



UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Head Coaches of Women's Collegiate Teams

**A Report on Seven Select
NCAA
Division-I Institutions
2018-2019**


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A REPORT ON SELECT SEVEN NCAA DIVISION-I INSTITUTIONS

2018-19

This longitudinal research series, now in its seventh year (2012-19), is a partnership between the Tucker Center for Research on Girls & Women in Sport at the University of Minnesota—the first research center of its kind in the world—and WeCOACH (formerly the Alliance of Women Coaches), the premiere organization dedicated to increasing and retaining the number of women in the coaching profession. In this longitudinal research series, we assign a grade to each institution, sport, and conference based on the percentage of women head coaches of women's teams.

Purpose

The purpose of this research series is multifaceted: 1) to document and benchmark the percentage of women coaches of women's teams in college athletics; 2) to provide evidence that will help recruit and retain and thereby increase the percentage of women who are in the coaching profession; 3) to track the effectiveness of initiatives aimed at increasing the percentage of women in coaching; and 4) to bring awareness while providing an evidence-based starting point for a national discussion on this important issue. The **Plus (+1) Challenge** will also be introduced. In this report we answer the following research questions: 1) *What percentage of women occupy head coach positions for women's sport teams in 86 select "big time" NCAA D-I athletics programs during the 2018-19 academic year?* 2) *How, and/or if, are the data changing over time?*

Methodology

DATA COLLECTION

Documenting and adhering to a rigorous methodology is important for transparency, replication, comparison to other data, and consistency in tracking and reporting over time. Data for this report were collected from November 1 through November 20, 2018 by visiting each institution's athletics website and reviewing the coaching roster/staff for the 2018-19 academic year for each women's NCAA-sponsored and NCAA-emerging sport team listed. Coaches hired or fired near or around November 20, 2018 (e.g., soccer, volleyball) will be recorded in the following year's report. Our goal was to achieve 100% accuracy and many efforts were undertaken to ensure reliable data. As with any data, the numbers reported herein may have a small margin of error.

All individuals listed on the coaching roster as head coach, including interim head coaches, were recorded. Diving coaches were coded as head coaches. A director of sport, common in track & field and swimming & diving, was coded as the head coach if no head women's coach was listed in the staff roster or noted specifically within any of the coach biographies. A director of sport was not counted/included if a head coach was present by title or within the text of a coach biography. An individual who occupied the head coach position for two sports (e.g., head coach for track & field and cross country) was coded as two separate coaches. In some cases the number of head coaches is greater (due to co-head coaches, and inclusion of diving) or less (due to unfilled positions at the time of data collection) than the number of sports offered at a particular institution.

CALCULATION OF GRADE CRITERIA AND GRADE SCALE

Developing a report card grading scale to accurately reflect the percentage of female coaches for women's teams is a difficult—and potentially controversial—assignment given the context of female under-representation at many institutions. With careful thought we developed a defensible system.

We considered using the standard criterion-based grading scale (e.g., A = 90-100, B = 80-89, C = 70-79, D = 60-69, F ≤ 59); however, if we applied this scale to our current (or past) data sets, where ≤59% is a F, all but a handful of the 86 institutions would receive a failing grade. In contrast, if the same standard grading scale were applied to the percentage of male head coaches of men's teams for the same 86 schools then none would get an F, and all would receive not only a passing grade, but an A, since 96-98% of male athletes are coached by men (Acosta & Carpenter, 2014). Ultimately, we wanted a grading scale that would be taken seriously, be credible, reflect the dire reality of the under-representation of women coaches, and hold entities and decision makers accountable.

Since the distribution of grades using a standard grading scale was greatly skewed, a new, modified criterion-based grading scale was developed to reflect a closer-to-normal distribution. This system allows us to assign a grade that reflects a level of achievement or standing, while also holding each institution/conference/sport to an absolute standard of excellence. Therefore, performance is assessed in comparison to peer institutions. The mean percentage of female head coaches for all schools is 40%—the midpoint of the data—which represents average achievement (i.e., a C grade). This mean was used to construct the grading system.

