SPEAKER: So let me now introduce our speaker for today's program. Jay is a double Dukie, receiving an undergraduate degree in 1986 and his law degree from Duke in 1982. He played for and served as assistant to Coach Mike Krzyzewski. Known for his extensive knowledge of men's basketball and insightful analysis about sports industry, Jay joined ESPN in 1995. He's featured on ESPN's game and studio coverage, he calls all the top men's college basketball games, involving the nation's marquee teams and conferences, and is part of ESPN Saturday college GameDay and the NBA draft coverage. A four time Emmy nominee and a New York Times best selling author, he's also of counsel in the Charlotte office of Moore and Van Allen.

Now I first met Jay more than 32 years ago when a Duke classmate and I decided to check out the Washington Duke golf course during our freshman orientation week in August 1988. So imagine my surprise when the starter told us we'd be paired with Jay Bilas and Mark Alarie. I thought to myself, wow, Duke is going to be great, and I wondered when I would get to meet Coach K. Of course, that didn't happen. And I never played again with another coach or former player, but it was still an awesome experience. Four Final Fours and two national championships during my time there, and thanks, in part, to Jay's coaching. It was a really wonderful experience. And I know we all share that affinity.

It's been a personal and professional pleasure to get to know Jay over the years, and I thank him for all that he does for Duke. Of all of his remarkable accomplishments, however, his most shining achievement is being a loving husband to his amazing wife, Wendy and proud father of talented children, Anthony and Tori. So thank you, Jay, for being with us today to share some thoughts and stories around themes in your book, Toughness. I can attest that it is a very worthwhile read and a great family gift, and gift for coaches as well. So thank you for being here, and I will now hand the mic over to you.

Jay Bilas: OK. Thank you, and thank you everybody for being here. Wish your reunions could be in person, we could all be together at that Duke Law school and on campus, but obviously that's not possible right now. Here's what I'd like to do today. First, let me just say, if I happen to drop off this thing, I'll do whatever I can to get back on as quickly as I can. At my home, I've got a couple of internet problems this morning, but I'm not anticipating any problems going forward.

And so what I'd like to do, rather than pontificate for forty minutes or whatever and then have a few minutes of questions, I'd rather talk for a little while and open it up for questions, so we can talk more about what you want to talk about. Usually, when Duke Law school asks me to speak, it's to speak to incoming students. And I think it's because they want to calm everybody down by saying if this schlep can get through Duke Law school, you can too. It's not that big of a deal. But this is a little bit different, speaking to so many accomplished people that have been alums for maybe a short period, or like me, one of the oldest horses in the barn that have been out for quite some time.
And I can tell you that Duke Law school-- attending Duke Law school was probably one of the biggest honors of my life. And the real honor was the people I went to school with and got to learn from and gain inspiration from. I went to went to law school with an amazing group of people. And that was really the award. Kate had mentioned-- she's got an old bio, I think-- I am now a six-time Emmy loser. I've lost the Emmys six times. So six times nominated, six times losing. And when--

Kate Buchanan: You explain how you have two Emmys, though.

Jay Bilas: I don't, well--

Kate Buchanan: I mean in your house, but--

Jay Bilas: All right, that's a good story. So my daughter, Tori, went to Duke. She went to business school at Wake Forest. She's 26 years old now. And when she was at Duke, we had GameDay on campus, and she asked me if she could work as a production assistant, as a runner, that weekend. Well, we have a huge crew there, and I told her, OK, if you want to work, but you really have to work. Because she really wanted to get out of a sorority function, and she needed an excuse. So I said, but you're really going to have to work. And I told my wife, I go, this is going to be great, because she's going to hate this, and she's never going to ask me for this again. And she loved it. She had a blast.

So she started-- and apparently did a good enough job, where my bosses wanted her to continue to work. So they flew-- she worked College GameDay football for two years, and worked all over the place, every bowl game, you name it. It was ridiculous how often she worked. And she became almost a different person.

