purpose of each of the other media/settings just presented. In the television show, Hayes assumed the roles of interviewee, commentator
on the day's game, and interviewer during different segments. He felt the purpose of the show was to "sell" the positive aspects of O.S.U. football and the young men who played it. During his radio show, The Woody Hayes Show, the coach again was the interviewee. While stressing the positive aspects of O.S.U. football, he also referred to as many young men as he could on the team. He discussed players, their home towns, and the schools they attended in Ohio, as the program was broadcast throughout the state.

Just as his two shows discussed people, stressed the positive aspects of football, and showed how many of the same tenets that applied to this sport could also apply to other walks of life, his most recent book does the same. His two earlier works were technical, capable of being used as textbooks on the game of football. However, the 1973 book discusses people - his former players, coaches, staff, and himself. Since Hayes feels enough negative things have been written about football and the men associated with it, his book is a positive look at all those responsible for the success of the sport at Ohio State over the past twenty-two years.

The weekly press luncheons held on Mondays during the football season at the Jai Lai Restaurant were designed to aid the area sports journalists. While some of the representatives of radio, T.V., and newspapers were able to attend daily football practices at Ohio State and to receive reports from Hayes there, the only contact the majority of those in the media had with the coach and his staff was
at this luncheon. Here, they learned about O.S.U.'s upcoming opponent, the play of various members of the Buckeye squad, and had an opportunity to question Coach Hayes and others. During this session, also, radio and T.V. sports journalists taped a five minute interview with Hayes to be utilized on the various stations during that week.

Since Hayes spoke to so many diverse groups, ranging from members of the Dispatch Quarterback Club to the Ohio Association of Elementary School Principals, it was impossible to discuss one format and purpose for all. Each of these changed depending on the group addressed. However, the following generalizations can be made concerning both why Hayes was asked to speak to so many groups and his reasons (purposes) for accepting. Besides being a successful football coach at a major university and somewhat of a "character," Hayes seemed to be an effective public speaker. Further, groups invited him because they felt he had "a message that will be of value . . . and it is our goal to expose the group to individuals that through personal example contribute to the betterment of our American way of life."^2 While he received many more requests to speak than he accepted, Hayes did all in his power to speak in these situations: when asked by former football players or those who had recruited for him; when an organization needed "help" in raising money, or would benefit from "moral" support; when O.S.U. football boosters sought his services; and when money was needed to provide
funds for graduate assistants. He could have spoken to over 200 business groups a year for large honorariums, but he refused most of these because "they don't need help."

When we turn to the manner in which Hayes and others (his radio and T.V. hosts) prepared for these public appearances, a number of interesting details surface. Both Dale Conquest and Ted Mullins, hosts for the radio and T.V. shows respectively, compiled a series of questions that they planned to ask Hayes during the interviews. They decided on these by attending press luncheons and practices during the week, and by observing current topics of interest to sports fans, such as crowd control and safety of the artificial turf. Hayes preferred to field questions "cold" and answered spontaneously; so, he never knew what was going to be asked in advance on either show. At the press luncheons, much the same situation existed. The assembled sports journalists came with prepared questions and Hayes answered those advanced. Much information obtained at the luncheon appeared in daily newspaper columns and on sports segments of the news on radio and T.V. for the remainder of the week.

In preparing for his speeches and in writing his books, Hayes relied on his observations and experiences. His first two books (technical) were based on his own coaching expertise and that of other coaches whose clinics he had attended and with whom he had held lengthy conversations. His most recent book was a look at twenty-two years of coaching at Ohio State. It discussed the people -
players and coaches, himself included - who contributed to the success of O.S.U. football.

His public speaking appearances were further vehicles through which he shared experiences and observations with diverse audiences. Hayes spent little time in formal preparation for his countless speeches, but he always tried to "point" his remarks to the specific audience by determining who would be there before he spoke. He would try to find out what the group wanted him to emphasize, but he felt no qualms in disregarding their request if he decided they should hear something else instead.

According to his own admission, Hayes tried never to give the same speech twice. While he might emphasize many of the same ideas in more than one speech, he consciously attempted to relate each speech to his specific audience. If speaking to lawyers, he discussed law; if speaking to educators, he discussed discipline or some other problem they might be encountering; if speaking with businessmen, he discussed administration. Because he was a student of law, politics, history, education, and business, he made it a point to show those who invited him that he knew a great deal more about their professions than they knew about his - coaching football. While he constantly brought in references to current events, he always tied them in with football and showed how the same tenets that applied to that sport applied to the professions of those assembled and to other walks of life too.
Hayes spoke without benefit of a manuscript, using only a few brief notes. In order to avoid boring himself and his audiences, he attempted to utilize vocal variety and brought in humorous stories and anecdotes to illustrate points. Finally, he was also a keen observer of other speakers, consciously trying to emulate those attributes of their speaking style that he found effective and attempting to eradicate from his own speaking those characteristics he found ineffectual in others.

Since Hayes had no control over what appeared in the sports columns of local, state, and national newspapers, a discussion of his "preparation" for this type of coverage would be ludicrous. However, it could be said that the newsmen "prepared" by attending press luncheons, daily practice sessions, and by asking Hayes his views on various topics dealing with football. Their columns were the result of information acquired in these settings.

What was the response to these media/settings or the coverage received by them? As was mentioned earlier, the radio show had an average audience of 90,500 in the 18 - 49 age bracket in the Columbus, Ohio, market during 1973. Besides these, several million were estimated to have been listening to the show throughout Ohio over the WTWN radio football network. During the same period, the television show on WENNS was reaching 78,000 homes in the 35 - 60 age bracket in Columbus. Along with the numbers tuned in to both shows, another measure of response was the fact that all sponsors renewed their options for the 1974 season, keeping both programs on
the air. The reactions to the shows by the sponsors and those who contacted them were highly favorable.

While Coach Hayes had published and copyrighted all three of his books, information on response and coverage was available only on his latest one (1973). (The 1957 and 1969 books are out of print.) As of the middle of March, 1974, Hayes had sold about 20,000 copies of You Win With People! in Ohio. He estimated that it would probably sell around 40,000 copies since it was chiefly being distributed in Ohio and he had a less than efficient system of distribution — handling it on his own.

As far as the press luncheons were concerned, the sports journalists representing local radio, television, newspaper, and AP and UPI Wire Services found them most helpful. To the man, each of the approximately thirty in regular attendance felt they served a useful purpose in providing the newsmen with information for their columns and sports programs.

