

# PROTECTING AND PROMOTING THE HEALTH OF NFL PLAYERS LEGAL AND ETHICAL ANALYSIS AND RECOMMENDATIONS READ ONLY

## Protecting and Promoting the Health of NFL Players

This comprehensive report, published as part of the Football Players Health Study at Harvard University, more than two years in the making and 493 pages long, is an unprecedented step towards improving player health, concluding with several important recommendations. To date, there has been no analysis of the universe of stakeholders that may influence the health of NFL players, nor any systematic analysis of their existing or appropriate legal and/or ethical obligations. While clinical health care interventions are essential, player health also depends on understanding the wider context in which players work. The report examines 20 diverse stakeholders: NFL players, the NFL, the NFLPA, NFL club medical staff, second opinion, neutral and personal doctors, NFL clubs and personnel, NFL coaches, contract advisors, financial advisors, equipment managers and manufacturers, players' family members, officials, the media, NFL business partners, and fans. In total, the report makes 76 recommendations. Highlights of the key proposals are summarized below:

- \* Conflicts of interest: The current arrangement under which a team's medical staff, including doctors and athletic trainers, have responsibility both to the players and to the club presents an inherent structural conflict of interest. A division of responsibilities between two distinct groups of medical professionals is needed to minimize such conflict and ensure that players receive medical care that is as unbiased and uninfluenced by competing interests as possible. Care and treatment should be provided by one set of medical professionals, called the "Players' Medical Staff," appointed by a joint committee with representation from both the NFL and NFLPA. The evaluation of players for business purposes should be conducted by a separate set of medical personnel, known as the "Club Evaluation Doctors."
- \* Player health and adversarial collective bargaining: The NFL and NFLPA should refrain from making improvements to player health policies a "bargaining chip" in labor negotiations, to the extent that this is not already the case. Players should never be asked to trade their healthcare for other benefits in the collective bargaining process.
- \* Ethical guidelines: Various stakeholders - including club doctors, athletic trainers, coaches, contract advisors, and financial advisors - should adopt, improve and enforce Codes of Ethics specific to the environment of the NFL.
- \* Ongoing research into the health effects of the game: The NFL and NFLPA should continue to initiate and support efforts to scientifically and reliably identify the health risks and benefits of playing professional football.
- \* Access to data: The NFL and, to the extent possible the NFLPA, should make aggregate, de-identified injury data publicly available for independent reanalysis. They should also continue to improve their robust collection of data and offer it to qualified professionals for analysis.
- \* Meaningful penalties: The collective bargaining agreement (CBA) should be amended to impose meaningful fines for any club or person found to have violated Sections 1 through 6 of Article 39 of the 2011 CBA (players' rights to medical care and treatment).
- \* Investing in players' health and care: The NFLPA should consider investing greater resources to investigate and enforce player health issues and enforce player rights, including Article 39 of the CBA. Published alongside the report are a list of the Top 10 Recommendations in the report (also included in the Executive Summary at the beginning of the report), and A Patient Bill of Rights for NFL Players - including current and proposed rights under the CBA, NFL policy, law and/or codes of ethics (which can be found on the Football Players Health Study at Harvard University website).

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## Shaken Brain

Sports concussions make headlines, but you don't have to be an NFL star to suffer traumatic brain injury. In *Shaken Brain*, Elizabeth Sandel, MD, shares stories and research from her decades treating and studying brain injuries. She explains what concussions do to our bodies, how to avoid them, and how to recover.

## The Athlete's Dilemma

This book examines the health-related controversies and scandals that plague America's top spectator sports. It covers such issues as the use of performance-enhancing substances, playing through pain, the abuse of pain medicine, playing with concussions, and why athletes take these unhealthy risks in the pursuit of profit and fame.