As a part of the GameDay crew, she won an Emmy for Best studio Show. And so, she's got an Emmy in the house. And meanwhile, I keep getting kicked in the groin every Emmy presentation, losing every time. And so she loves rubbing my nose in that. So she just got a puppy, and she named the puppy Emmy, so that I could-- when I held the puppy, it would be the only time in my career, I had an Emmy in my hands. And I thought that was pretty good. I gave her a lot of credit for that one.

But actually, through that process-- of the first time-- I didn't even know those existed, until I got nominated the first time. And when you go to those things, whether it's the Oscars, which I can't relate to, or the Tony Awards, whatever, everybody says, it's such-- the honor is being nominated. And then when you get-- I believe that. When you go to it, you're really excited, and then you lose, and you're like, you have to clap for the winner. You go, this sucks. I don't I'm not happy about this at all. It's like a competitive thing.

And then after a while, I listened to somebody talk about award shows in the entertainment industry and said something that really changed my perspective. He said, the job is the award. It's not about awards. So those things don't mean-- the job is the award. And after that, I really started changing my perspective on that. But every day-- I feel like I have an award every day
when I go to work with the people I get to work with, the job I have, and all that. So that was a
great attitude and perspective change on the whole thing.

But I wanted to, rather than go through all of the things in the book, I wanted to talk to you
about-- to start off by talking about how the book came about, because it was a real education for
me. I write a lot for ESPN.com and all of ESPN's platforms, whether it's a magazine, or
whatever, I've been writing for them for 20-- 25 years.

And about-- I can remember how many years ago-- 10 years ago, or so, I was just at home
watching a game. I had a day off, and I turned some games on, and I was just watching college
basketball games. And I get to tell my wife I'm working. So in one of the games, the announcer,
the color person, said-- praised a player that was just being a bully out on the court, praised the
player for being tough. And I remember my eyebrows shot up, and I'm like, that player's not
being tough, he's being a bully. That's not what toughness really means.

And I really started thinking about it. And toughness is always talked about, especially in my
world in sports, it's talked about since you're a little kid, but nobody ever defined. No coach ever
sat down and said, here's what toughness means. Here's what we're looking for. You sort of
learned it by osmosis, if at all. And so it inspired me to sit down-- and I was kind of ticked off
about what was said in that game. It was just one line, but I thought it was so incorrect that it
inspired me to sit down and write an article for ESPN.com and to define what toughness meant
in basketball. And it's still out there. You can get it on the internet and all that. It's pretty easy to
find.

So I sent it into my editor and said, look, I thought this was important, at least it's important to
me. If you can use it, great, if not, no big deal. Because usually your editor comes to you and
says, hey, I'd like you to write about this or think about this, something like that, you get an
assignment. It's not my driving force behind it.

So after my editor and some other people at ESPN read it, they said, well, we want to feature
this. And they put it out-- outside the paywall so that everybody could see it. And I was stunned
at the response. I was humbled by it, but stunned. I was literally getting feedback from all over
the world, and it came from every walk of life. I got emails and letters from military leaders that
were using the article with their units, from teachers using it with their classes or their staffs,
business leaders, but most especially coaches. And it came from all sports. It wasn't just
basketball.

And you had all these coaches saying, we're using this with our team, and it sparked these
conversations. We had-- John Calipari was at Memphis at the time, so it had to be over 10 years
ago. It had to be like 11 or 12 years ago. And he said he had his players tack it up over their beds,
and that was a little disturbing. I wasn't sure I wanted to be any part of that. But I didn't
anticipate that being the response. I thought it was just, OK, here's one guy that got a little
exercised over something, and it was almost blowing off a little bit of steam.

So after the response, I had a few people, my wife included, say to me, you know, there's
something there, you ought to write a book on this. And I started laughing, like I ought to write a
book. The truth is, I ought to a book. I don't need to be writing them. And the more I talked with people about it, the more I thought, well, there seems to be an appetite for this, and I'm motivated by it. It's something I'm interested in and want to pursue.

So this was my favorite part of it. I went to my agent, Sandy Montag. And Sandy is one of the iconic agents in the business, in the entertainment business and sports media. And we talked about it. And he said, oh, there's something there, there's no-- we can-- let's push this forward. And my little pea brain, I thought, OK, well, I'm really going to have to sell this idea to people.