The scale used to assign grades is as follows: A = 70-100%, B = 55-69%, C = 40-54%, D = 25-39%, F = 0-24% of women head coaches of women's teams. If rounding up the decimal resulted in moving up a grade level, the institution, sport, or conference was placed in the higher grade bracket. Institutions with the same female head coach percentage were ordered alphabetically.

SAMPLE

The 2018-19 dataset included all head coaches of women's teams ($N = 971$) at 86 institutions of higher education in all geographic regions of the United States that were current members

of seven select NCAA Division-I “big time” conferences: American Athletic Conference (AAC), Atlantic Coast Conference (ACC), Big 12, Big East, Big Ten, Pacific-12 (Pac-12), and Southeastern Conference (SEC). Appendix A summarizes the distribution of schools by conference for 2018-19. If an institution added a women’s team, we include that coach the first season play begins. For example, Clemson will add softball for the 2019-20 season and Pitt will add lacrosse for the 2021-22 season, so neither of these coaches are currently included as they are not officially playing a season.

ERRATUM: In our 2017-18 report, we did not have Kansas State soccer included in our database, so we have added it for 2018-19.

Results

TOTAL HEAD COACHES

A total of 971 head coaches of women’s teams from 86 institutions, with an average age of 46.3 years (range 24-79 years old), comprised this sample. The percentage of women head coaches increased for the sixth year in a row, to 41.8% which was a slight (0.2%) improvement from 2017-18 (see Table 1).

TABLE 1. PERCENTAGE OF WOMEN HEAD COACHES FOR WOMEN’S TEAMS BY YEAR

Position	Schools	Female		Male		Total Coaches
		%	<i>n</i>	%	<i>n</i>	
	<i>N</i>					<i>N</i>
2012-13 Head Coaches	76	40.2	356	59.8	530	886
2013-14 Head Coaches	76	39.6	352	60.4	536	888
2014-15 Head Coaches	86	40.2	390	59.8	579	969
2015-16 Head Coaches	86	41.1	397	58.9	570	967
2016-17 Head Coaches	86	41.2	397	58.8	567	964
2017-18 Head Coaches	86	41.6	404	58.4	566	970
2018-19 Head Coaches	86	41.8	406	58.2	565	971

HEAD COACH TURNOVER

Coach turnover is a target of opportunity to hire a woman. In the 2018-19 academic year, 125 out of 971 (12.9%) head coach positions turned over, 34 more than in 2017-18, resulting in the highest turnover rate to date. In Table 2, the gender composition of the former coach-new coach hire dyad is summarized (e.g., if a male coach was replaced by a female, that was coded as male-female). In over half of all vacant positions (67 of 125, 53.6%) a male was hired, resulting in 67 missed targets of opportunity. Nearly all institutions (72 of 86, 84%) had head coach turnover, ranging from one to five positions. Two schools (Georgetown, Notre Dame) had five head coach changes and four institutions (Boston College, Oregon, Syracuse, Virginia) had four head coach changes in one academic year. Unfortunately, over one third of institutions (27 of 72, 38%) with an open position (or positions) did not hire any women. Of institutions (*n* = 41) with only *one* head coach position to fill, a majority (23 of 41, 56%) hired

a male. In summary, many insitutions, and by institutions we mean Athletic Directors, failed to capitalize on coach turnover and utilize it as a target of opportunity to hire women, or in some instances, one woman.

TABLE 2. GENDER COMPOSITION OF HEAD COACH VACANCY HIRES FROM 2017-18 TO 2018-19

Former Coach-New Coach Gender Dyad	Frequency	Percentage
Male-Male	43	34.4
Female-Female	30	24.0
Male-Female	28	22.4
Female-Male	24	19.2
TOTAL	125	100

