

Barriers Report

2015

Ethnic Minority Females

NCAA® Perceived
Barriers for Ethnic
Minority Females
in Collegiate
Athletics Careers





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Perceived Barriers for Ethnic Minority Females in Collegiate Athletics Careers

Executive Summary

The issue: Ethnic minority females comprise less than seven percent of the population of athletics professionals at NCAA member institutions in all three divisions.

The goal: To collect empirical evidence outlining the factors that influence ethnic minority women's careers, including: (1) obstacles (perceived or real) potential applicants may face when contemplating a career in athletics; and (2) obstacles institutions may face in recruiting and retaining ethnic minority women in coaching and administrative positions.

The method: The NCAA Minority Opportunities and Interests Committee and the NCAA Committee on Women's Athletics commissioned a survey asking ethnic minority women currently holding positions in athletics administration or coaching to provide insight on barriers, needs and resources specific to their advancement.

Survey administration: Survey administration involved an online survey tool that allowed users to access an embedded survey via a link in a webpage. Detailed instructions were provided on the webpage. These instructions made it clear to the coaches and administrators that their participation in the study was completely voluntary and that their responses were anonymous. An informational notification memo was emailed to commissioners, directors of athletics and senior woman administrators asking them to send the web link to ethnic minority women on their campuses and at their conferences. Additional notifications were sent to various organizations encouraging their dissemination of the information as well.

Respondents: A total of 529 ethnic minority females responded to the survey. Most of the respondents (444) indicated their current position as an administrator, though 102 said they had a dual role as a coach as well. Of the respondents that identified their division, 342 participants were from Division I institutions and conferences, 113 were from Division II and 67 were from Division III. It is important to note the survey response was approximately 10 percent of the population of ethnic minority female coaches and administrators. Therefore, this response does not yield results that can be generalized across the population of ethnic minority females.

Significant findings:

1. Current level of job satisfaction. Among the most positive findings was that almost 80 percent of the respondents said they would still choose athletics if they were to start their careers over. Additionally, 66 percent said they encourage current student-athletes to consider intercollegiate athletics as a career path.

Most of those respondents also reported satisfaction with their level of job performance (74%), the flexibility afforded them in their work schedule (64%) and their overall job responsibilities (61%).

However, fewer than 41 percent of the respondents indicated satisfaction with the following aspects of their environment/employment: level of stress involved with job; opportunity for career advancement;

extent of involvement in departmental decision making; the treatment of both men and women within the athletics department; and salary.

2. **Why the numbers are low.** However, when asked why there aren't more ethnic minority women in leadership positions, the top three obstacles identified were: (1) lack of ethnic minority women currently in leadership roles; (2) job availability; and (3) stereotyping of women in athletics.

When asked to identify the obstacles qualified ethnic minority females face when thinking about entering careers in athletics, the top three responses were: (1) lack of awareness of career opportunities; (2) family commitments; and (3) job availability.

And when asked to identify the obstacles institutions face in retaining qualified ethnic minority females, the top three responses were: (1) family commitments; (2) job demands/stress; and (3) salary.

3. **Hiring perceptions as deterrents.** Hiring perceptions were identified as primary factors that deter women from pursuing careers in athletics administration:
 - a. Almost all respondents agreed that there are qualified ethnic men and women who do not apply for job openings in intercollegiate athletics administration because of perceived barriers.
 - b. More respondents (71%) were likely to believe that qualified ethnic minority women do not apply for open positions than those who believe that qualified ethnic minority men do not apply (49%).
 - c. Importantly, only 19 percent of all respondents agreed with the statement, "The most qualified applicants are being hired in athletics regardless of race/ethnicity." Only 29 percent believe the most qualified applicants are being hired in coaching regardless of sexual orientation, and only 18 percent believe the most qualified applicants are being hired in athletics regardless of gender.
 - d. Also troubling is that 55 percent said they believe there are athletics administrators who hire only individuals of the same race/ethnicity as they are. In addition, 63 percent indicated that racial/ethnic and gender discrimination exists in athletics hiring, and 41 percent cited discrimination based on sexual orientation in athletics hiring.
4. **Desire to remain in careers in intercollegiate athletics.** Career aspiration for ethnic minority females currently in athletics administration or coaching suggest a strong desire to advance within intercollegiate athletics:
 - a. Only 21 percent of the respondents indicated that their long-term career goals involved working outside of an NCAA member school or conference.
 - b. Approximately three-quarters of the respondents indicated their long-term career goals were for the Division I level.
 - c. With regard to the desired position, 58 percent indicated that their long-term career goals are to become administrators at NCAA member schools or at a conference office, while 21 percent indicated their long-term goals was to be a coach at a NCAA member school.

Next steps: While survey respondents agreed that ethnic minority women face unique challenges when entering into and advancing their careers in athletics, they also acknowledged that many of those challenges exist for ethnic minority males and women in general. As such, the NCAA should continue working with all minority groups to improve and diversify the pipeline for athletics administrative and coaching positions.