So I flew up to New York. Sandy had set up meetings with publishers for me. And I thought-- I had really prepared for these meetings saying, all right, I've really got to sell this idea. I've got to let them know, OK, here's why this is important, and here's why it's got appeal, so that somebody would let me do this. And I totally miscalculated what this is all about. Either I miscalculated, or I didn't listen to Sandy, because I don't think he told me this at all.

I got into these meetings with publishers, and they were pitching me. They were saying, here's why you should come with us. And I met with all these different-- there was five different publishing houses, and I almost fell out of my chair the first two. Like I thought, is this a parallel universe? What do you-- what is happening? And so I listened to everything. And I didn't have to say a word. I didn't have to say anything in these meetings. And by the time we finished with the five, I met with the publishing agent that Sandy had put me with. And he had said, well, look, here's what I think are the best offers. What do you think? And I would-- my head was spinning.

And it came down to the two best offers were from Penguin Publishing and Amazon. And Amazon was going to go straight to the e-books thing. They offered significantly more money, but I wanted to go with Penguin because I wanted a hard copy. I was like, I can't relate to an e-book. I want to try to go the traditional route, and I don't care about the money side as much. Everybody cares about the money side, but I didn't care as much. So that was important to me.

So by the time I got-- I got in a car service to go back to the airport after those meetings, and before I got on the plane, the publishing agent and Sandy call me and say, we got a deal. And I was like, you're kidding. Well then it hit me that after sort of the celebratory period of, my God, I've got a book deal, and I got an advance, and all this stuff, and it sort of was a different feeling for me.

Then the reality hit me that now I have to write it. And so I did a ton of research. I decided that I was going to consult with people I knew, friends of mine. So it went from all walks of life. And there were several things I was proud of in that. One, the people I selected and was grateful for the fact that they were so forthcoming and helpful. I also had to make a decision that I'm going to have to delve into and share stories about my life, and what I learned and all the failures that I had and sort of toughness getting to where I am now in my life, or at least I was 11 years ago, 12 years ago, whatever this was.

And then the other part of it was the colleagues of mine that I chose to highlight, specifically, the women, Doris Burke, Sage Steele. This was before they exploded onto the scene and gained the heights they had. They were, and remain, really valued and trusted colleagues of mine. And
I wanted to show what they were about because of the lessons I learned from them. So I was really proud of that.

So I did all this research, essentially over an entire summer when I had the most time available, locked myself in my office, and I just wrote the thing. The hardest part was, how do you-- or at least for me, the hardest part for me, was the structure of all the chapters. How do I structure this? Where do I put the-- because there are things that overlap in Toughness, whether it's persistence or acceptance or whatever it was from the book.

So one of the things I really didn't realize in the structure of this book deal was when I finished the manuscript, I sent it into Penguin. And I didn't hear back from them for 45 days. So oddly enough, when I sent it in, I kind of thought I was done. And I thought, this is great. Like, they may edit it and move things around and all that, but I'm done. And I moved-- I moved on, mentally moved on. That I had just-- I planted a flag on Everest, and now I get to descend and I'm done.

Well, I didn't realize I wasn't done. And this was kind of the best lesson for me, was-- my wife is an artist, and I'm very proud of her, she's really talented. But in her creative process, she will paint something, but it's not finished. And she'll put it aside, she may even hang it in the house, and she'll put it aside for a long period of time. And I'll say, when are you going to finish that? And she says, I'll get to it. But she wants to step away from it and maybe walk by it, see it, but come back to it with a fresher perspective. She doesn't want to be mired in it for a long period of time and then not be able-- sort of the not being able to see the forest for the trees type of deal.

And I didn't get that. To me it's like, just finish it. I mean, we've got an unfinished painting hanging in the house. Finish it. I didn't get it at all. So when I sent the book-- when I sent the manuscript in, and I had mentally moved on, when they came back to me and said-- they sent the manuscript back to me with all these suggestions and things that-- red lined, all this stuff, and how to-- different-- wanting to use different-- quotes differently, whatever it was. And then I realized, well, wait a minute, they haven't accepted this yet. I might not have a nickel in my pocket after all this work. They have to accept it first.