BY SPORT

The percentage of women head coaches in 23 NCAA-sponsored sports varied greatly (see Table 3). Field hockey, lacrosse, softball and golf continued to have a large majority of female head coaches. Alpine skiing sustained all male coaches for the sixth year in a row, one of two sports (with triathlon) with all male coaches. Nearly twice as many sports received failing grades of Ds or Fs ($n = 13$) as received As or Bs ($n = 7$), a number unchanged since 2017-18. Beach volleyball and rifle were the only sports to move up, while fencing moved down, a grade level. Table 4 contains the breakdown of coach hires by gender dyad and sport. In sports with a high number of coach turnover, basketball (8 of 10, 80%) and softball (13 of 16, 81%) a majority of vacant head coaching positions were filled by women! Contrast the good news in some sports, with the fact that swimming (8 of 9, 89%), diving (0 of 8, 0%), and track & field (6 of 8, 75%), sports with F grades and where the director oversees the men's and women's programs, show continued trends of filling head coaching positions with men. These hiring trends reinforce the common, but false, belief that women can't and/or shouldn't coach men or are not qualified to lead co-ed programs. The high rate of head coach turnover (12.9%) this year, provides opportunity to hire women. The disparate hiring data sparks the question, *"What are coaching associations doing to support, develop, advance, and retain women coaches?"*

TABLE 3. GRADE BY SPORT FOR PERCENTAGE OF FEMALE HEAD COACHES FOR 2018-19

Grade	%	Sport
A	70-100	field hockey (95.7%), lacrosse (-83.3%), softball (+77.5%), golf (-77.3%), equestrian (75%)
B	55-69	basketball (59.3%), gymnastics (+58.8%)
C	40-54	nordic skiing (50%), rifle (↑ 50%), tennis (-44.2%), rowing (43.6%)
D	25-39	volleyball (38.1%), bowling (33.3%), soccer (+27.1%), beach volleyball (↑ 26.7%), ice hockey (25%)
F	0-24	cross country (+23.3%), fencing (↓ 18.2%),swimming (-14.1%), track & field (+13.3%), water polo (12.5%), diving (-6.9%), alpine skiing (0%), triathlon (0%)

↓ Sport decreased percentage of women head coaches and moved down a grade from 2015-16 to 2016-17

- Sport decreased percentage of women head coaches, but did not move down a grade

+ Sport increased percentage of women head coaches, but did not move up a grade

↑ Sport increased percentage of women head coaches and moved up a grade

TABLE 4. HEAD COACH NUMBER AND PERCENTAGE ALPHABETICALLY BY SPORT, GENDER, AND HIRING DYADS FOR WOMEN'S TEAMS 2018-19

	Head Coaches					Former Coach-New Coach Gender Dyad Hires				
	Female		Male							
Sport	%	n	%	n	N	male-male	male-female	female-female	female-male	TOTAL HIRES
Basketball	59.3	51	40.7	35	86	0	2	6	2	10
Beach Volleyball	26.7	4	80	11	15	1	1	0	0	2
Bowling	33.3	1	66.7	2	3					
Cross Country	23.3	20	76.7	66	86	8	4	1	1	14
Diving	6.9	4	93.1	54	58	7			1	8
Equestrian	75	6	25	2	8					
Fencing	18.2	2	81.8	9	11	1			1	2
Field Hockey	95.7	22	4.3	1	23			1		1
Golf	77.3	58	22.7	17	75			5	3	8
Gymnastics	58.8	20	41.2	14	34		2	0	1	3
Ice Hockey	25	2	75	6	8	1				1
Lacrosse	83.3	25	16.7	5	30			2	1	3
Rifle	50	4	50	4	8		1			1
Rowing	43.6	17	56.4	22	39	2	1			3
Skiing-Alpine	0	0	100	3	3	2				2
Skiing-Nordic	50	1	50	1	2		1		1	2
Soccer	27.1	23	72.9	62	85	2	2	1	1	6
Softball	77.5	55	22.5	16	71	1	6	7	2	16
Swimming	14.1	9	85.9	55	64	6		1	2	9
Tennis	44.2	38	55.8	48	86	1	3	3	4	11
Triathlon	0	0	100	1	1					
Track & Field	13.3	11	86.7	72	83	6	1	1		8
Volleyball	38.1	32	61.9	52	84	4	4	2	4	14
Water Polo	12.5	1	87.5	7	8					
TOTAL	41.8	406	58.1	565	971	43	28	30	24	125