## **Miller's Review of Orthopaedics E-Book**

Miller's Review of Orthopaedics has long been considered the go-to certification and recertification review guide for every orthopaedic resident, fellow, and surgeon – and the 8th Edition has been fully revised to efficiently and effectively prepare you for exam success. Drs. Mark D. Miller and Stephen R. Thompson, along with expert contributors in the field, ensure that this bestselling review tool provides you with maximum knowledge in the least amount of time, keeping you up to date with the latest medical advances and helping you improve the safety, effectiveness, and efficiency of your practice. Contains content current in scope and emphasis for the ABOS (American Board of Orthopaedic Surgery) and OITE (Orthopaedic In-Service Training Exam), using detailed illustrations, surgical photos, and a succinct outline format. Ensures that you spend time studying only high-yield, testable material presented in a concise, readable format, including key points, multiple-choice review questions, quick-reference tables, pathology slides, bulleted text, "testable facts" in every chapter, and more. Includes new, detailed figures that show multiple key concepts in one figure to provide you with a full visual understanding of complex topics. Additional new figures cover important concepts such as tendinopathies, compression syndromes, wrist pathologies, rheumatoid arthritis syndromes of the hand and wrist, motor and sensory innervation of the upper extremity, and much more.

## **Concussion in Professional Team Sports: Time for a Harmonised Approach?**

The risk of athletes sustaining concussion while participating in professional team sports raises two serious concerns both nationally and internationally. First, concussion in sport carries a public health risk, given that injured athletes may have to deal with significant long-term medical complications, with some of the worst cases resulting in Chronic Traumatic Encephalopathy (CTE). Secondly, sports governing bodies are now exposed to the risk of financial and reputational damage as a consequence of legal proceedings being filed against them. A good example of this, among many other recent examples, is the case of the United States of America's National Football League (NFL), the governing body for American football, which, in 2015, committed to pay US\$ 1 billion to settle the class action filed by its former professional players. This book examines how to most efficiently reduce these public health and legal risks, and proposes a harmonised solution across sports and legal systems.

## **Collective Bargaining in Professional Sports**

Collective Bargaining in Professional Sports provides a timely and practical overview of the impact and importance of the collective bargaining process in the business of professional sports in the United States. Focusing on the contemporary history of collective bargaining in the National Basketball Association (NBA) and the National Football League (NFL), but drawing out important lessons for all professional sports, the book sheds light on some of the key issues within modern sport business and sport governance. It offers an inside look into topics such as revenue sharing, competitive balance, circumvention of league rules, player free agency, player social activism, player discipline, and the ethical and legal issues around the use of wearable biometric tracking systems to collect player data. An essential read for sports business industry practitioners and students alike, this is fascinating reading for anybody with an interest in sport business, sport law or labor relations. It is also a valuable resource for anyone who wants to increase their understanding of the business and financial operations of professional sports leagues and teams, player contracts and salaries, and the role and authority of professional sports league commissioners.

## **Sports Law and Regulation**

Sports Law and Regulation explores both amateur and professional sports as well as issues common to both industries. A comprehensive collection of cases and materials provides balanced perspective and flexible coverage, while the organization provides instructors the flexibility to cover selected sections or chapters for a separate course in either Amateur Sports Law or Professional Sports Law. The fifth edition includes recent

landmark sports precedents, cases, and articles. Materials examining internal governance issues of the MLB, the World Anti-doping Code applying to sports doping, the NCAA infractions process, and concussions and brain trauma have also been included in the updated edition. Sports Law and Regulation contains the appropriate amount of introductory and explanatory materials, notes, and questions to facilitate students' understanding as well as hypothetical problems for applying new knowledge. New to the 5th Edition: New problems on sports intellectual property Recent antitrust cases challenging NCAA student-athlete eligibility rules Excerpts from recent law review articles by former MLB commissioner Bud Selig regarding MLB internal governance issues New CAS cases applying World Anti-doping Code to sports doping Landmark Castor Semenya CAS award Recent cases regarding National Governing Body (NGB) legal duty to protect athletes from sexual abuse and U.S. Safe Sport legislation Updates on tort liability of NGB for failure to have appropriate return to play protocol after athlete concussion: *Mayall v USA Water Polo, Inc.* Updates on the legal challenges to the use of Native American mascots in sports Professors and students will benefit from: Landmark historical cases and significant recent cases that reflect the current law regulating the sports industry Notes and Questions that suggest philosophical, sociological, psychological, and economic policy issues and themes Flexible organization supports different teaching objectives, ranging from a focus on amateur sports through to professional sports law Skill-building exercises in client counseling, negotiation, and contract drafting Teaching materials include: Teacher's Manual Semi-annual online supplement

## **The Men on Magic Carpets**

The incorporation of mysticism and a belief in the superhuman in experiments towards the ultimate athlete conducted by Michael Murphy in the 1970s are investigated in terms of their wildest moments then, and in terms of their influence on ideas occasionally wild and occasionally credible throughout the sports world today