If numbers in attendance, standing ovations, and enthusiastic applause are indicators of response, then Hayes' public speaking appearances would have to be deemed successful. At every public speaking appearance attended by this writer, Hayes spoke to hundreds of enthusiastic listeners, as evidenced by applause, laughter, and standing ovations.

Though no attempt was made to determine the response to columns about Hayes in local, state, and national newspapers, the amount of
coverage his messages received daily during 1973 was worthy of note. On any given day during football season, Hayes' messages received column space in newspapers like the Ohio State Lantern (50,000 circulation), Columbus Dispatch (from 220,000 - 330,000 circulation), Columbus Citizen-Journal (120,000 circulation), and Los Angeles Times (over 1,000,000 circulation), among others. Through Associated Press and United Press International Wire Services, affiliated newspapers, along with radio and television stations all over the country, had access to sports releases from Columbus, Ohio.

Thus, it is easy to see that through the various media and settings utilized by Coach Hayes during 1973, his messages had wide coverage potentially.

Because a speaker engaging in epideictic speaking (as was Hayes) ultimately appeals to some audience-held values, the purpose of Chapter III was to develop a set of "value" categories which could assist an analysis of Coach Hayes' messages. So, the writer needed to determine what Americans seem to value in the 1970's.

Works were examined by social scientists and educators from the late 1950's through 1973. This investigation supports the realization that the work of Steele and Redding was the most comprehensive, accurate, and relevant list of values for rhetorical study.

Thus, Coach Hayes' messages were examined in terms of appeal and identification in relation to the following sixteen values: puritan and pioneer morality; the value of the individual; effort and optimism; science and secular rationality; efficiency,
practicality, and pragmatism; achievement and success; quantification; material comfort; generosity and "considerateness;" rejection of authority, equality, change-progress-future; external conformity; sociality; honor; and patriotism.

It was found that Hayes appealed to all value postulates in the eleven message situations chosen for analysis. He emphasized four values - the value of the individual, effort and optimism, achievement and success, and quantification - in all eleven situations. Five postulates - material comfort, rejection of authority, external conformity, change-progress-future, and equality - received the least amount of attention. Of the five, the first four were emphasized negatively by Hayes. In other words, he commented against material comfort and external conformity; he backed authority, rather than rejected it; and he spent more time discussing how the past could be a guide to the future, rather than advocating change-progress-future. The remaining seven postulates were mentioned frequently; however, not in all situations. Overall, the most frequent discussion of each of the sixteen values occurred in Hayes' book and in the messages delivered in the two public speaking appearances analyzed.

Since an appeal to values commonly held by the members of one's audience can move the audience in the direction of one's position - thus, be persuasive - it would seem that Hayes should have been most persuasive in many situations because he appealed to so many commonly held values in the messages analyzed here.
Along with what he said, was there anything unique and attractive about Coach Hayes as a public communicator? Two of Howard H. Martin's canons provided the framework for that analysis. By examining Hayes in terms of idiosyncrasy and prestige, much insight was gained into those elements which were unique and attractive about the coach as a public communicator.

Four aspects of idiosyncrasy were examined. In looking at the first - the manner in which Hayes' expressed his ideas - it was found that (1) he was prescriptive in his speeches; (2) "football" and "sincerity" tied his ideas together; and (3) "respect" and the "fundamentals" characterized his T.V. show.

The second aspect of idiosyncrasy examined was Hayes' use of language. He utilized slightly different vocabularies depending on the situation. Though he was always conversational and folksy, using "'cause" for "because" and "'un" for "them" in all settings, he also peppered his public speaking appearances with "hell" and "damn" - words never employed on his radio or television shows. He also relied heavily on the pronoun "I."

In turning to the third aspect of idiosyncrasy examined, we can see the "interest devices" employed by Hayes. He believed in using humor - devoting an entire chapter to it in his book (1973). He also used it extensively in his public speaking appearances, relying upon jokes, quips, and asides. Along with humor, he constantly used stories, examples and incidents from his own experiences
and those of others to illustrate points, quoting from history or
philosophy as easily as from an occurrence earlier that day. He
made it a point to personalize his remarks, which meant he brought
people (players and others) and their experiences into all of his
speeches. Finally, he utilized vocal variety to keep both himself
and his listeners awake.

The last aspect of idiosyncrasy discussed can best be phrased
as a question. "Did he present himself, physically, in striking
or unusual ways - gesture, movement, voice, appearance, dress?"4
Generally speaking, there was nothing striking about Hayes' gestures
and movement, for they were usually natural, spontaneous, and sub-
dued. However, Hayes "stood out" on his T.V. show due to his con-
servative dress and appearance in contrast to the "mod" clothing
and hairstyles of his players and the host, Ted Mullins. His
bubbliness and vivacity were usually apparent in most public situa-
tions. And, his voice was also among his most striking physical
features, for its tone varied with the situation. While his tone
was usually conversational in all settings, much more vocal variety
was evident in his public speaking appearances than in his radio
or T.V. show. When he wanted to emphasize a point, he would slow
down his normal rate of speech and underscore every word. He some-
times added emphasis by tapping his knuckles lightly on the lectern
on each word too. Further, when he was angry about something he
was saying, he might almost shout. But, shouting was not character-
istic of his vocal style generally.
Now that we have looked at idiosyncrasy, let us turn to the four aspects of prestige which also formed a framework for analysis. First, What did Hayes' audiences "know or believe to be true about him?"\(^5\) Because of the coverage he received daily during football season in newspapers, through weekly radio and television shows, on sports programs, through the publication of his book (1973), and through word of mouth reports, it was inevitable that people would have been aware of his great success as a football coach at O.S.U. for the past twenty-three years. It was equally as likely that they were aware of the many stories concerning his colorful, controversial, and often bizarre behavior both on and off the playing and practice fields. While he was a man known for his ranting, raving, and swearing, he was less well known for his humanitarianism, a facet of his personality which he did not want people to know about. All of the preceding described Hayes, and it was conceivable that audiences' brought some of that information to the rhetorical situation.