* denotes unfilled position in that sport

BY INSTITUTION

The range for the percentage of women head coaches by institution varied dramatically from the highest (80% Cincinnati) to the lowest (9.1% West Virginia) (see Table 5), and remained unchanged from the previous three years. Good news for this year!—**the number of institutions earning A grades doubled, from two to four, the greatest number of As in the seven years of the WCCRC** (see Table 6). Oklahoma and Washington, join our perennial As—Central Florida (UCF) and Cincinnati. Cincinnati is the *only* institution to have earned an A all seven years of this report card. To be fair, UCF entered our sample in year three (2014-15) due to conference realignment and has earned an A each of the five years it has been evaluated.

Table 5 contains the grade assigned to each institution, including which institutions moved up or down a grade level, which institutions increased or decreased in percentage

TABLE 5. GRADES BY INSTITUTION FOR PERCENT OF WOMEN HEAD COACHES OF WOMEN'S TEAMS

			Female		Male	
School	A-F	Δ	%	n	%	n
Cincinnati	A		80	8	20	2
Central Florida	A		77.8	7	22.2	2
Washington	A	↑	72.7	8	27.3	3
Oklahoma	A	↑	70	7	30	3
UC Berkeley	B	+	68.8	11	31.3	5
Tennessee	B	+	66.7	8	33.3	4
Minnesota	B		64.3	9	35.7	5
Illinois	B	+	63.6	7	36.4	4
SMU	B		63.6	7	36.4	4
South Florida	B		62.5	5	37.5	3
Miami	B		60	6	40	4
UCLA	B		57.1	8	42.9	6
Washington State	B		55.6	5	44.4	4
Florida State*	B		54.5	6	45.5	5
Maryland*	B		54.5	6	45.5	5
Georgetown	C	+	53.8	7	46.2	6
Virginia	C	+	53.8	7	46.2	6
Michigan	C	+	53.3	8	46.7	7
Clemson	C		50	4	50	4
Colorado	C	+	50	5	50	5
Duke	C		50	7	50	7
Georgia Tech	C		50	4	50	4
NC State	C	↑	50	6	50	6
Northwestern	C		50	6	50	6
Oregon State	C		50	5	50	5
Rutgers	C	+	50	7	50	7
Stanford	C		50	9	50	9
Wake Forest	C		50	4	50	4
Ohio State	C		47.1	8	52.9	9
North Carolina	C	+	46.7	7	53.3	8
Penn State	C		46.7	7	53.3	8
Iowa	C		46.2	6	53.8	7
Michigan State	C		46.2	6	53.8	7
Villanova	C		46.2	6	53.8	7
Temple	C	-	45.5	5	54.5	6
Mississippi	C		44.4	4	55.6	5
Seton Hall	C	↓	44.4	4	55.6	5
DePaul	C	↑	42.9	3	57.1	4
Marquette	C		42.9	3	57.1	4
Nebraska	C	↑	42.9	6	57.1	8
Florida	C		41.7	5	58.3	7
South Carolina	C	-	41.7	5	58.3	7
TCU	C		41.7	5	58.3	7