## **Sports Neurology**

Sports Neurology is designed to be a comprehensive overview of neurology within the context of sports medicine. This definitive text addresses the history of sports neurology, including its unique role within sports medicine, and provides a detailed assessment of central and peripheral nervous system injuries and illnesses in athletes. Sports Neurology is a critical companion for all sports medicine clinicians and for neurologists who manage athletes. Provides an introduction and overview of concussion in sport, discussing the epidemiology, biomechanics and pathophysiology of concussion, as well as considerations for sideline evaluation and emergency room diagnosis and management Explores the long-term consequences of concussion and repetitive head impacts and the relationship with neurodegeneration Offers an overview of mild, moderate and severe brain injury classification; compares moderate and severe traumatic brain injury within the context of civilian, military and sports circumstances Describes key issues for the evaluation and treatment of cervical spinal cord injuries, peripheral nerve injuries, and sports-related pain Provides an overview of neuroepidemiology and the importance of obtaining meaningful sport-related neuroepidemiologic data that will ultimately provide the foundation for making data-driven decisions for central and peripheral nervous system injuries in sport

## **Comparing Health-related Policies & Practices in Sports**

This comprehensive report, published as part of the Football Players Health Study at Harvard University, highlights areas in which the player health related policies and practices of the NFL could potentially be improved by considering steps taken by other professional sports leagues. While the report concludes that the NFL's player health provisions are generally the most protective of player health among the relevant comparators, there are still important opportunities for improvement. The report is unprecedented both in scope and focus. This is the first comprehensive comparison of the health-related policies and practices of elite professional sports leagues: the National Football League (NFL); Major League Baseball (MLB); National Basketball Association (NBA); National Hockey League (NHL); Canadian Football League (CFL);

and, Major League Soccer (MLS). After analyzing the leagues, the report compares each one to the NFL on the following health-related issues: (1) Club Medical Personnel (including discussion of conflicts of interest); (2) Injury Rates and Policies (including detailed comparisons of concussion rates); (3) Health-Related Benefits (including health insurance and retirement benefits for current and former players); (4) Drug and Performance-Enhancing Substance Policies; (5) Compensation (including guaranteed compensation); and, (6) Eligibility Rules (including discussion of the "readiness" of athletes for professional play). The areas in which the NFL can potentially learn from other leagues are: 1. Pre-season physicals performed by a neutral physician (CFL). 2. Concussion-specific short-term injury list (MLB). 3. Injury reporting policies that do not require disclosure of the location of a player's injury (MLB, NHL, and CFL). 4. Health insurance to players for life (MLB, NBA, and NHL). 5. Retirement plan payments higher than the NFL (MLB, NBA, and NHL). 6. Players vested in pension plans on their first day in the league (MLB and NHL). 7. Treatment for players who violated performance-enhancing substance policies (NBA and CFL). 8. More guaranteed compensation than in the NFL (MLB, NBA, and NHL). 9. Less restrictive eligibility rules (MLB, NBA, NHL, and MLS).

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## League of Denial

NEW YORK TIMES BESTSELLER • A "meticulously documented and endlessly chilling" (The New York Times) exploration of the NFL's decades-long attempt to deny and cover up mounting evidence connecting football and brain damage. "A first-rate piece of reporting [that] adds crucial detail, texture, and news to the concussion story, which despite the NFL's best efforts, isn't going away."—Time ONE OF THE BEST BOOKS OF THE YEAR: The Boston Globe, NPR "Professional football players do not sustain frequent repetitive blows to the brain on a regular basis." So concluded the National Football League in a December 2005 scientific paper on concussions in America's most popular sport. That judgment, implausible even to a casual fan, also contradicted the opinion of a growing cadre of neuroscientists who worked in vain to convince the NFL that it was facing a deadly new scourge: chronic traumatic encephalopathy (CTE), a chronic brain disease that was driving an alarming number of players—including some of the all-time greats—to madness. Everyone knows that football is violent and dangerous. But what the players who built the NFL into a \$10 billion industry didn't know—and what the league sought to shield from them—is that no