When turning to the second aspect of prestige, the pertinent question to be faced is: What was Hayes' reputation with his audience's "for competence and trustworthiness?"\(^6\) From the reports of those sports journalists interviewed, Hayes was considered an honest man. In every instance, his honesty was mentioned. They all agreed he was outspoken, but what he said he truly believed. Besides what the journalists felt personally, each commented on the reactions of
other groups. Youngsters were far more likely to believe what Hayes
said than their own fathers, in the view of Tom Keys. This was due
to the fact Hayes had a reputation for trustworthiness. He was a
"hero" figure to them. Too, when the coach spoke in support of
John Hicks as a great offensive lineman, Hicks received national
coverage. Obviously, the trusted remarks of Hayes carried weight
nationally in the sports field. Since a majority of journalists
who contributed to this study seemed to be in accord on his honesty,
it was conceivable that reports to that effect would appear in their
columns or their programs. Thus, the public could be expected to
have that view of Hayes filtered to them through those sources.

That brings us to a third question. "How much of his prestige
rested upon his professional calling and how much upon his personal
resources?" Certainly, when a man has been at the helm of a perennial
national football power for twenty-three years, a great deal of his
prestige could be attributed to his professional calling. Many of
the invitations to speak and the television shows might be considered
as "coming with the job." Too, people seem to "love a winner."

And in Columbus and the State of Ohio, there were many reputed foot-
ball "fanatics." However, besides Hayes' success in his profession,
he also had ample personal resources. The man was always doing or
saying something unpredictable. Thus, he made excellent copy and
was constantly drawing attention to himself through his actions and
comments. So, it could be said that Hayes prestige rested upon a
combination of professional calling and personal resources.
Finally, let us turn to a fourth question: "Did his rhetorical efforts - [books and speeches] - enhance or reduce that prestige?" 8 From the countless number of speeches he was asked to make around the country and from his estimated sale of 40,000 copies of his latest book (1973), one can assume that those rhetorical efforts only added to his prestige. Given the fact that he had a reputation for being an excellent speaker and was described as such by all of those interviewed, his public speaking also probably only enhanced what prestige he already carried.

So, through the framework provided by the canons of idiosyncrasy and prestige, we were able to identify important elements which made Coach Hayes unique and attractive as a public communicator.

In his messages, he appealed to many values held by middle-class Americans and he was a unique and attractive communicator. But, through his exposure, could he also qualify as an American hero? In order to answer that, the writer first had to determine the attributes and characteristics of a "hero" in America. Works by Vecter, Fishwick, and Klapp were especially helpful. From these sources, the writer was able to abstract characteristics of three types of heroes - the "self-made man" (one type of "folk" hero), the "composite" American hero; and, the "popular" hero. Then, to determine if Hayes met those criteria, his life, his values, and the images he projected were examined in terms of the aforementioned characteristics. The result? Coach Hayes met the qualifications of at least one type
of "folk" hero - the "self-made man." He possessed many of the attributes of Wecter's "composite" hero. And, he seemed to typify the "hero stuff" of which "popular" heroes are made. Thus, using those criteria, Woody Hayes can be said to be rhetorically an American hero.

Through the research and subsequent analysis focused around the framework of the preceding five questions, we learned that Coach Hayes certainly utilized many media and settings in presenting his messages. But, did people watch his T.V. shows, listen to his radio shows, and attend his public speaking appearances because of who he was or because of what he said? The gathering of empirical evidence to answer that could be the subject of another study. However, suffice it to say at this point, that for whatever reason people chose to listen to him in person or through radio and T.V., once they tuned him in or sat before him, they were exposed to both man and message. And his messages were filled with appeals to values. Since values can serve as premises for persuasion, according to Steele and Redding, then Hayes' messages probably reinforced many values already held by members of the middle class in his audience and tended to move others towards his position because both speaker and listener seemed to hold similar views.

His constant exposure through the media and various settings also accentuated characteristics of the man which made him unique and attractive as a public communicator. Finally, facets of his life, as exemplified through his values and images, also qualified Hayes
rhetorically as an American "hero."

CONCLUSIONS

We know that Hayes utilizes many media and settings to get his messages to the public. We know that in those messages he consciously or unconsciously appeals to many values traditionally held by middle-class Americans. Accordingly, since value appeals can serve to reinforce what people already believe, thereby moving them closer together, these appeals could certainly have been persuasive. Hence, what Hayes said should have been attractive to his audiences.

More than that, he was unique and attractive in his manner as a public communicator. But, even through his message and his uniqueness, would he be of much interest to the general public if he had been head football coach at a much smaller school, not known nationally? Probably not. The fact that he receives so much coverage - his activities and behavior often making the national press - everything he does seems magnified. To some his activities are bizarre and he is a "tyrant;" to others, this same behavior is colorful and he is a "star." In what he generally exemplifies, through his values and images, he can also be termed an American "hero."

Given that the above seems an accurate assessment of the research reported in this work, of what relevance is it to the study of rhetoric and public speech communication? Through the research done on Coach Hayes as a public communicator and the subsequent analysis
presented herein, several major conclusions surfaced. First, Hayes is concerned with people and utilizes public communication as a way of showing that concern. In his public speaking appearances, radio and T.V. Shows, and in his most recent book, You Win With People!, he constantly talks about players, coaches, and others, pointing out the positive things they have contributed to football and other walks of life.

Because of his concern for people, he seemed to feel an obligation to give advice to those who sought him as a speaker - to share his experiences and views with them. No matter the group before whom he spoke, he was usually prescriptive. He told audiences what to do or how to act in situations affecting their lives. Then, he tied those tenets into football, showing how the principles which applied to that sport also applied to the professions of those in his audience and to other walks of life too.

What he actually emphasized were his values. Consciously or subconsciously, Hayes seemed to appeal to all the values (at one time or another) that middle-class Americans have traditionally espoused and seem to still hold. In a day when the country seems youth-oriented, with changing values for the present and the future, here is a man who talks about traditional and timeless values on his radio and T.V. shows and before live audiences. Not only does he talk about them, but the research shows he believes in these tenets and lives by them. Since appeals to values can be persuasive, the
research done in this study would suggest that Hayes should be a most persuasive public communicator through his appeals. However, further research needs to be done in this area. An empirical study could be designed to examine what members of one or more of Hayes' audiences say they value. Then, Hayes' messages before these groups could be analyzed to determine what values he appeals to. The research reported here would suggest that Hayes' values and those of the majority of middle-class Americans should be almost identical. Thus, what he says should be most attractive to his listeners.

The writer heartily agrees with an assessment of Hayes made by Dan Jenkins of *Sports Illustrated*: "Hayes . . . and middle America and winning." This study supports the assertion that Hayes probably appeals to middle-class Americans largely because he is a winning coach and espouses middle-class values.