Among resources identified to help ethnic minority women in particular included:

1. Professional development opportunities;
2. Exposure to professional organizations;
3. Networking opportunities with other athletics leadership;
4. Networking opportunities with search firms;
5. Information about career opportunities in athletics;
6. Information to help supervisors and search firms become more aware in hiring;
7. Information about internships, grants or scholarships for ethnic minority women;
8. Online discussion forums with ethnic minority women; and
9. Urging institutions to re-examine hiring practices to ensure diversity and inclusion.

The Minority Opportunities and Interests Committee and the Committee on Women's Athletics believe this study should be used to fuel a more robust conversation among stakeholders and constituent groups within athletics about the obstacles all minority groups (particularly ethnic minority women) face when entering into or advancing their careers in intercollegiate athletics. Especially given the low response rate from ethnic minority female head coaches and assistant coaches in this study, both committees believe an effort should be made to engage coaches associations and other relevant leadership groups (National Association of Collegiate Directors of Athletics (NACDA) and the Conference Commissioners Association (CCA), for example) regarding the perceived barriers and ways to overcome them.

Perceived Barriers for Ethnic Minority Females in Collegiate Athletics Careers

Introduction

This study, Perceived Barriers for Ethnic Minority Females in Collegiate Athletics Careers (Barriers 2014), is born out of a 2008 study conducted on career aspirations and perceptions of careers in intercollegiate athletics for women from all ethnic backgrounds. This study was requested by the Committee on Women's Athletics and the Minority Opportunities and Interests Committee with the goal of providing NCAA policymakers, conference offices and member institutions with detailed information on the perceptions and concerns of ethnic minority female coaches and administrators regarding careers for ethnic minority females in intercollegiate athletics. The major goal of this study (and this specific report) is to outline the factors that influence ethnic minority women's careers and to identify potential obstacles institutions may face in recruiting and retaining ethnic minority women in coaching and administrative positions.

Brief History of the 2008 Findings

The genesis of the current Ethnic Minority Female Barriers research project can be traced to the study Gender Equity in College Coaching and Administration – Perceived Barriers, which was conducted by the NCAA during the 2007-08 academic year. This study provided the NCAA with an assessment of the perceptions of female student-athletes, coaches, administrators and officials of all races regarding athletics careers. The 2008 surveys were distributed to the membership and resulted in participation from 8,900 female student-athletes, 1,475 female coaches, 1,107 female administrators and 1,127 female officials. Because the current study only focuses on coaches and administrators, below is a summary of findings for the female coaches and administrators who participated in the 2008 study.

1. The majority of female coaches and administrators indicated they would still be an intercollegiate coach or administrator if they were to start over again and agree that they encourage current student-athletes to consider intercollegiate athletics as a career.
2. Coaches indicated that the university's support of women's athletics programs is the most important factor in their decision to accept a position in athletics, while administrators indicated the challenge of assignment as the most important factor in their decision to accept a position in athletics.
3. Involvement as a female student-athlete was associated with interests in athletics careers.
4. While the majority of female coaches and administrators indicate satisfaction with their current overall employment, some indicated dissatisfaction with the equality of race and the sexes within athletics departments, salary and level of stress involved with the job.
5. Female coaches and administrators feel there are qualified women who do not apply for intercollegiate coaching and administrator positions.
6. Family commitments and time requirements were the most cited reason that female coaches and administrators feel women **do not enter and leave** careers in intercollegiate athletics.

Organization of the Report

This report has four sections:

1. Information on the methods of the study.
2. Information regarding the study findings which includes: a review of findings pertaining to the respondents' career experiences; a discussion of factors that are important when considering whether to accept a position in athletics; a description of the participants' career aspirations; a summary of general perceptions of athletics as a career choice by ethnic minority females.; and respondents' opinions and perceptions of athletics hiring at their current place of employment.
3. A description of the needs and resources the respondents are interested in receiving in order to advance personally as well as in their careers.
4. The survey instrument used to obtain this feedback.

Section No. 1 - Methods

Participants

A total of 529 ethnic minority female administrators and coaches responded from all three divisions of the NCAA membership. Of those, 66 percent of the respondents were Division I administrators and/or coaches followed by Division II (22%) and Division III (12%). Participants responded from varying disciplines with many having dual roles as both administrator and coach.

The age range of the respondents included females from 20 to 60-plus years old. The majority of the respondents (74%) fell in the 20 to 39 age range. Additional characteristics of the respondents included about two-thirds (63%) reporting their marital status as single and 69 percent of the participants as having no children. Of the respondents, 67 percent indicated involvement as former intercollegiate student-athletes. Divisional breakout revealed administrators and coaches who participated in intercollegiate athletics were most likely to be employed in the division in which they competed.

Administration

Survey administration involved an online survey tool that allowed users to access an embedded survey via a link in a webpage. Detailed instructions were provided on the webpage. These instructions made it clear to the coaches and administrators that their participation in the study was completely voluntary and that their responses were anonymous.