amount of padding could protect the human brain from the force generated by modern football. In *League of Denial*, award-winning ESPN investigative reporters Mark Fainaru-Wada and Steve Fainaru expose the public health crisis that emerged from the playing fields and examine how the league used its power and resources to attack independent scientists and elevate its own flawed research—a campaign with echoes of Big Tobacco’s fight to deny the connection between smoking and lung cancer. They chronicle the tragic fates of players like Hall of Fame Pittsburgh Steelers center Mike Webster, who was so disturbed at the time of his death he fantasized about shooting NFL executives, and former San Diego Chargers great Junior Seau, whose diseased brain became the target of a scientific battle between researchers and the NFL. Based on exclusive interviews, previously undisclosed documents, and private e-mails, *League of Denial* is the story of what the NFL knew and when it knew it—questions at the heart of a crisis that threatens American football—and of the battle for the sport’s future.

## **The Globalization of Health Care**

*The Globalization of Health Care* is the first book to offer a comprehensive legal and ethical analysis of the most interesting and broadest reaching development in health care of the last twenty years: its globalization. It ties together the manifestation of this globalization in four related subject areas - medical tourism, medical migration (the physician "brain drain"), telemedicine, and pharmaceutical research and development, and integrates them in a philosophical discussion of issues of justice and equity relating to the globalization of health care. The time for such an examination is right. Medical tourism and telemedicine are growing multi-billion-dollar industries affecting large numbers of patients. The U.S. heavily depends on foreign-trained doctors to staff its health care system, and nearly forty percent of clinical trials are now run in the developing world, with indications of as much of a 10-fold increase in the past 20 years. NGOs across the world are agitating for increased access to necessary pharmaceuticals in the developing world, claiming that better access to medicine would save millions from early death at a relatively low cost. Coming on the heels of the most expansive reform to U.S. health care in fifty years, this book plots the ways in which this globalization will develop as the reform is implemented.

## **Conflict of Interest in Medical Research, Education, and Practice**

Collaborations of physicians and researchers with industry can provide valuable benefits to society, particularly in the translation of basic scientific discoveries to new therapies and products. Recent reports and news stories have, however, documented disturbing examples of relationships and practices that put at risk the integrity of medical research, the objectivity of professional education, the quality of patient care, the soundness of clinical practice guidelines, and the public's trust in medicine. *Conflict of Interest in Medical Research, Education, and Practice* provides a comprehensive look at conflict of interest in medicine. It offers principles to inform the design of policies to identify, limit, and manage conflicts of interest without damaging constructive collaboration with industry. It calls for both short-term actions and long-term commitments by institutions and individuals, including leaders of academic medical centers, professional societies, patient advocacy groups, government agencies, and drug, device, and pharmaceutical companies. Failure of the medical community to take convincing action on conflicts of interest invites additional legislative or regulatory measures that may be overly broad or unduly burdensome. *Conflict of Interest in Medical Research, Education, and Practice* makes several recommendations for strengthening conflict of interest policies and curbing relationships that create risks with little benefit. The book will serve as an invaluable resource for individuals and organizations committed to high ethical standards in all realms of medicine.

## **Sports Law**

*Sports Law* looks at major court cases, statutes, and regulations that explore a variety of legal issues in the sports industry. The early chapters provide an overview of sports law in general terms and explore its impact on race, politics, religion, and everyday affairs. Later chapters address hot button issues such as gender

equity, drug testing, and discrimination. Written from a sport management perspective, rather than from a lawyer's, this text covers all the major areas presented in sports law today including: cases relating to torts, contracts, intellectual property, and agents. Factual scenarios throughout the text allow students to critically examine and apply sport management principles to legal issues facing the sports executive. Important Notice: The digital edition of this book is missing some of the images or content found in the physical edition.

## **The Antitrust Paradox**

The most important book on antitrust ever written. It shows how antitrust suits adversely affect the consumer by encouraging a costly form of protection for inefficient and uncompetitive small businesses.

