Equity on the Sidelines: Examining the X’s and O’s of Developing, Supporting, and Advancing Women Coaches in Intercollegiate Athletics

Moderator: Megan Kahn | Alliance of Women Coaches

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...dedicated to creating leaders by ensuring girls access to sports.
WE SHAPE PUBLIC ATTITUDES AND POLICY ABOUT WOMEN’S SPORTS TO ENSURE EQUAL OPPORTUNITY, CULTIVATE LEADERSHIP AND BUILD SUPPORT FOR GRASSROOTS ORGANIZATIONS TO PROMOTE ACTIVE AND HEALTHY LIFESTYLES FOR UNDERSERVED GIRLS.
Beyond X's and O's
Gender Bias and Coaches of Women's College Sports

1971: 90% of Women's teams coached by women

Today: 43% of Women's teams coached by women

Today: 3% of Men's teams coached by women

Today: 23% of all teams coached by women

Acosta, V. & Carpenter, L. J. (2014)

www.beyondxand0.org

Inclusion Forum
#NCAAIInclusion
Unanswered Questions

• Why the decline in women’s share of coaching positions?
• Why are women coaches “losing” positions – fired/not rehired/forced into retirement?
Beyond X’s & O’s: Gender Bias and Coaches of Women’s College Sports

1. **Document the workplace experiences** and views of coaches of women’s sports
2. Identify and assess **employment issues** faced by women in collegiate coaching
3. **Educate** policymakers, coaches and administrators about barriers and opportunities women coaches face in the workplace
4. Produce an empirical foundation for a better understanding of how **intersections** among gender, race/ethnicity and LGBTQ status influence real and perceived workplace conditions
5. Help policymakers and administrators to better understand and foster **nondiscriminatory work environments** for those who coach women in intercollegiate athletics
Who Did We Study?

• Male and Female Coaches of Women’s Sports
• All Divisions
• All Sports
• Current (2,219) and Former (326) coaches
Key Findings

• Many women coaches perceive gender bias, while most of their male counterparts do not.
• Bias is associated with the coach’s gender not whether they coach women.
MEN ARE GIVEN MORE PROFESSIONAL ADVANTAGES
Women believe it is easier for men to secure high level jobs, salary increases, promotions, and multi-year contracts.

4 out of 5 women think it is easier for men to get top-level coaching jobs.

WOMEN EXPERIENCE MORE GENDER BIAS ON THE JOB
Many more female coaches believe that male coaches are favored over female coaches by management.

31% Women
5% Men

ADVOCATING FOR FAIRNESS HAS CONSEQUENCES
More women fear unfair treatment, retaliation and loss of their jobs if they express Title IX concerns.

WOMEN 31% MEN 20%

31% of women and 20% of men fear job risk if they speak up.

FEMALE COACHES HOLD BACK
Women are less willing to voice their opinions outside of the athletic department and are less involved in decision-making inside the athletic department.

% of coaches not comfortable voicing Title IX concerns

WOMEN 42% MEN 26%
WOMEN 34% MEN 19%

To administrators outside athletics
To administrators inside athletics
Resources

Creating Gender-Neutral Coaches’ Employment and Compensation Systems
Updated June 2016
A Women’s Sports Foundation Education Guide

Special Issues for Coaches of Girls’ and Women’s Sports
May 2016
A Women’s Sports Foundation Education Guide

Inclusion Forum
#NCAAIInclusion
Collaborations: A Strategy for Change

- **Education/Awareness**
  - Disseminate results & policy recommendations
  - Develop and disseminate educational materials
  - Title IX App

- **Research/Data**
  - Additional research
  - Track coaches who have been fired/not rehired

- **Athletics/Institutional Intersectionality**
  - Identify and disseminate current strategies that work
  - Develop new strategies with stakeholders

- **Media**
  - Focus on informing public of impact of gender bias
  - SAN members as ambassadors
Title IX Mobile Game

Reach for IX, Powered by Womens’ Sports Foundation

Welcome to REACH FOR IX: Empowered Actions Through Education. You can either hit 'Play' to start the game, or head to the menu to learn more about your rights under Title IX.
2017 NCAA Inclusion Forum
#NCAAINclusion
Figure 1. Ecological-Intersectional Model of Barriers and Supports for Women Coaches © Nicole M. LaVoi in Women in Sports Coaching.
Many women coaches perceive gender bias, most of their male counterparts do not.
Figure 1. Ecological-Intersectional Model of Barriers and Supports for Women Coaches © Nicole M. LaVoi in Women in Sports Coaching.
Figure 1. Ecological-Intersectional Model of Barriers and Supports for Women Coaches © Nicole M. LaVoi in Women in Sports Coaching.
LIMITED UPWARD MOBILITY:
The Sport Coaching Pipeline for Women in 76 FBS NCAA D-I Institutions

68%  50%  44%  40%  5%

Graduate Assistant  Assistant Coach  Associate Coach  Head Coach  Athletics Director
(LaVo 2013)
Women in College Coaching Report Card

The Decline of Women Coaches in Collegiate Athletics
A REPORT ON SELECT NCAA DIVISION-I FBS INSTITUTIONS 2012-2013

Head Coaches of Women’s Collegiate Teams

Head Coaches of Women’s Collegiate Teams
A REPORT ON SELECT NCAA DIVISION-I FBS INSTITUTIONS 2014-2015

Head Coaches of Women’s Collegiate Teams
A Report on Select NCAA Division-II Institutions 2016-2017