An informational notification memo was emailed to commissioners, directors of athletics and senior woman administrators asking them to send the web link to ethnic minority women on their campuses and at their conferences. Additional notifications were sent to various organizations encouraging their dissemination of the information as well.

Survey

This survey was developed to collect information from ethnic minority females currently holding positions in athletics administration and coaching to determine barriers, needs and resources specific to their advancement and to identify specific measures to better provide assistance in meeting the needs of this unique group careers in intercollegiate athletics. There are seven sections to this survey that cover the following issues:

1. Background Information;
2. College Athletics Experience;
3. Athletics Career Choices;
4. Athletic Career Aspirations;
5. Athletic Career Perceptions;
6. Athletics Hiring Perceptions; and
7. Needs and Resources for Career and Personal Advancement.

Study Limitations

A limitation of the current study was the small, nonprobability sample of convenience. Currently in the NCAA membership there are greater than 5,200 ethnic minority female coaches and administrators. Due to the fact that there is no contact list of all the ethnic minority females in the NCAA membership and that the participant needed to be notified of the study through word of mouth, the study was under-powered, and thus, did not yield a representative sample of the ethnic minority female coaches or administrators. Therefore the size, convenience and sample limit the generalizability of this study to the other 90 percent of ethnic minority females that did not respond.

Section No. 2 - Findings

Findings: Athletics Career Experience

Satisfaction with Employment in Intercollegiate Athletics

Across divisions, ethnic minority females reported high levels of agreement that they would still choose athletics if they were to start their careers over. Only five percent disagreed that they would choose athletics again given the chance to start over and 66 percent agreed they encourage current student-athletes to consider intercollegiate athletics as a career path.

Because satisfaction is a key component in attracting and retaining employees, the participants were asked to indicate how satisfied they are several aspects of their current position? A Likert scale was used to identify levels of satisfaction with each of these aspects. The scale included the six points very satisfied, satisfied,

somewhat satisfied, not satisfied, not at all satisfied and not applicable. Not applicable was included to account for the various duties and responsibilities of coaches and administrators.

Level of job performance was the category that represented the highest levels of satisfaction from respondents overall. Given the fact that 79 percent of respondents agreed they would choose intercollegiate athletics employment again if they were to start over, it was not surprising to see higher levels of satisfaction from respondents in the category of your current overall employment. Job responsibilities were followed by flexibility of work schedule and the extent to which the job challenges and provides professional growth for overall levels of satisfaction in employment. Between 30 and 41 percent of the respondents indicated dissatisfaction with the following aspects of their environment/employment level of stress involved with job, opportunity for career advancement, extent of involvement in departmental decision making, the treatment of both men and women within the athletics department and salary.

	Satisfied	Somewhat Satisfied	Not Satisfied
Level of job performance	74%	20%	5%
Flexibility of work schedule	64%	19%	16%
Job responsibilities	61%	27%	11%
Your current overall employment	57%	30%	12%
Extent to which job challenges and provides professional growth	49%	27%	23%
Treatment of racial/ethnic minorities within the athletics department	48%	23%	26%
Treatment of sexual minorities within the athletics department	47%	20%	18%
Level of stress involved with the job	38%	29%	31%
Opportunity for career advancement	37%	29%	32%
Treatment of both men and women within the athletics department	36%	28%	34%
Extent of involvement in departmental decision making	35%	28%	33%
Salary	27%	32%	41%

Lack of Work-Life Balance

Questions regarding time demands and work-life balance revealed that 76 percent of the respondents feel that their family is welcome in their workplace and 72 percent of the respondents feel they manage their work commitments effectively. However, less than half agreed that they currently have work-life balance with their careers in intercollegiate athletics and 35 percent disagreed to some extent that they felt free to be themselves at work.

	Agree	Somewhat Agree / Somewhat Disagree	Disagree
My family is welcome in my workplace.	76%	15%	7%
I am managing my work commitments effectively.	72%	22%	6%
I feel free to be myself at work.	66%	23%	12%
I currently have work-life balance.	48%	30%	21%
Career in athletics conflicts with my personal life.	32%	39%	29%
Career in athletics conflicts with family duties.	28%	37%	35%

Lack of Ethnic Minority Female Mentors

Questions about mentoring revealed that approximately 35 percent of the respondents currently had an ethnic minority female mentor. Of those 185 respondents, only 49 (27%) indicated that this mentor was at their current institution or conference. Additional questions about mentorship revealed that half of the respondents have high levels of agreement that they have received mentoring and guidance from white females in their athletics career. This was followed by mentorship by white males, ethnic minority males and then ethnic minority females.

Personal and Observed Discrimination

When asked about personal experiences with discrimination the responses revealed that the highest perception of discrimination has been based on gender. Over 60 percent of the respondents feel that they have been discriminated against based on their gender. Additionally, 44 percent of the respondents indicate that they feel that they have been discriminated against based on their race/ethnicity and 5 percent based on their sexual orientation.