## **The Concussion Crisis in Sport**

Concussion has become one of the most significant issues in contemporary sport. The life-changing impact of head injury and the possible threat that chronic traumatic encephalopathy poses to children and young athletes in particular is calling into question the long-term future of some of our most well-established sports. But what are the real issues behind the headlines and the public outcry, and what can and should be done to save sport from itself? This concise, provocative introduction draws on perspectives from sociology, medicine, ethics, psychology, and public health to answer these questions and more. The book explores the context in which the current cultural crisis has emerged. It assesses the current state of biomedical knowledge; the ethics of regulating for brain injury; the contribution of the social sciences to understanding the behaviour of sports participants; and the impact of public health interventions and campaigns. Drawing on the latest research evidence, the book explores the social roots of sport's concussion crisis and assesses potential future solutions that might resolve this crisis. This is essential reading for anybody with an interest in sport, from students and researchers to athletes, coaches, teachers, parents, policy-makers, and clinicians.

## **Mental Health Challenges in Elite Sport: Balancing Risk with Reward**

Elite sport typically provides obvious rewards in terms of recognition, finance and acclaim for athletic performance. Increasingly, we are becoming aware of the risks that elite athletes, their entourage, including families, sport-science support team and coaches are exposed to. Twelve original articles, seven commentaries and a corrigendum, are structured in a five chapter format. Chapter 1, comprising the Editorial, is titled "An Overview of Mental Health in Elite Sport: Changing the Play Book" to reflect the advocacy role of this article. Chapter 2 ("Finding the Sweet Spot") amplifies the voice of key stakeholders across three qualitative studies with three additional commentaries. Quantitative evidence is presented in Chapter 3 which has the sub-title the "State of Play." Chapter 4, entitled the "Field of Play", includes three original publications which present contrasting conceptual approaches to guide researchers in hypothesis generation, formulation and implementation science. Finally, in Chapter 5, "Seeing the Ball Early", prospective perspectives are provided in three publications reinforced by two commentaries. The future thinking ideas includes the use of virtual reality training, a broadening of the concept of mental health literacy, tackling stigma and focusing on the potential positive effect of the natural environment on well-being and recovery. To date the research topic has generated widespread in the field. For example, several articles have generated an Altmetric score above 40 with one publication meriting an Altmetric score of 102. We envisage that the impact of this e-book will not simply be measured in citations, views, downloads nor social media impact, but in the discourse that emerges from this collection of contributions from a combined total of 53 authors from across three continents. It is our hope that this e-book, providing a snapshot of global challenges for elite athletes mental health and well-being, becomes a touchstone for researchers and practitioners in the field.

## **Business Ethics**

FOOTBALL Rising to the Challenge will help college football and rookie football players who are

considering a career in the pros prepare for certain challenges and learn to overcome them. It includes advice on financial career aspects; agent issues; mental and emotional preparation; dealing with the media; balancing personal goals with team interests; and endorsement deals. This volume has forty-seven original essays written by more than thirty-five well-known professional athletes, college and professional coaches, NFL team and league administrators, agents, lawyers, and others who have experience in the field.

## **Football Rising to the Challenge**

This volume on athletic injury is timely because it addresses many types of sports injuries and focuses not only on the treatments of these injuries, but also their prevention. The first paper was written after an extensive interview with the coaches of one of the most recognized football programs in the country. Dr. Kevin Chung's interviews with the Head and Assistant Coaches at the University of Michigan, Jim Harbaugh and Jedd Fisch, provided thoughtful insight on preventing sports injuries in the professional and college athletics.

## **Optimizing the Treatment of Upper Extremity Injuries in Athletes, An Issue of Hand Clinics, E-Book**

Sports Ethics for Sports Management Professionals provides students with the necessary tools to make ethical decisions in the sports management field. It presents several ethical models that the sports management professional can use as a guide to making ethical decisions. The text contains numerous case studies which allow students to apply the ethical decision-making process to a sports-related ethical dispute.

## **Sports Ethics for Sports Management Professionals**

This is the second, greatly expanded edition of one of the world's most successful books on negotiation. 'Getting to Yes' offers powerful principles to guide readers to success in the art of negotiation.