The second major conclusion is that Hayes seems to legitimately qualify as an American "hero" through his life and the values and images which he exemplifies. More importantly, though, Hayes seems to be illustrative of a much broader American phenomenon - the "hero worship" accorded to those players and coaches in sports who are "winners" or are outstanding athletes. For the coach, the adulation comes with the job if he is successful as measured by won-lost records and championship teams, while the individual is able to enhance his conferred image through his actions. The research in this work supports the assertion that middle-class Americans value success and Hayes and other major college coaches like Ara Parseghian,
Bear Bryant, Bo Schembechler, and John McKay are highly successful in their profession, fielding championship caliber teams almost yearly. In the past, those who distinguished themselves in battle often qualified as heroes. Today, those who distinguish themselves on the "battle field" of football seem to receive much more media coverage than those who have distinguished themselves in actual wars, declared or otherwise. This national coverage of the exploits and feats of the coaches just mentioned seems to make them appear "larger than life" to some. Bear Bryant and Woody Hayes, specifically, have been called "legends" in their own time. 10

Because sports personalities seem to have become one type of "folk hero" replacing the bona fide hero of the battle field, their actions and comments can have an impact on young and old alike due to the exposure and coverage they receive. According to the survey information reported in this work, a lot of people watch and listen to Coach Hayes. The same could be said of the coverage received by other major coaches around the nation, no doubt. Certainly, those who attend public speaking appearances or tune in these coaches' shows do so, first of all, because these men are experts on the game of football. The members of the audience want to hear the coach's analysis of the past game or his comments on the upcoming one. But, once listening, they are also exposed to that man's views on whatever else he chooses to talk about. Thus, these men have far more potential impact and influence than they may realize. It is not far-
fetched to imagine individuals believing "If Woody says it, it must be so!" Or, "If Ara Parseghian drives a Ford, then that must be a great car, for he knows quality." But, further research is needed in this area also. Are successful major college football coaches, as a group, viewed as "folk heroes?" What qualifies them for this designation? The present study identifies the characteristics of one coach who seems to qualify as an American "hero." Studies could be done on other coaches to determine if they also qualify.

Three additional conclusions deal with Hayes' speaking in relation to rhetorical theory and the research procedures followed in this investigation. First of all, teachers of speech communication urge that a speaker relate or adapt to his audience if he expects to keep their interest. Kenneth Burke refers to this concept as identification. Hayes seemed to back that principle for he attempted to "point" or relate each speech to the specific audience. He was very audience-sensitive. If he spoke to lawyers, he talked about law; if to educators, he discussed discipline or some other matter about which they could be expected to be concerned. Because he was a student of law, politics, history, business, education, and current events, he did all in his power to show those to whom he spoke that he knew more about their professions than they knew about his - coaching football. However, he always discussed the particular profession from his perspective as a coach,
showing how the same tenets that applied to football applied to that profession and other walks of life.

Secondly, students of speech communication are also told that it is very important to "grab" the attention of the audience in the beginning of the speech and to be organized in presenting information if one hopes to get and maintain interest. Though Hayes has never taken a "speech" course, he is an intuitive communicator. He admits to being an observer of other public speakers, consciously imitating those aspects of style which he feels are effective and attempting to eliminate from his own speaking those things he feels are ineffectual in others. One thing he does in his public speaking engagements is to make a conscious attempt to get his audience to listen. Of course, with the build-up he receives through the Master of Ceremonies, and with the fact that he is billed as the guest speaker, probably most in his audience are ready to listen when he begins. However, he still either tells a joke or refers to previous speakers or mentions the importance of the occasion in ushering in his remarks.

In terms of his organization, the coach would have to be considered unorthodox. He rambles from one point to another with seemingly little connection between ideas. Yet, he is always able to mesh these ideas together. The coach does not present a point-by-point analysis or discussion of an issue or subject. Yet, his shifts from one subject to another do not seem to disorient his audiences
and the reasons may be the following. As mentioned, Hayes makes a conscious effort to get all to listen in his introductory remarks. Then, he seems to hold attention through a combination of folksy, conversational delivery and sincerity. The coach is very sensitive to his audience. He jots a few thoughts on a piece of paper when he speaks publicly, but his remarks are delivered extemporaneously. He is animated, spontaneous, and natural in his movements and utilizes vocal variety to keep himself and his listeners awake. Along with the vocal variety, he utilizes humor, stories, examples, and incidents to illustrate points. Because he discusses people's experiences, he seems to get rapt attention from the listeners.

Too, though most, if not all, may be in attendance to hear what "the expert" has to say about football, Hayes shares more than his views on that with his listeners. It is this lack of predictability on the part of the coach which probably aids in holding attention also. The only thing which is predictable when Hayes speaks is that he will share what he believes to be the truth about a wide variety of issues.

A third conclusion concerns Hayes' ethical appeal or image. The research shows that Hayes' images ranged from Dr. Jekyll to Mr. Hyde, depending on which newspapers were read or to whom one spoke. However, his honesty seemed never to be in question. Though some newsmen may have been disgruntled by his tactics and antics, and may have differed with his position on issues, there was never a question
about his honesty or the fact that he believed in the "rightness" of his actions. In the City of Columbus and in the State of Ohio, the research shows that Hayes seems to have a great deal of ethical appeal. From the enthusiastic crowds who come to hear him and the applause and standing ovations he receives whenever he speaks, one must conclude that he is perceived as honest and that his remarks strike a responsive cord generally. However, further research is needed in the area of Hayes' ethos or ethical appeal. What do Hayes' audiences know or believe to be true about him? How competent or trustworthy is he perceived to be? Is "Woody Hayes" the message, regardless of what he says? Empirical research is needed in these areas to find out what those in his audience know and believe before they hear him and what they perceive afterwards. The study done by this writer reported on what images are filtered to the public through the various media. But, it would be valuable to learn what people actually perceive about Hayes when they come to hear him speak or when they tune in to both his radio and T.V. shows. Are they listening and watching because of who he is or because of what he says. This study concludes that it is because of who he is, first of all, but that what he says only enhances his ethos.

Lastly, some conclusions about the research procedures are worthy of note. The writer was fortunate to be able both to personally attend many of Hayes' public speeches and his press luncheons, and to conduct in-depth interviews with the coach and sports
journalists. Information was obtained through the interviews and participant observation that would have been impossible to obtain otherwise. Because she lived in Columbus, Ohio, the writer was also able to tape Hayes' weekly radio and T.V. shows, which are not kept from year to year. So, this information would have been impossible to obtain except during football season, 1973, or during the same period some subsequent year.