			Female		Male	
School	A-F	Δ	%	n	%	n
Wisconsin	C	↑	41.7	5	58.3	7
Arizona State	C		40	6	60	9
Oregon	C		40	4	60	6
Tulane	C		40	4	60	6
Connecticut	D	+	38.5	5	61.5	8
Louisville	D	↓	38.5	5	61.5	8
LSU	D	↓	38.5	5	61.5	8
Notre Dame	D		38.5	5	61.5	8
Boston College	D		37.5	6	62.5	10
Mississippi State	D	+	37.5	3	62.5	5
Texas Tech	D		37.5	3	62.5	5
Texas A&M	D		36.4	4	63.6	7
Utah	D		35.7	5	64.3	9
Auburn	D		33.3	4	66.7	8
Georgia	D		33.3	4	66.7	8
Memphis	D	↓	33.3	3	66.7	6
St. John's	D	↓	33.3	3	66.7	6
Indiana	D	-	30.8	4	69.2	9
USC	D	-	30.8	4	69.2	9
Houston	D		30	3	70	7
Pittsburgh	D	↓	30	3	70	7
Purdue	D		30	3	70	7
Arkansas	D	↑	27.3	3	72.7	8
E. Carolina	D	-	27.3	3	72.7	8
Kansas	D		27.3	3	72.7	8
Missouri	D	↑	27.3	3	72.7	8
Providence	D		27.3	3	72.7	8
Texas	D	-	27.3	3	72.7	8
Virginia Tech	D		27.3	3	72.7	8
Alabama	D		25	3	75	9
Creighton	D		25	2	75	6
Kansas State	D	↓	25	2	75	6
Xavier	D		25	2	75	6
Baylor	F		22.2	2	77.8	7
Tulsa	F		22.2	2	77.8	7
Vanderbilt	F		22.2	3	77.8	7
Butler	F	↓	18.2	2	81.8	9
Iowa State	F	↓	18.2	2	81.8	9
Syracuse	F	+	18.2	2	81.8	9
Kentucky	F		16.7	2	83.3	10
Arizona	F	↓	16.7	2	83.3	10
Oklahoma State	F		12.5	1	87.5	7
West Virginia	F		9.1	1	90.9	10

- * Decimal rounded up causing institution to be placed in higher grade level
 ↓ Institution decreased percentage of women head coaches and moved down a grade from 2017-18 to 2018-19
 - Institution decreased percentage of women head coaches, but did not move down a grade
 + Institution increased percentage of women head coaches, but did not move up a grade
 ↑ Institution increased percentage of women head coaches and moved up a grade from 2017-18 to 2018-19

of head female coaches, and how many female and male head coaches are employed at each institution. From 2017-18 to 2018-19, 21 of 86 institutions (24.4%) increased their percentage of female head coaches and realized their target(s) of opportunity. Of those 21 institutions, eight moved up a grade: two moved up from B to A (Oklahoma, Washington); four moved from D to C (DePaul, NC State, Nebraska, Wisconsin), and two (Arkansas, Missouri) moved up from F to D. Sixteen institutions (18.6%) registered a decrease in their percentage of women head coaches. Of those 16, a record 10 institutions received a lower grade (See Table 5, ↓). For the fourth year in a row, more institutions received As and Bs ($n = 15$, 22.1%) as received a failing grade of F ($n = 10$, 11.6%) (see Table 6), however the number of B grades dropped noticeably (from 17 to 11), while the number of C grades increased (from 29 to 33). NC State registered the “biggest gain” (from 33.3% to 50%) and Kansas State registered the biggest loss (from 42.9% to 25%) in the percentage of women head coaches. Figure 1 depicts the data visually with school logos by grade, appearing from highest to lowest percentage of women head coaches.

A majority (58%) of institutions had no change in the percentage of women head coaches. The lack of institutional change can be attributed to three reasons: 1) no coach turnover occurred; 2) a same-sex individual replaced the outgoing coach (male-male, female-female); or 3) multiple coach hires in the same institution offset each other (e.g., male-female, female-male).

TRENDS WITHIN INSTITUTIONAL DATA

These data indicate some important trends. First, the great institutions (Cincinnati & UCF) are remaining great. Institutions with an A grade, sustain their A grade through what appears to be a strong commitment to hiring and retaining women. In 2018-19 at longstanding A institutions, four head coaching positions turned over. In all four instances, a woman was hired (UCF hired women cross country, softball and track & field coaches; Cincinnati hired a basketball coach). Note that for cross country and track & field, sports with F grades and a low percentage of women head coaches on the WCCRC, UCF found women to hire. Using UCF as an exemplar case study helps dispell the narrative that in certain sports, ADs just cannot find qualified women or that women do not apply. **Women coaches do exist and they will, and do!, take jobs at institutions where they feel valued and supported.**

Second, institutions that are good (above average, meaning B grades) are striving to be even better. “We can do better” was a theme that emerged when ADs at A and B grade institutions were interviewed on best practices for recruiting, hiring, and retaining women (LaVoi & Wasend, 2018). Kudos to Oklahoma (hired female volleyball coach) and Washington (hired female track & field coach) for demonstrating that institutions can do better and can go from good to great (moving from a B to A grade).