## **Getting to Yes**

Experts from different disciplines offer novel ideas for improving research oversight and protection of human subjects. The current framework for the regulation of human subjects research emerged largely in reaction to the horrors of Nazi human experimentation, revealed at the Nuremberg trials, and the Tuskegee syphilis study, conducted by U.S. government researchers from 1932 to 1972. This framework, combining elements of paternalism with efforts to preserve individual autonomy, has remained fundamentally unchanged for decades. Yet, as this book documents, it has significant flaws—including its potential to burden important research, overprotect some subjects and inadequately protect others, generate inconsistent results, and lag behind developments in how research is conducted. Invigorated by the U.S. government's first steps toward change in over twenty years, Human Subjects Research Regulation brings together the leading thinkers in this field from ethics, law, medicine, and public policy to discuss how to make the system better. The result is a collection of novel ideas—some incremental, some radical—for the future of research oversight and human subject protection. After reviewing the history of U.S. research regulations, the contributors consider such topics as risk-based regulation; research involving vulnerable populations (including military personnel, children, and prisoners); the relationships among subjects, investigators, sponsors, and institutional review boards; privacy, especially regarding biospecimens and tissue banking; and the possibility of fundamental paradigm shifts. Contributors Adam Braddock, Alexander Morgan Capron, Ellen Wright Clayton, I. Glenn Cohen, Susan Cox, Amy L. Davis, Hilary Eckert, Barbara J. Evans, Nir Eyal, Heidi Li Feldman, Benjamin Fombonne, Elisa A. Hurley, Ana S. Iltis, Gail H. Javitt, Greg Koski, Nicole Lockhart, Holly Fernandez Lynch, Michael McDonald, Michelle N. Meyer, Osagie K. Obasogie, Efthimios Parasidis, Govind Persad, Rosamond Rhodes, Suzanne M. Rivera, Zachary M. Schrag, Seema K. Shah, Jeffrey Skopek, Laura Stark, Patrick Taylor, Anne Townsend, Carol Weil, Brett A. Williams, Leslie E. Wolf



## **Human Subjects Research Regulation**

Examines the impact of increased transparency on the legal, medical, and business structures of the American health care system.

## **Transparency in Health and Health Care in the United States**

Amoral, cunning, ruthless, and instructive, this multi-million-copy New York Times bestseller is the definitive manual for anyone interested in gaining, observing, or defending against ultimate control – from the author of *The Laws of Human Nature*. In the book that *People* magazine proclaimed “beguiling” and “fascinating,” Robert Greene and Joost Elffers have distilled three thousand years of the history of power into 48 essential laws by drawing from the philosophies of Machiavelli, Sun Tzu, and Carl Von Clausewitz and also from the lives of figures ranging from Henry Kissinger to P.T. Barnum. Some laws teach the need for prudence (“Law 1: Never Outshine the Master”), others teach the value of confidence (“Law 28: Enter Action with Boldness”), and many recommend absolute self-preservation (“Law 15: Crush Your Enemy Totally”). Every law, though, has one thing in common: an interest in total domination. In a bold and arresting two-color package, *The 48 Laws of Power* is ideal whether your aim is conquest, self-defense, or simply to understand the rules of the game.

## **The 48 Laws of Power**

'I'm a HUGE fan of Alison Green's \"Ask a Manager\" column. This book is even better' Robert Sutton, author of *The No Asshole Rule* and *The Asshole Survival Guide* 'Ask A Manager is the book I wish I'd had in my desk drawer when I was starting out (or even, let's be honest, fifteen years in)' - Sarah Knight, New York Times bestselling author of *The Life-Changing Magic of Not Giving a F\*ck* A witty, practical guide to navigating 200 difficult professional conversations Ten years as a workplace advice columnist has taught Alison Green that people avoid awkward conversations in the office because they don't know what to say. Thankfully, Alison does. In this incredibly helpful book, she takes on the tough discussions you may need to have during your career. You'll learn what to say when: · colleagues push their work on you - then take credit for it · you accidentally trash-talk someone in an email and hit 'reply all' · you're being micromanaged - or not being managed at all · your boss seems unhappy with your work · you got too drunk at the Christmas party With sharp, sage advice and candid letters from real-life readers, *Ask a Manager* will help you successfully navigate the stormy seas of office life.

## **Ask a Manager**

This fascinating book is the first volume in a projected cultural history of the United States, from the earliest English settlements to our own time. It is a history of American folkways as they have changed through time, and it argues a thesis about the importance for the United States of having been British in its cultural origins. While most people in the United States today have no British ancestors, they have assimilated regional cultures which were created by British colonists, even while preserving ethnic identities at the same time. In this sense, nearly all Americans are \"Albion's Seed,\" no matter what their ethnicity may be. The concluding section of this remarkable book explores the ways that regional cultures have continued to dominate national politics from 1789 to 1988, and still help to shape attitudes toward education, government, gender, and violence, on which differences between American regions are greater than between European nations.