Further, Hayes' messages provided an excellent vehicle through which to check out Perelman's belief that the epideictic speaker appeals to values. In fact, Perelman could have been writing about Hayes, for the coach certainly engages in epideictic speaking and seems to appeal to all the values in his messages that middle-class Americans have been found to hold. These value appeals are found in Hayes latest book too.

The writer also felt two of Howard H. Martin's rhetorical canons - idiosyncrasy and prestige - provided an excellent framework through which to analyze the coach's uniqueness and attractiveness as a communicator.

The queries associated with each canon focused the research on those aspects of Hayes which seemed to provide the insights needed to discuss the coach as a unique and attractive communicator.

Finally, while content analysis is a tedious technique, the writer found it most valuable in analyzing those values appealed to by Hayes in his messages.
Now that the conclusions drawn from this study have been presented along with some suggestions for further research, the writer would like to close by pointing out other areas of research which seem warranted also. Scholars in the field of Communication need to study communicators other than those examined traditionally—politicians, religious figures, and leaders of movements. The focus of the study reported in this work was just such a departure from the traditional. This was a beginning study to initiate information about the public communication of one major college football coach, Woody Hayes. To the writer's knowledge, no other study has ever been done on a coach as he communicates publicly. And from the wealth of information available and the insights gained on only one coach, the writer feels there is a need to study other spokespersons centered in major spectator sports. With the exception of this work, there now exists minimal research in spite of the vast exposure through public communication these coaches experience. We might gain further valuable insights if studies similar to the one reported here were done on other major college football coaches as public communicators. Then, comparisons could be made.
CHAPTER VII - NOTES

1. All of the material in the Summary has been fully documented previously in the body of this work. Therefore, only direct quotes will be documented in this section.

2. Quoted from a letter to Hayes written by William R. Welsh, Director, Buckeye Boys State, March 7, 1974.


5. Ibid., p. 7.

6. Ibid.

7. Ibid.

8. Ibid.


10. See Herschel Nissenson, "Bear Bryant Is A Living Legend," Sunday Advocate (Baton Rouge, La.), Dec. 30, 1973, p. 6C; also, "Ohio State's Distinctive Legend," The Ohio State University Monthly (Columbus, Ohio), September, 1973, pp. 4-6 and 51.
APPENDIXES
APPENDIX A

INTERVIEWS

1. Ms. Lena Biscuso - Secretary to Coach Hayes.  
   She made information available to the writer on numerous  
   occasions beginning in early January, 1974, - the present.  
   I spoke with her both via phone and in person.  Without  
   her help, it is doubtful if I would ever have been able  
   to contact Coach Hayes for an interview.

2. Mr. Gene Caddes - Reporter for United Press International who  
   supplied information to the UPI Wire Service.  
   Interview: I spoke with him briefly via phone on several  
   occasions, but was unable to conduct a thorough interview.

3. Mr. Harold Calvin - General Sales Manager at WTVN Radio.  
   Interview: Monday, March 25, 1974, in his office at WTVN  
   Radio (610), located in the Buckeye Federal Building  
   (42 East Gay Street), Columbus, Ohio.

4. Mr. Dave Collins - Sportscaster; Hosted "O.S.U. Football  
   Highlights" each Sunday morning on WLWC-TV (Channel 4)  
   from 11:30 - 12:30 p.m.  
   Interview: Wednesday, April 24, 1974, at WLWC-TV in  
   Columbus, Ohio.

5. Mr. Dale Conquest - Hosted The Woody Hayes Show for WTVN Radio  
   (610) during Fall, 1973, in Columbus, Ohio.  
   Interview: Wednesday, March 20, 1974.  It was a telephone  
   interview, as he is now employed by WKRC-TV in Cincinnati,  
   Ohio.

6. Mr. Jimmy Crum - Sportscaster for WLWC-TV (Channel 4) in  
   Columbus, Ohio.  
   Interview: Monday, March 25, 1974, at WLWC-TV (3165  
   Olentangy River Road) in Columbus, Ohio.
7. Mr. John Haldi - Vice President for Programming at WBNS-TV.

Interview: (Very brief) March 22, 1974, at WBNS-TV (770 Twin Rivers Drive), Columbus, Ohio.

8. Mrs. Anne Hayes - Coach Hayes' wife.

Interview: April 16, 1974, at the Fawcett Center for Tomorrow on the O.S.U. Campus, Columbus, Ohio.

9. Mr. Steve Hayes - Coach Hayes' son.

Interview: April 19, 1974 (Friday) in his office in the Hall of Justice (Mound and High Street). (He is one of the Assistant Prosecuting Attorneys for Franklin County).

10. Coach Woody Hayes - Head Football Coach at Ohio State University for twenty-three years.

Interview: (1) Friday, February 8, 1974, in his office in St. John Arena on the O.S.U. Campus. (2) Thursday, March 28, 1974, in French Field House on the O.S.U. Campus.

11. Mr. Marvin Homan - Sports Information Director at O.S.U.


12. Mr. Paul Hornung - Sports Director for The Columbus Dispatch.

Interview: Thursday, March 21, 1974, in the Dispatch Building (34 South Third) in Columbus, Ohio.


Interview: Wednesday, March 20, 1974, in the Dispatch Building (34 South Third) in Columbus, Ohio.

14. Mr. Tom Keys - Sports Director for The Columbus Citizen-Journal.

Interview: Wednesday, March 20, 1974, in the Dispatch Building (34 South Third), Columbus, Ohio.

15. Mr. Ted Mullins - Sportscaster; host of The Woody Hayes Show on WBNS-TV (Channel 10) during Fall, 1973.

Interview: Friday, March 22, 1974, at WBNS-TV (770 Twin Rivers Drive), Columbus, Ohio.
16. Mr. Jack Pealer - Vice President for Public Relations with The Grange Mutual Companies, Columbus, Ohio.

   Interview: March 28, 1974. (It was a phone interview).

17. Mr. Bill Prewitt - Sports reporter for The Columbus Dispatch.

   Interview: Tuesday, March 26, 1974, in the Dispatch Building (34 South Third), Columbus, Ohio.

18. Mr. George Strode - Reporter for the Associated Press who supplied information to the AP Wire Service.

   Interview: Wednesday, March 27, 1974, in the Dispatch Building (34 South Third), Columbus, Ohio.