And so I took a look at it, and all of a sudden, I had this fresh perspective on it. And even things that the publisher and the editor suggested, I was like, no, wait, this is better over here, this should be here. And sort of the idea of putting something aside and coming back to it was really helpful for my process and my mind. And look, in my work life, when I was practicing full time as a lawyer, when I'm writing something, you usually have a deadline. And you don't have the time to put something aside. So I'd never really had that opportunity before. But if I do have the opportunity now, I get started on things as early as I can, and I do put it aside, because it does help to come back to it with that fresh perspective that allows you to get out of your own way.

And that sort of reminded me of something that I was told by a teacher of mine growing up that-- and he's in the book as maybe, outside of Coach K, the most influential coach that I ever had. He was a drama teacher and a speech and debate teacher. And my mother had-- there's no way to put it. I like to say she encouraged me, she forced me into this when I was in grade school, and I hated it. I didn't want any part of it. It was awful. Because you had to go to these forens-- they
were called forensics competitions. And I had to compete in these impromptu and extemporaneous competitions against really talented people. And you're in front of a three judge panel in an empty room having to give a speech. It was really intimidating, especially when you're in junior high and high school.

So his name was Billy [? Kramer, ?] and he got me from doing all that stuff, which was scary for me, but now, after having done that, if I'm on television now, a little red light on top of a camera is not going to scare me anymore. It would it scared me absent that. It was really great preparation and an amazing, amazing experience. It was like tightrope walking in that sphere.

But it also got me into the drama area. Like he said, you're going to-- he didn't give me any choice, you're going to act in this. You're going to be in this play. And my senior in high school, I just finished-- was just about to start my basketball season, and he had said-- my senior year-- and he had said, you're going to play the lead in this play that we're putting on in the springtime. And I was like, well, I don't-- I've never done anything like that before. I don't really want to. And I'm not sure-- like, I don't want to go through auditions and all that. And he said, you don't have to. He says, I'm the director. You've got the part. You're going to do this.

And so I did it. It was Lillian Hellman's Watch on the Rhine, a little heady stuff for 17, 18-year-old drama students. So we did it. It was very well received. I can't remember how many performances we had, but coaches that were recruiting me actually came to it. And it did really well. And I won an award. Like, I'm a six time Emmy loser, but I won the best actor award for Bank of America for the Southern California area.

And when Mr Kramer told me that, I said, well, I can't-- I'm not accepting that. There's no way. And I just said, one, I'm not an actor. And I said that all my friends that were in this, they spent their whole high school career in this. And I'm going to waltz in and be-- you put me in this without even auditioning, and I get this. That's not right. So he said-- he basically called BS on it and said, you will accept this award with the appropriate pride. And I repeated to him, I'm not an actor. And he said, you're right. You're an award winning actor and made me take it. And I'm glad I did.

But those experiences of doing things outside of my comfort level were toughness building things. And it helped me in law school, which was the scariest experience of my life. And it helped me in basketball, it helped me in my law career, such as it was. I'm an of-- my title is of counsel now, which is maybe the best title in all of law, because it means I don't do anything. It's fantastic. But it's helped me in everything. But for those experiences, I'm not sure that I would be any-- I would have the perspective that I have now.

And law school-- I'll tell you this one last thing, and then I want to open it up for questions, because a lot of this is in the book, sort of the idea of persistence, your confidence comes from your preparation, all these different things. When I got to law school, I was scared. Like I didn't think I belonged there, had no idea what was going on. The first three months, my head was spinning. Every time I turned around, somebody-- people around me knew exactly what was going on or seemed to. Maybe they had family members who were lawyers. They studied pre-law. They were destined for this and had prepared for it. And I had no idea. I did not.
And so I remember I called home. This was back in the pre-cellphone days where you called at night, long distance and all that stuff. And I called home to California in Los Angeles where my parents-- where I grew up and my parents lived. And traditional-- kind of traditional family, the mom's the communicator, and then your dad gets on the phone at the end and says, how you doing? You got enough money? All right, great. Stuff like that. And I'm on the phone for 20 minutes with my mom and two with my dad.