## **Albion's Seed**

Gregg Easterbrook, author of the wildly popular ESPN.com column *Tuesday Morning Quarterback* takes on football's place in American society. Gridiron football is the king of sports – it's the biggest game in the strongest and richest country in the world. Of the twenty most-watched television broadcasts ever, both in the

United States and internationally, all twenty were Super Bowls. In *The King of Sports*, Easterbrook tells the full story of how football became so deeply ingrained in American culture. Both good and bad, he examines its impact on American society at all levels of the game. *The King of Sports* explores these and many other topics: \* The real harm done by concussions (it's not to NFL players). \* The real way in which college football players are exploited (it's not by not being paid). \* The way football helps American colleges (it's not bowl revenue) and American cities (it's not Super Bowl wins). \* What happens to players who are used up and thrown away (it's not pretty). \* The hidden scandal of the NFL (it's worse than you think). Using his year-long exclusive insider access to the Virginia Tech football program, where Frank Beamer has compiled the most victories of any active NFL or major-college head coach while also graduating players, Easterbrook shows how one big university "does football right." Then he reports on what's wrong with football at the youth, high school, college and professional levels. Easterbrook holds up examples of coaches and programs who put the athletes first and still win; he presents solutions to these issues and many more, showing a clear path forward for the sport as a whole. Rich with reporting details from interviews with current and former college and pro football players and coaches, *The King of Sports* promises to be the most provocative and best-read sports book of the year.

## **The King of Sports**

EBONY is the flagship magazine of Johnson Publishing. Founded in 1945 by John H. Johnson, it still maintains the highest global circulation of any African American-focused magazine.

## **Ebony**

The *Oxford Handbook of American Sports Law* takes the reader through the most important controversies and critical developments in law and U.S. sports. Over the course of 30 chapters, leading scholars explore this expanding and captivating area of law. The Handbook is the first book to gather dozens of perspectives on sports law controversies in the United States, and will be of interest to those who study and practice sports law, as well as journalists, broadcasters, and legally minded sports fans. The *Oxford Handbook of American Sports Law* incorporates analysis of key historical events in sports law—such as the rise of free agency in professional sports and the concept of amateurism for college athletes—and their broader context. Contemporary legal controversies in U.S. sports and their accompanying questions are also of central importance: In a sensible legal system, how would long-term neurological injuries from contact sports be addressed? How would the use of racially insensitive team names be resolved? How would a seemingly trivial dispute over air pressure in footballs be studied from the competing perspectives of players, teams, and leagues? The *Oxford Handbook of American Sports Law* weighs not just the facts, but how courts and lawmakers ought to consider the most important questions at stake. The essays in this volume also canvass the types of legal controversies in sports likely to surface in the future. This is particularly true of law and technology matters, including those related to broadcasting and streaming. Legal doctrine has been and will continue to be forced to adapt to these developments, and the Handbook both forecasts coming debates and outlines where the law may be headed.

## **The Oxford Handbook of American Sports Law**

A long-term study providing rare insights into the precarious career and ordinary working culture of professional footballers. Away from the celebrity-obsessed media gaze, the work of a professional footballer is rarely glamorous and for most players a career in football is insecure and short-lived. A former professional, Martin Roderick's familiarity with the world of football is the foundation for this privileged research into a world that is typically closed to the public gaze and ignored by media reportage and academic research which prefers to focus on a small, unrepresentative group of elite players. Key themes explored within the text include: the culture of work in professional football the changing identity, orientation and expectations of players during their careers the fragile and uncertain nature of professional sport careers the performance and dramatic aspects of a career under public scrutiny the role of relationships with managers,

owners, support staff and partners players' responses to the insecurities inherent in professional football such as injury, ageing, performance and transfer. The text deals with a wide range of issues of interest to sports students and academics, particularly those with a focus on the sociology of sport but also including sport development, sport management and coaching studies. The text will also be of interest to researchers in the fields of careers, industrial relations and the sociology of work.

## **The Work of Professional Football**

This new edition incorporates feedback from instructors across the country. It includes more activities and projects, more examples that cover a wider variety of teams and artists, new photos, and more comprehensive DECA preparation.