19. Mr. Jack Torry - Sports writer for The Ohio State Lantern.

   Interview: March 28, 1974, in Derby Hall, 318, on the Ohio State University Campus, Columbus, Ohio.
APPENDIX B

INTERVIEW QUESTIONS FOR COACH WOODY HAYES

I. Media and Settings:

A. & B. Questions concerning (A) the T.V. show, and (B) the Radio show--

Describe the format of each show. Are they always the same?
What is the purpose of each show?
Why do you agree to appear on them weekly?
Do you use a script on either show?
Are your comments spontaneous?
Do you know what you are going to be asked by either Ted Mullins or Dale Conquest?
Do the football players and other guests know what you are going to ask them on the T.V. show?
Do you ever suggest what should be discussed with Mullins and/or Conquest?

Is there any rehearsal for the shows?
Are the shows "live" or taped?
What messages are you trying to get across?
Who decided upon the format for the shows?
What type of response do these programs receive? Who watches/listens? (Is there any information on these matters? How was that information gotten--via letters,
personal contact, surveys, etc.?)

Why do the Grange Mutual Companies and others sponsor the show?

How were the various sponsors obtained for the shows?

C. Questions concerning personal speaking appearances--

List some of the groups to whom you've spoken during 1973-74. Discuss the format and purpose of each.

There are many other groups who have asked you to speak, also. Why?

With your busy schedule, how do you decide which invitations to accept? Which to reject?

How do you decide what to speak on? (Do you have a set of prepared speeches from which you use ideas for various occasions?)

Do you speak from a prepared script? Notes?

Do you have one or two things you're trying to get across in your personal appearances?

Have you received any response from those to whom you've spoken? Could you give me the gist of some of these responses. (Have you received letters? Personal comments at the time? Later?)

D. Questions concerning weekly press luncheons at the Jai Lai in Columbus--

Who sets these up? Marvin Homan?
Who is invited to these? Are they limited to any number of people?
What is the format?
What is the purpose of these gatherings?
Why are they on Mondays?
Why do you attend?
What are you trying to get across at these sessions?
What has been the response of those in attendance? How do you learn of this response? (Word of mouth? Letter? etc.?)

E. Questions concerning Hayes' three books--
You've written three books. Why? What prompted you to write each?
What are you trying to get across in each?
Are you sharing any values with us via these books? Which ones?
What has been the response to your three books; the last one in particular? (How many copies have been sold? Where are they being displayed?)

F. Questions concerning Sports columns in local, state, and national newspapers--
With newsmen at press luncheons and at your practices, what are you trying to get across when you grant interviews?
What do you view as the purpose of daily sports columns?
What is your policy of granting news conferences after/during practice?
What is the purpose of these conferences?
What has been the reaction you've personally received from people reading sports columns? (How did you get this information?)
Do you read local, state, and national sports columns? Why/Why not?

II. Values:

(According to Aristotle, a speech is one of three types: forensic, deliberative, or epideictic. Since Hayes' are epideictic, Perelman feels that they appeal to and reinforce values and thus are persuasive.)
What is of most value to you?
Do you consciously attempt to share your values with others?
Which ones?
Do you feel that the values you hold, others hold also? Is this what you appeal to?

III. Uniqueness/Attractiveness as a public communicator:

What do you feel is the most unique/attractive thing about you as a public communicator?
Prestige--
Are you asked to speak because of what you have to say or because of who you are? (Are you your own message, regardless of what you say?)
Do you feel you possess prestige?
What kind of prestige do you hold? Why?
List things that give you prestige.

Alignment--
Are you conscious of who makes up your audience?
Do you try to relate to each audience specifically? How do you do this?
What do you do to try to get your audience’s to accept your point of view?

Idiosyncrasy--
Are there "devices" you consciously employ over and over again?
Have people ever pointed out idiosyncrasies to you? What are they?
What type of reputation do you have?

Strategy--
Do you employ any particular strategy in your speeches?

IV. "Symbolic leader"/"American folk hero":
You say you're a "hero" worshipper. Who are some you "worship"?
What made them "heroes"? Why was Lombardi a "hero" for you?
What do you feel are the attributes of a "hero" in America?

Do you feel some view you as a "hero"? Why do they? What attributes might you possess which some might consider "hero" material?

You certainly are a leader in the sense that you've coached many teams to championships. Do you feel that you and other major coaches in America may be some type of symbol to people? What might you and other coaches symbolize?

INTERVIEW QUESTIONS FOR NEWSMEN

(Since all questions in this section did not apply to all the newsmen interviewed, I will list the newsmen questioned before each series.)

I. Media and Settings:

A. & B. Questions concerning (A) the T.V. show, and (B) the Radio show--(Ted Mullins and Dale Conquest were asked all the questions in this section. John Haldi, Jack Pealer, and Harold Calvin were questioned on size, make-up, and response of audiences, along with information on sponsors.)

Describe the format of your show.

Who decided upon the format?

Is it always the same?

What is the purpose of the show?

Is there any rehearsal for the show?

Is there a prepared script?
Is what you say basically spontaneous?

How do you decide what to ask in the interview section?

What to discuss?

Does Coach Hayes know, in advance, what will be asked?

Are you allowed to ask any questions? Are they okayed by Hayes in advance?

Are you told to ask questions on certain subjects?

Does Hayes have a script? Does he ad-lib?

Are the shows "live" or taped?

How were you chosen as moderator? How long have you been in this show?

Do you have any idea of the size and make-up of the audience and its reaction to the show? How did you get this information? (via survey? Letters?)

Does WBNS-TV (WTVN Radio) keep a file of letters received concerning the show? May I see the ones for the 1973 season?

How were the various sponsors obtained for the show?

Why do those particular groups sponsor the show?

What has been the response of sponsors to the show?

What type of response have sponsors obtained concerning the show? (How was it obtained?)

C. Questions concerning the weekly press luncheons--

(Those questioned: Ted Mullins, Dale Conquest, Jimmy Crum,
Dave Collins, Marvin Homan, Paul Hornung, Bill Prewitt, 
Jack Torry, Kaye Kessler, Tom Keys, George Strode.)

Who sets these up?

Who is invited to attend? Are they limited to any number 
of people?

What is the format?

What is the purpose of these luncheons?

Why are they on Mondays?

How long have you covered the sports luncheons?

Why do you attend?