	Yes, frequently	Yes, but not often	No
I feel that I have been discriminated against based on my sexual orientation.	1%	4%	94%
I feel that I have been discriminated against based on my race/ethnicity.	7%	37%	56%
I feel that I have been discriminated against based on my gender.	16%	45%	39%

Questions about observed experience with discrimination also revealed that the highest perception of observed discrimination has been based on gender. Over 66 percent of the respondents feel that they have been witness to discrimination on the basis of gender. Observed gender discrimination was followed by witness to discrimination on the basis of race/ethnicity at 58 percent, sexual orientation (33%), religious beliefs (15%) and disability by eight percent of the respondents.

	Yes, frequently	Yes, but not often	No
I have been witness to discrimination on the basis of gender.	17%	49%	34%
I have been witness to discrimination on the basis of race/ethnicity.	10%	48%	42%
I have been witness to discrimination on the basis of sexual orientation.	5%	28%	67%
I have been witness to discrimination on the basis of religious beliefs.	2%	13%	86%
I have been witness to discrimination on the basis of disability.	0%	8%	92%

Findings: Athletics Career Choices

Salary and Perks Most Important Factor for Accepting Position in Intercollegiate Athletics

While the large majority of the factors listed in the questionnaire regarding accepting positions in intercollegiate athletics were deemed important by at least 57 percent of the respondents, some were deemed more important than others. Overall, the most important factor ethnic minority females attributed to accepting an intercollegiate athletics position was salary and perks. Challenge of the assignment, the university administration's support of women's athletics programs, work-life balance, and location

were among the other factors ranked highly for at least 83 percent of the respondents. The categories representing the lowest levels of importance were spouse/partner opportunity, availability of racial/ethnic support groups and the availability of women’s support groups.

Factor	% Responding Very Important or Important	Factor	% Responding Very Important or Important
Salary and perks	92%	Academic reputation of school	75%
Challenge of assignment	87%	Reputation of athletics program	74%
University administration’s support of women’s athletics programs	86%	Opportunity to live/work in a racially diverse community	69%
Work-life balance	83%	People with whom I interview	63%
Location	83%	Opportunity to travel	61%
Reputation for diversity and inclusion in the athletics department	79%	Spouse/Partner opportunity for employment in town	57%
Community, cultural and social opportunities	77%	Availability of racial/ethnic support groups	44%
Status of assignment	76%	Availability of women’s support groups	39%

Findings: Career Aspirations

Long-term Career Goals at NCAA Member Schools or Conferences

Only 21 percent of the respondents indicated that their long-term career goals involved working outside of an NCAA member school or conference. Of that 21 percent, 65 individuals or 12 percent indicated that they wanted to work outside of athletics completely. Approximately three-quarters of the respondents indicated their long-term career goals were for the Division I level. With regard to the desired position, 58 percent indicated that their long-term career goals are to become administrators at NCAA member schools or at a conference office, while 21 percent indicated their long-term goals was to be a coach at a NCAA member school. Analysis of the long-term career goals revealed the following aspirations by title for the participants:

Title	n	Title	n
Director of Athletics	128	Assistant or Associate Athletic Trainer	3
Head Coach	89	Director of Operations	3
Associate Director of Athletics	88	Conference Associate Director	2
Assistant Director of Athletics	20	Fund Raiser/Development Manager	2
Assistant Coach	16	Sports Information Director	2
Conference Commissioner	13	Assistant or Associate Director of Sports Information	1
Academic Advisor/Counselor	9	Conference Director	1
Compliance Coordinator/Officer	7	Conference President	1
Associate Commissioner	6	Conference Assistant Director	1
Head Athletic Trainer	6	Promotions/Marketing Manager	1
Assistant Commissioner	4	Strength Coach	1
Business Manager	4	Supervisor/Coordinator of Officials	1

Findings: Athletics Career Perceptions

Lack of Ethnic Minority Females in Leadership Positions

Current ethnic female administrators were asked to what they attribute the lack of representation of ethnic women in careers intercollegiate athletics. Levels of agreement were based on a 5-point Likert scale of agreement. Lack of racial/ethnic minority women in leadership roles, job availability, stereotyping of women in athletics and discrimination in athletics were among the reasons with the highest levels of agreement pertaining to a lack of ethnic female representation in athletics administration. Poor relationships with high school or college coaches were among the categories with the lowest levels of agreement.