So my mom-- talked to my mom. My dad gets on the phone and says, hey, how you doing? And I said, well, not great, actually, and told him I don't belong here, I can't handle this. This is really outside of what I'm capable of. He says, what are you talking about? I said everybody knows what they're talking about here except me. I don't know any-- I hear all these Latin terms. I have no idea what it is, and everybody else they got-- they know. And I'm sitting there, I'm like the worst kid on the baseball team that's hoping the ball doesn't get hit to him.

So he starts laughing, essentially, laughing at me. And he says, look, you don't get a prize for knowing it first. You get a diploma for knowing it at the end. So how many lawyers are there out in the world now? And how many law students are out there? And I said, well, a lot. And he goes, and you're the one that can't do it. And he basically said, shut up, go to school, handle your stuff, you'll be fine. Quit whining and handle it. You're the one that can't do it was the one that got me, because I could. But it was that kind of you had to snap yourself out of it that was important. And you had to toughen up and just do it. And if I failed, I failed. But I wasn't going to fail because I didn't try.

So that was sort of the-- that was what was behind that. And a big part of the-- big part of the idea in the book was you got another gear. You have more in you. There's more road in front of you, that kind of thing.

Let me-- why don't we-- Kate, why don't we open it up for questions, and let's talk about what you guys want to talk about rather than this book thing. Because it's-- the book was more-- I learned more writing the book than I helped people with, but the thing I'm most grateful for is so many teams have reached out to me saying, hey, we used your book, and it started a conversation among us as to what's important. And that's my favorite part of it.

Kate Buchanan: That's great. Thank you so much, Jay. So just a reminder to everyone, you can send your questions through the chat. I'm going to call a little bit of an audible here and also say that if you want to ask your question live, just put your hand up-- and put your hand up, if you know how do that. On the bottom, you can click on raise your hand, and I will go to you. And I'm going to start with Frances Mock, our very own.

Frances Mock: Hi, Jay. I'm Frances Mock, and I teach at the law school. I went to school there, obviously. And so thank you so much for taking the time to be here this morning. We're really proud that you're one of our alumni, and I appreciate the efforts to stay in touch with the law school. I know you must have many other things you could be doing on a Saturday morning, so thank you.
My question is-- I want to comment about the way I see you being tough, and that is that you have often been an outspoken, I'll call it an advocate, maybe sometimes a critic, of particular positions that are controversial. And I don't see you-- that you've suffered professionally from that. And it's something that I really admired about that, and maybe I don't know, because we don't always see what happens in the lives of personalities like you. But I'm wondering, one is, has that been hard for you to take positions on controversial topics? And whether it was or was not for you personally, what advice would you have for other people about how to be tough, and how to stand up for what you believe in and sort of accept the consequences that come from that?

Jay Bilas: Well, one, that's a great question. Thank you for-- and thank you for what you said. I think the key, you hit on it, was accepting the consequences. And that's true of whether you're stepping up to shoot a free throw, you're taking a test, you're hitting a golf ball, whatever it is. Most of what-- most of what holds us back, I think, is fear. And I have a really good friend, Steve Kerr, who is the head coach of the Golden State Warriors now. And he told me this great story about when he took off as a player was when he was willing to-- and he used the exact phrase you did, I was willing to accept the consequences of missing, the consequences of losing. That I may miss, that's part of it. I may lose, but I'm not afraid of it. I'm stepping up and wanting to make this shot or wanting to win. And there's a difference between wanting to win and wanting to avoid losing, if that makes sense.

So he told me about when he was playing, I think it was for San Antonio, he took the perfect-- he made the perfect free throw. Everything was perfect, his routine, his rhythm, the follow through, the release, ball went swish through the net. And he was like, I can't-- that's perfect. So every time he shot a free throw after that for the rest of his career, he would go through his routine, and right before he shot it, he would breathe out and say Houston, and put himself in that frame of mind.

