

Again, the coach has a very definite responsibility within the institution to which he is related, to a special group of individuals, chiefly the varsity squad and the actual playing team; whereas, the official has the same identical relationship to all the varsity squads and teams participating in the games in which he officiates.

Another noteworthy difference is in the function or services rendered. The coach is expected to teach the techniques of the game and produce a winning team. Legitimate self-interest demands that they win at least half of their games. The official has nothing to do with the teaching but he is expected to administer the game during actual play in such a manner that, other things being equal, the best team will win. For him, in every game, there will always be both a winner and a loser. He is not judged by the team winning a majority of games but by the facility with which he enhances the good play of both teams.

Another very important difference has to do with the duration of the period of functioning of the coach and the official. The coach functions before, during and after the game. He has plenty of time to ponder situations and to confer with others before arriving at conclusions and making decisions. This affords an advantage in studying the behavior of individuals and teams and carefully weighing the probable outcome before putting into effect what he has decided to do. The official, on the other hand, functions only during the game. Insofar as any particular game is concerned, his responsibilities cease with the final gun. During the game he is "on the spot," with the spotlight becoming more bright as the game becomes more intense. His decisions must be made instantly and he must abide by the consequences in the immediate reaction of players, coaches and spectators. For the official, there is no time out for rest or substitution. Regardless of his physical, mental or emotional condition he is always expected, by everybody, to function at his best and to make no mistakes.

Coaches and officials have important relations with each other but they also have in common, important relationships with other groups, including players, managers, other officials such as time-keepers and scorers, basketball fans, sports lovers and the public at large, and the press, sports writers in particular. There is, however, a special group of individuals with whom coaches and officials have most important relationships. I refer to those who are the sponsors for particular games or leagues such as educational institutions, sports governing bodies, athletic councils, presidents, deans, directors of physical education, athletic directors, superintendents and principals. This group, in my opinion, represents the third factor in good administration of the basketball game or any other sport. They determine, largely, the conditions under which games are played, establish and maintain policies, and have much to do with the interpretation and administration of the rules; thus it is that they create the atmosphere and setting for the game. They also have much to do with determining the fees paid to the officials and what is expected of the official.