## **Sports and Entertainment Marketing**

As your company moves data to the cloud, you need to consider a comprehensive approach to data governance, along with well-defined and agreed-upon policies to ensure you meet compliance. Data governance incorporates the ways that people, processes, and technology work together to support business efficiency. With this practical guide, chief information, data, and security officers will learn how to effectively implement and scale data governance throughout their organizations. You'll explore how to create a strategy and tooling to support the democratization of data and governance principles. Through good data governance, you can inspire customer trust, enable your organization to extract more value from data, and generate more-competitive offerings and improvements in customer experience. This book shows you how. Enable auditable legal and regulatory compliance with defined and agreed-upon data policies Employ better risk management Establish control and maintain visibility into your company's data assets, providing a competitive advantage Drive top-line revenue and cost savings when developing new products and services Implement your organization's people, processes, and tools to operationalize data trustworthiness.

## **Data Governance: The Definitive Guide**

A balanced proposal that protects both a patient's access to care and a physician's ability to refuse to provide certain services for reasons of conscience. Physicians in the United States who refuse to perform a variety of legally permissible medical services because of their own moral objections are often protected by "conscience clauses." These laws, on the books in nearly every state since the legalization of abortion by *Roe v. Wade*, shield physicians and other health professionals from such potential consequences of refusal as liability and dismissal. While some praise conscience clauses as protecting important freedoms, opponents, concerned with patient access to care, argue that professional refusals should be tolerated only when they are based on valid medical grounds. In *Conflicts of Conscience in Health Care*, Holly Fernandez Lynch finds a way around the polarizing rhetoric associated with this issue by proposing a compromise that protects both a patient's access to care and a physician's ability to refuse. This focus on compromise is crucial, as new uses of medical technology expand the controversy beyond abortion and contraception to reach an increasing number of doctors and patients. Lynch argues that doctor-patient matching on the basis of personal moral values would eliminate, or at least minimize, many conflicts of conscience, and suggests that state licensing boards facilitate this goal. Licensing boards would be responsible for balancing the interests of doctors and patients by ensuring a sufficient number of willing physicians such that no physician's refusal leaves a patient entirely without access to desired medical services. This proposed solution, Lynch argues, accommodates patients' freedoms while leaving important room in the profession for individuals who find some of the capabilities of medical technology to be ethically objectionable.

## **Conflicts of Conscience in Health Care**

Examines the many ethical issues related to biomedical research, including the use of animals in research, research on human subjects, clinical trials, international research ethics policies, and other related topics.

## **The Ethics of Biomedical Research**

The model for risk assessment of nutrients used to develop tolerable upper intake levels (ULs) is one of the key elements of the developing framework for Dietary Reference Intakes (DRIs). DRIs are dietary reference values for the intake of nutrients and food components by Americans and Canadians. The U.S. National Academy of Sciences recently released two reports in the series (IOM, 1997, 1998). The overall project is a comprehensive effort undertaken by the Standing Committee on the Scientific Evaluation of Dietary Reference Intakes (DRI Committee) of the Food and Nutrition Board (FNB), Institute of Medicine, National Academy of Sciences in the United States, with active involvement of Health Canada. The DRI project is the result of significant discussion from 1991 to 1996 by the FNB regarding how to approach the growing concern that one set of quantitative estimates of recommended intakes, the Recommended Dietary Allowances (RDAs), was scientifically inappropriate to be used as the basis for many of the uses to which it had come to be applied.

## **Sport, Peace, and Development**

The New Plantation examines the controversial relationship between predominantly White NCAA Division I Institutions (PWI s) and black athletes, utilizing an internal colonial model. It provides a much-needed in-depth analysis to fully comprehend the magnitude of the forces at work that impact black athletes experiences at PWI s. Hawkins provides a conceptual framework for understanding the structural arrangements of PWI s and how they present challenges to Black athletes academic success; yet, challenges some have overcome and gone on to successful careers, while many have succumbed to these prevailing structural arrangements and have not benefited accordingly. The work is a call for academic reform, collective accountability from the communities that bear the burden of nurturing this athletic talent and the institutions that benefit from it, and collective consciousness to the Black male athletes that make of the largest percentage of athletes who generate the most revenue for the NCAA and its member institutions. Its hope is to promote a balanced exchange in the athletic services rendered and the educational services received.

## **Dietary Reference Intakes**

The New Plantation

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