So to your question about taking a stand, when I first started out in broadcasting, I might be critical at times of a player, a player's decision, a player's effort. I might be critical of a coach, a coach's decision, a coach's effort, something like that, or critical of a call that an official made. I felt like, well, that's part of my job. But I was reluctant to speak out on matters of policy. And after a while, I thought well, what a wimp. If I'm going to take a stand on these other things, I have to take a stand on this stuff too. And I felt like I was qualified to do so, because I had-- when I was a college, I was on an NCAA committee as a player. And I got behind the scenes. I learned the process. I sort of was a policy wonk, if you will on NCAA policy.

And I thought, I can't sit on the sidelines on this one. And the truth is, law school taught me how to do that. Before I went to law school, if I got in a spirited discussion with a friend, I probably left getting my feelings hurt. Law school changed that. You argued a position. You discuss something. You could get spirited about it. And then as soon as it was over, you moved on. And it wasn't about the person making the argument. It was about the argument. And that was freeing for me.

So to me, with the NCAA-- and a lot of people who-- and truthfully, a lot of people who didn't go to law school, who haven't been in the arenas that we've been in, feel the same way I used to. And so I have to deal with that every day, and you guys-- all of us do. So my thing is I am rarely critical of people. I'm critical of policy. And so I discuss policy, not people.
So the people at the NCAA are great. Their policies are not. Some are. Some are fine. But most of them, frankly, are not. And we don't live up to our rhetoric in this. And so that's what I challenge from time to time. I don't always do it. I don't do it when the games are going on. I don't walk into an arena that's-- the Duke-Caroline game and think about the hypocrisy or the contradictions that are going on. I enjoy the game. Those things are-- they can be dealt with separately.

I will tell you, though, the biggest challenge that I had was when the Duke lacrosse matter was going on. I knew at the very beginning of that that I was going to be asked about that. I went to Duke. I'm on television. I'm a lawyer. I'm at ESPN. This matter is going to be front and center for a long time. I had better be prepared fully on the facts, the law, everything surrounding it, and I'd better be prepared to take a stand. And I did. And my wife was not happy with me at the time. She thought that there was too much risk there. And I basically said, look, if I can't do this, then what good am I?

So I'm probably lucky that I think I handled it OK, but it was difficult. And there were bruised feelings at the time, but that's life in the NFL. You kind of have to deal with it, and I did. So that does require some toughness. Maybe just sort of the idea that-- it has to do with priorities. And that was a priority of mine, was to make sure that I was-- if I'm going to weigh in here, I have no excuse to sit on the sidelines here. It was that kind of decision.

Kate Buchanan: Thank you, Jay. I saw Jim Frenzel's hand up, physical hand up in the video. Jim, do you want to ask your question?

Jim Frenzel: Yes, Kate. Thank you. Jay, Jim Frenzel in Atlanta. But wondering whether the definition of toughness is a freshman from California who took an elbow from Ben Coleman in his face and came out briefly to spit out his two front teeth into a towel held by a trainer, and then went back in to play the next two halves. Is that in the book?

Jay Bilas: Not that one, Jim. Jim, yeah, that's amazing you remember that. Yeah, I lost my-- I lost my teeth in a basketball game at Duke, and there were a lot of parts of that weren't great. Going back in the game wasn't any big deal, because it didn't hurt that bad. So-- and then my teeth were already gone, so what did I have to lose.

The worst part of that was they couldn't be replaced right away. Back then, it wasn't as easy as it is now, or not as advanced. So we were on break and my teammates-- back then, the drinking age was 18 so we could actually go to bars-- and so during the break, we were out a couple nights, and I had no teeth. And my teammates would bring girls over and say, hey, this guy wants to meet you. And I had to this-- it was really awful.

And the worse-- Danny [?] Mahard [?] did this. He cut my picture out of the press guide, and he blacked out my two front teeth and put it up on the bulletin board. And a whole bunch of people in the media saw it after the game. It was pretty good. So I-- I remember that, but I don't know how much-- the toughness had to do with still going out with no teeth more-- I felt like a hockey player more than anything.
Jim Frenzel: Well, the other thing is, since you're an award winning actor-- I remember your first role as an alien in a Hollywood production, and I didn't see any award winning performance in that effort.

Jay Bilas: Yeah, I got screwed there too, Jim.

Jim Frenzel: Haha. OK.