What do you view as your function at the luncheons?

Do you feel this is helpful to you for your sports column/
program?

What other ways did you get information that you used on 
your program or in your column?

What are Hayes and the other coaches trying to get across 
at this session?

(Because George Strode and Gene Caddes represent AP and 
UPI Wire Services respectively, I asked them the following 
questions also.)

How many columns do you write weekly?

How many papers, along with radio and T.V. stations, re-
ceive your Wire Service?

Are the articles written by you the only information going 
out from Columbus to the AP (UPI) Wire Service 
affiliates?
D. Questions concerning Hayes' public speaking appearances—
(The following questions were asked to the same newsmen
listed in C above.)

Have you attended many of Hayes' public speaking appear-
ances? Which ones?

What did you perceive Hayes' message to be?

Does he have many messages?

Does he have only one or a few ideas that he keeps re-
peating? If so, what is it or what are they?

Why is Hayes invited to speak before so many different
groups, in your opinion?

Is Hayes sought after because of what he says or for who
he is? (Is he his own message, regardless of what
he says?)

II. Values:
(The following questions were asked to all the newsmen listed
in C above.)

What do you feel Hayes values?

Does he discuss what he values?

Do you feel he attempts to appeal to values people hold?

Which ones?

Does Hayes live by the values you've identified?

III. Uniqueness/Attractiveness of Hayes as a public communicator:
(The following questions were asked to all the newsmen listed
in C above.)

As a sports reporter, you're around Hayes and other coaches of various sports a great deal. How is Hayes unique, if he is? Does he differ from these other coaches? How?

Do people (audience members), newsmen, etc., treat him differently than any other citizen? Why?

Is there anything unique/attractive about Hayes as a public communicator?

Does he have any idiosyncrasies that you can identify?

(Idiosyncrasies might include distinctive ideas, unusual manner of presentation, distinctive language, or "devices" employed such as humor/bizarre activity.)

Did he present himself, physically, in a striking or unusual way, through gesture, movement, voice, appearance, dress?

To what extent did he insist upon his personal uniqueness in speaking situations, if at all?

Did Hayes carry prestige? Why?

List things that gave him prestige, if he possessed it.

How much of his prestige rested upon his professional calling and how much upon his personal resources?

What type of reputation does he have here in Columbus, in Ohio, and elsewhere?

IV. "Symbolic leader"/"American folk hero"

Because you're a sports reporter from Columbus, do people, in
general, and other newsmen, in particular, ask you about
Coach Hayes? If so, what do they want to know?

What do people say to you about Hayes, both pro and con?

From what people say to you in Columbus, in the State of Ohio,
and on the West Coast, etc., what type of image does
Hayes have? How is he viewed?

How long have you known Hayes and covered his career?

Would you describe Hayes as you perceive him?

What type of image does he project?

Has this image changed or remained the same during the period
you've known him? (If the same, what is it? If changed,
from what to what?)

Do you feel Hayes "captures people's imagination"? How? Why?

Does he appear to be some type of "hero" to you? Do you feel
others may perceive him as a "hero"? How do you come to
that conclusion?

What do you feel are the attributes of a "hero" in America?

What attributes might Hayes possess which some might consider
"hero" material?

Hayes is certainly a leader in the sense that he's coached
many teams to championships. Do you feel that he and
other major coaches in America may be some type of symbol
to people. What might he and other coaches symbolize?
INTERVIEW QUESTIONS FOR
MRS. ANNE HAYES AND STEVE HAYES

Mrs. Hayes, you speak before groups a great deal. Why are you asked?

What do you speak about? Why do you accept so many engagements?

Steve, are you asked to do much public speaking, away from your work
as Assistant Prosecuting Attorney for Franklin County? If so,
why are you asked?

Do people ask you about your husband/your dad?

What kinds of questions do they ask?

What do people say to you about Coach Hayes, both pro and con?

Do people ever refer to him as some type of "hero"? As some type of
"leader"? Would you elaborate, if you answered "yes" to either
or both.

Would you describe your husband/father for me.

What does he value, in your estimation?

Does he live by the values you've just described?
APPENDIX C

TAPES OF SHOWS AND PUBLIC SPEAKING APPEARANCES

THE WOODY HAYES SHOW - WTVN RADIO (610), Columbus, Ohio.

October 13, 1973
October 20, 1973
October 27, 1973 Each show was broadcast for fifteen minutes before the beginning of the Ohio State football game on Saturday afternoon.
November 3, 1973
November 10, 1973
November 17, 1973
November 24, 1973

THE WOODY HAYES SHOW - WBNS-TV (Channel 10), Columbus, Ohio.

October 13, 1973
October 20, 1973
October 27, 1973 Each show was televised on Saturday evenings from 11:30 p.m. - midnight.
November 3, 1973
November 10, 1973
November 17, 1973
November 24, 1973

SPECIALS AND PUBLIC SPEAKING APPEARANCES:

November 23, 1973: "23--The Winning Years," WBNS-TV at 8:00 p.m.
December 22, 1973: "Woody Special." WBNS-TV from 9:30 to 10:00 p.m.
January 11, 1974: Appreciation Night for Hayes and the Buckeyes at St. John Arena on the O.S.U. Campus, Columbus, Ohio.

February 9, 1974: Speech on "Leadership Qualities in the Development of Today's World," presented to the Ohio Association of Elementary School Principals, at the Rhodes Center on the Ohio Fairgrounds, Columbus, Ohio.

APPENDIX D

Representative list of public speaking appearances offered to Coach Hayes during the latter part of 1973 and the first half of 1974. Examples of those accepted and those rejected are presented. (Information obtained from Ms. Lena Biscuso, March 29, 1974).

PUBLIC SPEAKING ENGAGEMENTS ACCEPTED BY COACH WOODY HAYES:

October 24, 1973: Dispatch Quarterback Club Meeting in the Ohio Union

November 2, 1973: Ray Eliot Retirement Banquet at the Ramada Inn, Champaign, Illinois

November 7, 1973: Dispatch Quarterback Club Meeting in the Ohio Union

November 12, 1973: Jake Gaither Banquet in the Ohio Union Ballroom

November 16, 1973: Huddle

November 21, 1973: Dispatch Quarterback Club Meeting in the Ohio Union

November 26, 1973: O.S.U. Football Appreciation Banquet in the Ohio Union Ballrooms

November 27, 1973: Cleveland Alumni Dinner in the Grand Ballroom of the Sheraton-Cleveland Hotel

November 28, 1973: Cincinnati Alumni Dinner

November 30, 1973: Big Ten Coaches Meeting in Chicago, Illinois


January 12, 1974: Clifton High School Football Victory Dinner in Garfield, New Jersey

January 22, 1974: The Philadelphia Catholic League Football All-Catholic Dinner

January 29, 1974: Toledo Chapter of the National Football Foundation and Hall of Fame's Annual Scholar-Athlete Awards Dinner at the Toledo Club. (For high school coaches and award winning young men.)
February 1, 1974: Central Ohio Heart Chapter, Inc. (Hayes was made Honorary Chairman of the Ohio Heart Fund Drive.)