Head Coaches of Women’s Collegiate Teams
(Tucker Center)
Gender of Head Coach Hires
NCAA D-I FBS, 2013-17

177 of 297 hires were men

59.6% Male Hired
40.4% Female Hired

REPORT CARD

% OF WOMEN HEAD COACHES OF WOMEN’S TEAMS

100-70% = A
69-55% = B
54-40% = C
39-25% = D
< 24% = F
% of Select FBS NCAA D-I Institutions by Grade and Year

Top 3 “Most Important” Reasons Athletics Directors Attribute Fewer Women Coaches

**Male ADs**
1. Failure of women to apply
2. Lack of qualified women
3. *Time constraints due to family*

**Female ADs & SWAs**
1. *Time constraints due to family*
2. Success of “old boy’s” network
3. Conscious discrimination in hiring process

Kane & LaVoi (in press)
BLAME THE WOMEN

- Women don’t apply
  - Women choose not to coach
  - Women don’t like sports as much as men
    - Women have *other* career choices
    - Women “opt out” of coaching
  - There aren’t enough good women applicants
  - Women don’t want to move their families
- Women with kids aren’t committed and have less time
  - Women lack the knowledge and experience
    - Women aren’t confident
  - Women don’t “get in the game” or “lean in”
    - Women are too “whiny”
  - Women don’t support each other
- Women won’t apply unless they feel they are 100% qualified
  - Women are too relational and touchy-feely
  - Women only get the job because they are female
  - Women don’t aspire to “move up” or want top jobs

(LaVoi, 2016)
TOPLINE FINDINGS OF A & B INSTITUTIONS

Recruitment, Hiring, and Retention of Collegiate Women Coaches:
Interviews with ADs (n =21)

1. Culture
2. Culture
3. Culture
“Nobody is smarter than everybody”
SHARE YOUR PASSION. #SHECANCOACH

TuckerCenter.org

ENCOURAGE ATHLETES. #SHECANCOACH

MAKE A DIFFERENCE. #SHECANCOACH
Supporting Women Coaches

Diane Milutinovich, Associate Athletic Director Emeritus
California State University, Fresno
Information is Power

• Title IX
• Budgets
• Contracts
• University Athletic Department Policies and Procedures
  – Employee Handbook
  – Student Athlete Handbook
Communication, Commonsense, Consistency

- Expectations
- No surprises
- Don’t over react
- Recognize urgent issues
- Consistency – employee and students
Time to Act

• At point of employment or assignment to work with a coach
  – Orient self and coach on expectations
  – Get to know coach prior to any issues
  – Attend practices, games, meet regularly
  – Provide coaches information
Providing Assistance to Coaches and Minimizing Lawsuits

• Be an ally and supportive
• Provide guidance – how to assist and where to get help
• Know the difference between mistakes and bad acts
• Be aware of warning signs, red flags
Issues to be Aware of

- Due Process
- Evaluation
- Student-athlete Issues
- Player to Coach Issues
- Player to Player Issues
- Parental Involvement
- Booster Involvement
- Social Media
Coaches Guide to Keeping Your Job

- Communication, Common Sense and Consistency
- No Surprises - have a positive relationship with your sports supervisor
- Document, Document, Document (keep copies of important documents at home)
- Avoid Compromising Situations – know and maintain appropriate boundaries with peers, subordinates and student-athletes, drinking and drugs, policy and rules violations, lying to NCAA investigators, misuse and abuse of funds and use of cell phones, emails, texting, facebook, twitter, etc.
- Review your contract prior to each season
- Review – your personnel file annually. Know where it is kept and pertinent policies regarding your rights
- Know your institutions/departments policies and procedures especially its’ hiring and firing policies
- Know where or whom to report problems or issues regarding NCAA violations, gender equity problems, harassment and issues regarding student-athlete welfare
- Know where to get help on and off campus
Recognize Red Flags

- Bias and inconsistency in treatment and/or enforcement of policies
- Not taking complaints seriously, delaying or failing to report and/or respond to complaints in a timely manner
- Sudden negative evaluations
- Flurry of hostile or mean spirited exchanges
- Inconsistent statements or changing stories
- Sloppy or over documentation
Protected Activities

- Whistleblower
- Complains about discrimination, inequities, harassment, etc.
- Assisting another individual in reporting violations
- Participates in an investigation
- Files formal complaint
- Other complaints
Retaliation Includes

Threats, Intimidation, Reprisals and/or Adverse Actions

• Adverse Actions Include:
  – Low or failing evaluations
  – Demotion
  – Counseling
  – Discipline
  – Lay-off
  – Termination
  – Reassignment
Steps to Minimize Lawsuits

- Do be fair and impartial, avoid bias
- Do ask questions and listen
- Do be respectful
- Do be consistent
- Do be thorough and timely
- Do verify
- Don’t make assumptions
- Do document both good and bad
- Do track trends
Know where to go to get help

- Sport Supervisor
- SWA
- Athletic Director
- Campus Title IX Coordinator
- Faculty Athletics Representative
- NCAA Compliance Coordinator
- Legal Council
- Equal Employment Opportunities Office
References

Women’s Sports Foundation
Title IX Blog
National Women’s Law Center
American Association of University Women
National Coalition for Women and Girls in Education
NCAA Office of Inclusion
Know Your IX
Association of Title IX Administrators
Federal Agencies
Your State Employment Agencies

www.WomensSportsFoundation.org
www.title-ix.blogspot.com
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ed.gov, justice.gov, dol.gov, dol.gov/ofccp
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