	Agree	Somewhat Agree / Somewhat Disagree	Disagree
Lack of racial/ethnic minority women in leadership roles	83%	13%	4%
Job availability	71%	15%	14%
Stereotyping of women in athletics	69%	19%	12%
Racial/ethnic discrimination in athletics	64%	25%	10%
Limited opportunities to live/work in racially diverse communities	62%	23%	15%
Time requirements	56%	22%	22%
Higher salary wanted	49%	24%	27%
Burn out (e.g., dropping/quitting of an activity that was at one time enjoyable)	48%	27%	24%
Desire to work in athletics at a different level	47%	33%	20%
Candidates knowing women in the business who are unhappy in their career	41%	34%	24%
Lack of benefits offered	36%	27%	37%
Amount of travel	34%	34%	32%
Lack of interest in athletics beyond playing	34%	30%	36%
Negative college athlete/coach relationship	19%	30%	52%
Negative high school athlete/coach relationship	12%	28%	59%

Perception of the Main Reasons Qualified Ethnic Minority Women Do Not Enter Careers in Athletics

When asked to identify why qualified ethnic females do not enter careers in athletics, lack of awareness of career opportunities, family commitments and job availability were identified as the top three reasons.

Perception of the Main Reasons Qualified Ethnic Minority Women LEAVE Careers in Athletics

When asked to identify why qualified ethnic females leave careers in athletics, family commitments, demands/stress of the job and salary were identified as the top three reasons.

Findings: Athletics Hiring Perceptions

Qualified Ethnic Minority Females Do Not Apply for Positions in Athletics

Hiring perceptions can also be attributed as factors that deter women from pursuing careers in athletics administration. Ethnic female respondents agreed that there are qualified ethnic men and women who do not apply for job openings in intercollegiate athletics administration. Ethnic females agree to a lesser extent that qualified ethnic men do not apply (49%) than they agree that qualified ethnic women do not apply for open positions (71%). Less than 19 percent agreed with the statement that they believe that the most qualified applicants are being hired in athletics regardless of race/ethnicity. Additional statements on hiring indicated less than 29 percent of ethnic female respondents believed the most qualified applicants are being hired in coaching regardless of sexual orientation and approximately 18 percent believed the most qualified applicants are being hired in athletics regardless of gender.

Perceptions of Hiring Discrimination and Biases

When asked specifically about the hiring biases and perceived discrimination in hiring, 55 percent agreed that they believe there are athletics administrators who hire only individuals of the same racial/ethnic background. To further expand on that belief, more than 63 percent indicated they feel that racial/ethnic and gender discrimination exists in athletics hiring. Additionally, 41 percent indicated they feel there is discrimination based on sexual orientation in athletics hiring.

Section No. 3 - Needs and Resources for Career and Personal Advancement

The majority of participants indicated interest in obtaining or being provided with the following resources:

1. Resources to participate in professional development opportunities;
2. Exposure to professional organizations;
3. Networking opportunities with other athletics leadership;
4. Information about other career opportunities in athletics;
5. Information to assist supervisors in becoming more culturally competent;
6. Information about internships, grants or scholarships for women of color;
7. Participating in a formal networking programming;
8. Participating in an online discussion forum with other women of color; and
9. Networking opportunities with search firms.

Section No. 4 - Ethnic Minority Women Coaches and Administrators Barriers Survey

Dear Minority Female Coaches and Administrators:

Over the years, the NCAA has monitored minority women's athletics career trends in reports such as the Ethnicity and Gender Demographics of NCAA Member Institutions' Athletics Department Personnel and the Gender Equity Reports. The NCAA Committee on Women's Athletics and the NCAA Minority Opportunities and Interests Committee recommended conducting an advancement study to take a comprehensive look into women of color currently holding positions in athletics administration and coaching to determine barriers, unmet needs and lack of available resources specific to their advancement and to identify specific measures to better provide assistance in meeting the needs of this unique group. At the conclusion of the study, the goal is to then utilize those results as a framework to work with institutions in implementing strategies to develop and support women of color in intercollegiate athletics.

The Committee on Women's Athletics and the Minority Opportunities and Interests Committee are asking for your help. Participation in this study is completely voluntary. In order to participate, you must be a woman of color that is employed as a coach and/or an administrator at an NCAA member institution or conference office. You can stop at any point. However, we really do want your sincere opinions on these topics and hope that you'll take the time to share them with us. When you have finished, your responses will automatically be recorded.

Your responses are completely anonymous. Meaning nobody from your institution or the NCAA will be able to match your responses back to you or to your institution, so you should feel completely free to speak your mind on these topics. Aggregate results from this national study will be available on the NCAA website (www.ncaa.org) when the study is complete. Please contact Nicole Hollomon, study director, at 317/917-6328 or nhollomon@ncaa.org if you have questions regarding the study or survey instrument.

Please click on the survey link below to start the survey. Ensure you have a complete 15 minutes to devote to the survey before you begin. There is no save function and if you log out prior to completion or let your screen sit too long your responses will be lost.

Please complete this survey by Friday, February 27, 2015. Thank you very much for taking the time to complete this survey.

Select Link to Begin the Study

1. Please confirm that you are a racial/ethnic minority female that currently works at an NCAA member institution or conference office.

Note: If you do not meet these criteria, you do not fit the needs of this study and we request that you exit your browser at this time.