February 9, 1974: Ohio Association of Elementary School Principals at the Rhodes Center of the Ohio Fairgrounds.

February 17, 1974: Testimonial speech on the retirement of Head football coach Bron Bacevich at Roger Bacon High School in Cincinnati, Ohio.

February 22, 1974: Henry E. Frnka Football Clinic in San Antonio, Texas

February 24, 1974: Testimonial Dinner for Fred Pagac at St. Agnes Social Hall in Richheyville, Pennsylvania

March 2, 1974: Third General Session of OSBA-BASA (Buckeye Association of School Administrators) Spring Academy

March 11, 1974: Dispatch All-High Sports Banquet in the Ohio Union Ballrooms

March 14, 1974: Principals and Administrators Meeting at Battelle Memorial Institute. Theme: "Educational Leadership"

March 14, 1974: Marietta Chamber of Commerce Annual Dinner at the Marietta College Fieldhouse.

March 16, 1974: Archie Griffin Banquet (Bethel AME Church) in the Ohio Union

March 17, 1974: General Practice Seminar at the Fawcett Center for Tomorrow on the O.S.U. Campus. Topic: "Motivation and Preparation of the Athlete"

March 19, 1974: Youngstown Steel and Tube Co. Banquet at the Maronite Center in Youngstown, Ohio

March 20, 1974: Ohio Sportscasters Association Awards Banquet honoring O.S.U.'s John Hicks as "Ohio Sportsman of the Year" at the Holiday Inn on Lane Avenue in Columbus, Ohio.

PUBLIC SPEAKING ENGAGEMENTS REJECTED BY COACH WOODY HAYES:

Athletic Banquets--

January 24, 1974: 21st Annual Scholastic Football Award and Trophy Banquet at North East Tech High School in Cleveland, Ohio
February 11, 1974: Suburban Catholic Football Coaches Association Annual All Star Banquet in Aurora, Illinois

March/April, 1974: River High School All-Sports Banquet in Hannibal, Ohio

May 15, 1974: Medina Junior High School Athletic Scholastic Awards Night

May 15, 1974: McCuffey Junior High School Athletic Banquet

May 28, 1974: Tippecanoe High School Athletic Banquet

May 29, 1974: Euclid Senior High School All-Sports Banquet

May/June, 1974: Waverly High School All-Sports Banquet in Lansing, Michigan

Boys Scouts of America Groups--

February 8, 1974: Boy Scout Troop 719 Banquet

March 19, 1974: Awarding Eagle Badge to four scouts at Court of Honor ceremonies for Boy Scout Troop 195 in Toledo, Ohio

March 29, 1974: Awarding of rank of Eagle Scout to three in Boy Scout Troop 275 in Grove City, Ohio

Coaches’ Group--

February 12, 1974: Detroit Beach Coaches Association in Monroe, Michigan

May, 1974: Lorain County Football Coaches Association in Wellington, Ohio

Education Groups--

February 19, 1974: Troy City Education Association

March 8, 1974: Washington County 4-H Advisory Committee Banquet

June, 1974: Ohio High School Principals Association
High School Commencements--

May 26, 1974: Graduation Exercises in McComb, Ohio

May 26, 1974: Wayne Trace High School Commencement

June 2, 1974: Fredericktown High School Commencement

June 3, 1974: Clear Fork High School Commencement in Belleville, Ohio

Miscellaneous--

January 24, 1974: The Management Club of National Electric Coil Company in Columbus, Ohio

February, 1974: Mansfield Chapter of O.S.U. Alumni Association

March 1, 1974: Visitation Day Program at O.S.U. in the Law School Auditorium

March 6, 1974: Toledo-Lucas Safety Council

March 7, 1974: National Taxicab Meeting at Scots Inn in Columbus, Ohio

March 7, 1974: Troy, Ohio, High School Key Club

March 8, 1974: Father/Son Banquet at Church in Oak Harbor, Ohio

March 8, 1974: The United Methodist Women's Organization in Springfield, Ohio

March 9, 1974: High School Press Club of Central Ohio in the O.S.U. Union

March 13, 1974: Dayton Dental Society

March 14, 1974: Jaeger Machine Company Management Club in Columbus, Ohio

March 14, 1974: Northern High School Boosters Club of Port Huron, Michigan

March 16, 1974: Olentangy High School Future Homemakers of America Meeting in Delaware, Ohio

March 24, 1974: Watterson Boosters Club of Columbus, Ohio

March 26, 1974: North High School's Social Issues Day
March 29, 1974: Rotary North Club of Wenatchee, Washington

March, 1974: Dental Society of Kalamazoo, Michigan

March, 1974: Downtown Kiwanis Club of Akron, Ohio

March, 1974: Father/Son Banquet of the Kenton Elks in Kenton, Ohio

April 6, 1974: Marysville Jaycees

April 15, 1974: Data Processing Management Association in Columbus, Ohio

April 18, 1974: Chamber of Commerce in Bellevue, Ohio

April 20, 1974: Jaycees Awards Dinner in Barberton, Ohio

April 22, 1974: Professional Engineers Society of Tuscarawas Valley

April 24, 1974: Columbus, Ohio, Board of Realtor's Annual "Realtor of the Year" Award Dinner

April, 1974: Rotary Club of Lima, Ohio

May 18-19, 1974: Iowa Heart Association in Des Moines, Iowa

May 23, 1974: Technical Conference for Air Force Base Dynamics people on flight vehicle design in Dayton, Ohio


June 10, 1974: Rotary Clubs of Newark/Granville

June 20, 1974: Address at the American Legion Buckeye Boys State at Ashland College in Ohio

June, 1974: Southeastern High School Alumni Association

Spring, 1974: Wooster Kiwanis Club in Akron, Ohio
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