Jay Bilas: There's no way that shouldn't have been a best actor award from the Academy. But that was-- Yeah, that movie actually came out while I was in law school, was filmed the summer-- two summers before, something like that. And then it came out while I was in law school. And so that was a bit of an oddity. And there were a couple of things in that movie that were-- it was a science fiction movie. It still-- it was on Showtime the other night. I mean, it still plays, which is really bizarre. It's become like a cult thing. But when a lot of my classmates-- some of my classmates went with me, and when we saw it when it came out. It was in theaters even in Durham. And there were a few things in the movie that my friends objected to. And so I kind of learned a little bit about-- sort of the movie went over the line of political correctness, and I said, hey, I didn't write it. I just acted in it. That was pretty interesting.

Jim Frenzel: Thanks.

Kate Buchanan: Jay, you have a question from Jim Hasson Jim, do you want to ask that yourself or do you want me to read it from the chat? Jim, you want to ask your question?

Jay Bilas: You've got it on mute there.

Jim Hasson: I'm working on it. I'm working on it. Thanks. Thanks, Jay. Jay, I want to bring you back to one of the principle interests of boot gras, and that's college basketball, and tie that in with the toughness you've been talking about. And can toughness and teamwork among young guys playing college basketball, or young women playing college basketball, be maintained when compensation for athletes becomes much more prevalent, and it's obviously going to vary among the individual members of the team. Well, these guys and girls are not like NBA types, they're not of that age and maturity. So what can be done at the college level to promote teamwork in an era of compensation?

Jay Bilas: Yeah, Jim. That's a good question. I honestly don't see that as a problem. I think money and I-- or I know that money and teamwork, money and sport, are not mutually exclusive. I worked it a lot. We've all worked in different businesses where people are compensated and compensated at varying levels, and yet you can still operate as a team, still have great appreciation for your colleagues, and still accept a role within that, and operate as a team.

I always found it a little bit curious that when this first came up, coaches would say, hey, we're going to have fights in the locker room. And I'm like, do you guys have fights in your coaches room? Because I'm pretty sure that the assistants at Duke don't make as much as Coach K does. I mean, you guys brawling every day over that? And the answer is no. There aren't-- we're not worried about everybody getting the same amount of playing time, or does Zion get too much
attention from the media, and the other players get upset over it. We're drawing the line at compensation.

And my view is, if the players are old enough to sell for billions of dollars, they're old enough to be compensated for it. If Duke decides not to pay, that's Duke's business. Make that decision. And then see how it works out in the marketplace. But we-- Duke and every other institution has a ton of non-athlete students on scholarship, and none of them are told what they can earn or accept while they're in school and having it affect them in the marketplace. To me, I think it's going to be a lot easier than people think. And I think the idea that we're putting in these guardrails and restrictions, they're unnecessary. Reasonable minds can differ with that. But the easiest thing to do is if Ohio State doesn't want to allow compensation to its athletes, then Ohio State should go into Division III. And the Buckeyes can play Amherst and Williams at the shoe, and have free admission.

People don't-- I mean, and we're laughing about that because it seems so absurd, because it is absurd. They're not going to give up the $150 million they make off that and the institutional advancement they gain from athletics to do that. They're not going to do that. If I-- and Jim, I believe this to be true, if I had given this talk in 1985 or 1986 when I was getting out of college, and I had pointed to Coach K, who was probably making about $75,000 to $100,000 at the time, a year, and said, now, someday, you're going to be paying this guy $9 million, $10 million a year, nobody would have gone along with that. They would have said, we'll never do that. That is not what Duke is about. That is not what college athletics is about. And it is. That's exactly what Duke is about. And that's exactly what college athletics are about. And it's OK. We have great players, great guys. The University is thriving, absent the pandemic. Everybody struggling with that.

But I don't see money as being a problem. I think we can handle it just fine. The toughness comes in, to your question about the toughness side of it, any organization, any team, any family, in order to win, whatever winning means, people have to sacrifice their individual goals and roles for the better of the unit. That happens everywhere. It happens in the military. It happens in an operating room. It happens on a litigation team. It happens everywhere. And I don't think compensation enters into that as the primary factor. I think there are other factors that go into it. But if people aren't willing to sacrifice for the good of the whole, it doesn't matter whether you're compensated or not, you're not going to be as successful, in my view.