- Yes, I confirm that I meet the criteria to participate in this study.

Move to Section One

SECTION I - BACKGROUND INFORMATION

2. How do you describe yourself? (Check all that apply)
 - African American
 - American Indian or Alaskan Native
 - Asian, Pacific Islander, Native Hawaiian
 - Hispanic or Latino
 - Non-resident Alien
 - White, non-Hispanic
 - Other, please specify _____

3. Age
 - 20-29
 - 30-39
 - 40-49
 - 50-59
 - 60 and over

4. What is your current marital status?
 - Single (Never married)
 - Married/Partner
 - Divorced, separated or widowed

5. Do you have any children?
 - 0
 - 1
 - 2
 - 3+

6. Were you a varsity student-athlete in college?
 - Yes --> If selected, answer questions 7, 8.
 - No --> If selected, move to question 9.

7. Were you a scholarship student-athlete?
 - Yes, full
 - Yes, partial
 - No

8. At which level were you a varsity student-athlete in college? (Check all that apply)
 - NCAA - Division I
 - NCAA - Division II
 - NCAA - Division III
 - Association for Intercollegiate Athletics for Women (AIAW)
 - National Association of Intercollegiate Athletics (NAIA)
 - National Junior College Athletic Association (NJCAA)
 - Other

9. Indicate all educational degrees you have earned. (Check all the apply)

- Associate
- B.A/B.S.
- M.A/M.S.
- Post-graduate (e.g., Ph.D, J.D., EdD, etc.)

10. Which of the following BEST represent positions in which you have previously been employed? (Check all the apply)

- Academic Advisor/Counselor
- Assistant Coach
- Assistant Commissioner
- Assistant Director of Athletics
- Assistant or Associate Athletic Trainer
- Assistant or Associate Director of Sports Information
- Associate Commissioner
- Associate Director of Athletics
- Business Manager
- Compliance Coordinator/Officer
- Conference Assistant or Associate Director
- Conference Commissioner
- Conference Director
- Conference President
- Conference Assistant Director
- Director of Athletics
- Director of Operations
- Fund Raiser/Development Manager
- Head Athletic Trainer
- Head Coach
- Intern/Graduate Assistant
- Promotions/Marketing Manager
- Sports Information Director
- Strength Coach
- Supervisor/Coordinator of Officials
- Other, please specify: _____

11. How long have you been employed in athletics?

- 5 years or less
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- 31 years or more

Move to Section Two

SECTION II - YOUR ATHLETICS CAREER EXPERIENCES

This section will inquire about your career experiences.

12. In what division is your current institution or conference affiliated?
- Division I
 - Division II
 - Division III
13. Which of the following BEST represents your current status as an athletics administrator or coach? (Check all that apply)
- Academic Advisor/Counselor
 - Assistant Coach
 - Assistant Commissioner
 - Assistant Director of Athletics
 - Assistant or Associate Athletic Trainer
 - Assistant or Associate Director of Sports Information
 - Associate Commissioner
 - Associate Director of Athletics
 - Business Manager
 - Compliance Coordinator/Officer
 - Conference Assistant or Associate Director
 - Conference Commissioner
 - Conference Director
 - Conference President
 - Conference Assistant Director
 - Director of Athletics
 - Director of Operations
 - Fund Raiser/Development Manager
 - Head Athletic Trainer
 - Head Coach
 - Intern/Graduate Assistant
 - Promotions/Marketing Manager
 - Sports Information Director
 - Strength Coach
 - Supervisor/Coordinator of Officials
 - Other, please specify: _____
14. Is your current employment considered part time or full time?
- Part time
 - Full time

15. Indicate your level of agreement with the following statement:
 If I could start my career over again, I would still work in intercollegiate athletics.

- Strongly Agree
- Agree
- Somewhat Agree / Somewhat Disagree
- Disagree
- Strongly Disagree

16. Indicate your level of agreement with the following statement:
 I encourage current student-athletes to consider athletics as a career choice.

- Strongly Agree
- Agree
- Somewhat Agree / Somewhat Disagree
- Disagree
- Strongly Disagree

17. Indicate how satisfied you are with the following aspects of your current position:

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Not At All Satisfied	Not Applicable
Salary						
Job responsibilities						
Responsibilities for recruiting and travel						
Level of stress involved with the job						
Flexibility of work schedule						
Opportunity for career advancement						
Treatment of both men and women within the athletics department						
Treatment of racial/ethnic minorities within the athletics department						
Treatment of sexual minorities within the athletics department						
Level of job performance						
Extent of involvement in departmental decision making						
Extent to which job challenges and provides professional growth						
Your current overall employment						

18. Indicate your level of satisfaction with the following relationships.

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Not At All Satisfied	Not Applicable
Relationships with student-athletes						
Relationships with coaches						
Relationships with athletics administrators						
Relationship with the media						
Relationships with professional sports personnel						
Relationships with faculty						
Relationships with campus administrators						
Relationships with conference administrators						

19. Indicate your level of agreement with the following statements related to how your current employment intersects with your personal life:

	Strongly Agree	Agree	Somewhat Agree / Somewhat Disagree	Disagree	Strongly Disagree
I currently have work-life balance.					
I am managing my work commitments effectively.					
Career in athletics conflicts with family duties.					
Career in athletics conflicts with my personal life.					
My family is welcome in my workplace.					
I feel free to be myself at work.					

20. Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Somewhat Agree / Somewhat Disagree	Disagree	Strongly Disagree
Racial/ethnic minority females in athletics have provided me mentoring and guidance in my athletics career.					
White females in athletics have provided me mentoring and guidance in my athletics career.					
Racial/ethnic minority males in athletics have provided me mentoring and guidance in my athletics career.					
White males in athletics have provided me mentoring and guidance in my athletics career.					

21. Do you currently have a mentor that is a woman of color who is employed in athletics?

- o Yes --> If selected, answer question 22.
- o No --> If selected, move to question 23.

22. Where is this mentor located?

- o At my current institution or conference
- o At a different institution or conference

23. Indicate your level of agreement with the following statements related to your work experiences throughout your career in athletics:

	Yes, frequently	Yes, but not often	No	Don't know
I feel that I have been discriminated against based on my race / ethnicity.				
I feel that I have been discriminated against based on my gender.				
I feel that I have been discriminated against based on my sexual orientation.				

24. Indicate your level of agreement with the following statements related to your work experiences throughout your career in athletics:

	Yes, frequently	Yes, but not often	No	Don't know
I have been witness to discrimination on the basis of race / ethnicity.				
I have been witness to discrimination on the basis of gender.				
I have been witness to discrimination on the basis of sexual orientation.				
I have been witness to discrimination on the basis of religious beliefs.				
I have been witness to discrimination on the basis of disability.				

25. Use the space below to add further context or comment on any of the items you selected above pertaining to your career experiences.

Move to Section Three

SECTION III - YOUR ATHLETICS CAREER CHOICES

This section asks about factors that are important to you when considering whether to accept a position in athletics.

26. Indicate how important each of the following factors are in your decision to accept a position:

	Very Important	Important	Somewhat Important	Not Important	Not At All Important
Location					
Salary and perks					
Status of assignment					
Challenge of assignment					
University administration's support of women's athletics programs					
Community, cultural and social opportunities					
Reputation for diversity and inclusion in the athletics department					
Reputation of athletics program					
Academic reputation of school					
Availability of women's support groups					
Availability of racial/ethnic support groups					
Spouse/Partner opportunity for employment in town					
Work-life balance					
Opportunity to live/work in a racially diverse community					
Opportunity to travel					
People with whom I interview					

27. Indicate how important the following benefits and opportunities are for you when considering to accept a position:

	Very Important	Important	Somewhat Important	Not Important	Not At All Important
Health care for spouse/partner					
Health care for other family					
Dental care plan					
Vision care plan					
Retirement savings plan					
Available vacation/leave time					
Availability of childcare on or near campus					
Tuition reimbursement, tuition remission, tuition exchange for self or family					
Sport oversight					
Flexible work week to counter night/weekend commitments					
Compressed work week (e.g., allows an employee to work a traditional 35-40 hour workweek in less than five workdays)					
Family travel to and from in-season competition					
Family emergency leave					
Elder-care arrangements or referral service					
Programs for family assistance (e.g., provides benefits/ services to encourage child care at home or at home of a relative)					
Opportunity to work from home/telecommute					
Teaching opportunities / dual roles					
Professional development offerings					

28. Are there any additional factors that impact your decision to accept a position at an institution or conference?

- o Yes --> If selected, answer question 29.
- o No --> If selected, move to question 30.

29. Please describe the additional factors that impact your decision to accept a position.

Move to Section Four

SECTION IV - YOUR CAREER ASPIRATIONS

This section will inquire about your career aspirations.

30. Which of the following BEST describes your long-term career goals?

- Administrator at an NCAA member school --> If selected, answer questions 31, 32.
- Coach at an NCAA member school --> If selected, answer questions 31, 32.
- Administrator at a conference office --> If selected, move to question 33.
- Work in athletics outside of the NCAA or conference office --> If selected, move to question 34.
- Work outside athletics --> If selected, move to question 35.

31. Which of the following BEST describes your long-term career goal as an administrator or coach at an NCAA member school?

- Director of Athletics
- Assistant Coach
- Assistant or Associate Athletic Trainer
- Assistant or Associate Director of Sports Information
- Associate Director of Athletics
- Assistant Director of Athletics
- Academic Advisor/Counselor
- Business Manager
- Compliance Coordinator/Officer
- Director of Operations
- Fund Raiser/Development Manager
- Facility Manager
- Head Athletic Trainer
- Head Coach
- Promotions/Marketing Manager
- Sports Information Director
- Strength Coach

32. In which division would you like to obtain your long-term career goal as an administrator or coach at an NCAA member school?

- Division I
- Division II
- Division III

Skip to question 37

33. Which of the following BEST describes your long-term career goals as an administrator at a conference office?

- Assistant Commissioner
- Associate Commissioner
- Conference Assistant Director
- Conference Associate Director
- Conference Commissioner
- Conference Director
- Conference President
- Supervisor/Coordinator of Officials

Skip to question 37

34. Please explain why your long-term goals include working in athletics, but outside of the NCAA or a conference office?

Skip to question 37

35. What career do you plan to pursue outside of athletics?

36. Please explain why your long-term goals include working outside of athletics administration?

Move to Section Five

SECTION V - ATHLETICS CAREER PERCEPTIONS

This section will require you to draw upon your knowledge of general perceptions of athletics as a career choice by women of color. Please indicate your OVERALL experience with the following situations in athletics departments.

Note: We are not asking about your specific school or conference, rather your entire experience in intercollegiate athletics.

37. To what do you attribute the LACK OF representation of women of color in INTERCOLLEGIATE athletics?

	Strongly Agree	Agree	Somewhat Agree / Somewhat Disagree	Disagree	Strongly Disagree
Higher salary wanted					
Job availability					
Negative high school athlete/coach relationship					
Negative college athlete/coach relationship					
Lack of interest in athletics beyond playing					
Burn out (e.g., dropping/quitting of an activity that was at one time enjoyable)					
Time requirements					
Lack of benefits offered					
Amount of travel					
Stereotyping of women in athletics					
Racial/ethnic discrimination in athletics					
Desire to work in athletics at a different level					
Lack of racial/ethnic minority women in leadership roles					
Limited opportunities to live/work in racially diverse communities					
Candidates knowing women in the business who are unhappy in their career					

38. Select THE 3 MOST COMMON REASONS you feel qualified women of color DO NOT ENTER careers in intercollegiate athletics administration.

- Job availability
- Family
- Salary
- Time requirements
- Travel requirements
- Lack of female mentors
- Lack of ethnic minority mentors
- Lack of benefits offered
- Negative perceptions of females in athletics
- Racial/ethnic discrimination
- Gender discrimination
- Unaware of career opportunities
- Other, please specify _____

39. Select THE 3 MOST COMMON REASONS you feel qualified women of color LEAVE careers in intercollegiate athletics administration.

- Family
- Salary
- Time requirements
- Travel requirements
- Lack of female mentors
- Lack of ethnic minority mentors
- Lack of benefits offered
- Racial/ethnic discrimination
- Gender discrimination
- Demands/stress of the job
- Other, please specify _____

40. Use the space below to add further context or comment on any of the items you selected above pertaining to women of color pursuing or leaving careers in athletics.

41. Use the space below to describe the strengths female coaches and administrators of color bring to an athletics department.

Move to Section Six

SECTION VI - ATHLETICS HIRING PERCEPTIONS

This section asks about your opinions and perceptions of athletics hiring at your CURRENT place of employment.

42. Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Somewhat Agree / Somewhat Disagree	Disagree	Strongly Disagree
There are qualified women of color who do not apply for job openings in athletics.					
There are qualified men of color who do not apply for job openings in athletics.					
I believe the most qualified applicants are being hired in athletics administration regardless of gender.					
I believe the most qualified applicants are being hired in coaching regardless of gender.					
I believe the most qualified applicants are being hired in athletics administration regardless of race/ethnicity.					
I believe the most qualified applicants are being hired in coaching regardless of race/ethnicity.					
I believe the most qualified applicants are being hired in athletics administration regardless of sexual orientation.					
I believe the most qualified applicants are being hired in coaching regardless of sexual orientation.					

43. Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Somewhat Agree / Somewhat Disagree	Disagree	Strongly Disagree
There are athletics administrators who hire only individuals of the same racial/ethnic background.					
There is gender discrimination in athletics hiring.					
There is racial/ethnic discrimination in athletics hiring.					
There is discrimination based on sexual orientation in athletics hiring.					

44. Use the space below to elaborate on your perceptions of hiring women of color in athletics.

Move to Section Seven

SECTION VII - NEEDS AND RESOURCES FOR CAREER AND PERSONAL ADVANCEMENT

This section asks about needs and resources that you would like to see the NCAA national office offer women of color for career and personal advancement.

45. Indicate your level of interest with the following items:

	Very Interested	Interested	Somewhat Interested	Not Interested	Not At All Interested
Participating in a formal networking programming					
Resources to participate in professional development opportunities					
Networking opportunities with search firms					
Networking opportunities with other athletics leadership					
Information about internships, grants or scholarships for women of color					
Exposure to professional organizations					
Information about other career opportunities in athletics					
Participating in an online discussion forum with other women of color					
Information to assist supervisors in becoming more culturally competent					

46. Use the space below to add suggestions or comments on other career advancement opportunities you would like to see developed for women of color.

End of Survey

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