Great question. Thank you.

Kate Buchanan: Thank you, Jay. So as we're approaching the end of our time, I do have a hand raised from Michael Faikes, if you're willing to take that question.

Michael Faikes: Hey, Jay. My name is Michael Faikes. I'm a 1L at Duke. Thanks for being here today, really appreciate it. My question is, as a law student, who I relate very well to what you said about your head spinning for the first few months of law school, do you have any advice on embracing the challenge, finding your toughness, when sometimes it feels like, how your dad said, are you the one who is not going to do it, when sometimes it feels like maybe you are the
one who isn't getting it. And maybe not just in law school, but imposter syndrome, if you want to call it that in general. Do you have any advice on how to really step up to the plate and beat that?

Jay Bilas: Yeah, Michael. That's a good question. I mean, I'm not sure it differs for anyone in this. And it sounds simplistic. But the best thing I can say is keep plugging. That when-- I think I talked about fear a little bit before as being an obstacle for all of us in almost everything we're doing. You're always dealing with fear of a negative outcome. The hardest thing for me about law school was that was the first time in my academic life that everything was riding on the end. I'd never been in an academic settings where you didn't have intermediate results that gave you a sense of where you were. You had essentially one exam at the end. And it might have been a paper here or there, but it was usually one exam. I don't remember any midterms my first year. But that was difficult because I wasn't sure what I needed to know. And that was kind of scary for me.

But then when I got to the end, got through exams of our first semester I realized, OK, I don't need to know everything. If I put in my time, and I do it methodically, I'll be fine. And I had a little bit more on my plate, at least for me, it probably-- I don't know whether it's a mistake or not, but I was an assistant basketball coach while I was in law school. I was a grad assistant, so I spent most of my time either in the library or in the gym. So I pretty much knew where I was going to be all the time. So that was a little bit of a challenge. I wasn't sure whether I was biting off more than I could chew with law school itself. And then and then I knew I was biting off more than I could chew having two things of that importance to me.

But I think when I first started practicing law, I had exactly the same feeling as when I started law school that I didn't know what I was doing. And there's-- and that's where, it's kind of to Jim's earlier question, that's where the teammates thing was a big deal for me. So I got--

I'll give you an example. My first year as a lawyer, I went into bankruptcy before litigation, because I didn't want to wait that long to where I could have-- I could get into court. And I knew that I could get into court right away in bankruptcy. So I had my first hearing on a motion as a young lawyer, and got into the office at 0 dark 30 for my 10:00 hearing. And I was getting all prepared, and man, I thought I had the thing nailed.

And one of my colleagues, a second year associate a year ahead of me named Tamara [? Ketner ?] came into my office and said, big day, your first hearing. Are you ready to go? And I said, yep, I'm ready. And I was as confident as I could be given that I didn't know my head from my rear end. And then she said something that floored me. She said, do you know where to sit? And I was like, no, I don't know where to sit. And she walked me through, here's where you sit, here's what the judge is going to say, here's how you enter evidence into the record.

If she had not told me that, I might have thrown up on my shoes when I inevitably made those mistakes. So having empathy for your colleagues, and if you're going through this in law school, so are your classmates. So having empathy is a big part of it.
Kate Buchanan: That's so great. Thank you so much, Jay. We all know that Duke is really good at team sports, and I just love this example of a student and alumni coming together to talk about how to be the very best that we can be. It's a great exhibition of teamwork at the law school.

So thank you, everybody, for joining us today. We really appreciate it. It's a gorgeous day here in Durham, so we'll be getting out and enjoying that. Jay, you probably have a tee time, but we really appreciate you joining us today and spending some time sharing stories and reminiscing. And I can see a lot of folks clapping their hands in the audience. I'll do the same thing myself. And we really thank you. And everyone, have a wonderful weekend. Please stay safe and healthy. And we'll look forward to seeing you all back on campus just as soon as we are safely able to do that.

Jay Bilas: Thank you. Hey, [? Julian. ?] Good to see you.