Third, for the above average B grade institutions that did not move up to A grade greatness from 2017-18 to 2018-19, their collective hiring practices demonstrated a sustained commitment to hiring women. For the 11 institutions with a B grade, eight had targets of opportunity to hire one or more head coaches. Seven of those eight institutions capitalized on that opportunity and hired a woman. In sum, those eight institutions had nine

opportunities to hire a woman and a majority of the time (7 of 9 hires, 78%) a woman was hired. That leads to another trend we see in the data. Contrast this aforementioned B grade institutional statistic, with the ten F grade institutions--seven of which had head coach targets of opportunity to hire a woman. Those seven institutions had 13 targets of opportunity to hire a woman and a majority of the time (10 of 13, 77%) a man was hired. The data is clear, institutions with a strong commitment to recruiting, hiring, and retaining women are rising and staying at the top, while those at the bottom continue to fail at capitalizing on targets of opportunity to hire women.

The fourth trend is disappointing. More institutions fell a grade (n= 10) than went up a grade level in 2018-19 (n = 8). It appears that average institutions remain average (a C grade), or fall to below average (a D grade). Not one C grade institution moved up to a B grade in 2018-19, but six C grades fell to a D grade. Alarming, three institutions fell to a failing F grade. These data, in part, are starting to show by proxy which institutions are places where women feel valued and supported, and which are not. The disparate institutional hiring data sparks the question, **“Why are the institutions at the bottom failing to hire women?”**

TABLE 6. DISTRIBUTION OF GRADES BY INSTITUTION FOR PERCENTAGE OF WOMEN HEAD COACHES BY YEAR

GRADE	A	B	C	D	F	
Grade Criteria %	70-100	55-69	40-54	25-39	0-24	Total
YEAR	n (%)					
2012-13	3 (4.0%)	6 (7.9%)	29 (38.2%)	30 (39.5%)	8 (10.5%)	76 (100%)
2013-14	1 (1.3%)	8 (10.5%)	27 (35.5%)	31 (40.8%)	9 (11.8%)	76 (100%)
2014-15	2 (2.3%)	9 (10.6%)	33 (38.8%)	31 (36.5%)	11 (12.9%)	86 (100%)
2015-16	2 (2.3%)	13 (15.1%)	31 (36.5%)	30 (34.9%)	10 (11.6%)	86 (100%)
2016-17	2 (2.3%)	17 (19.8%)	27 (31.4%)	29 (33.7%)	11 (12.9%)	86 (100%)
2017-18	2 (2.3%)	17 (19.8%)	29 (31.7%)	29 (33.7%)	9 (10.4%)	86 (100%)
2018-19	4 (4.7%)	11 (12.8%)	32 (37.2%)	29 (33.7%)	10 (11.6%)	86 (100%)

Note: n (%): n = number of institutions receiving a grade, % = percent of institutions in sample receiving grade

BY CONFERENCE

The B1G Ten overtook the AAC as the conference leader for the percentage of women head coaches of women's teams (see Table 7). Using the grading criteria, all conferences earned a C or D. The percentage of women head coaches in “The Power Five” conferences (ACC, Big 12, B1G Ten, Pac-12, SEC) was 41.8%. The Power Five percentage increased again in 2017-18 (.8%, 41%) and from 2016-17 (.6%, 40.4%). The number of coaches in each conference by gender is in Table 8.

Twenty institutions in this NCAA D-I Select 7 sample hold **WeCOACH group memberships** (up from 16 in 2017-18) as of the time this report was written. Table 8 shows the B1G Ten can boast the highest percentage of institutional memberships (43%). See Appendix

A, for the 20 **bolded institutions** which are WeCOACH group members, one indicator of an institutional commitment to valuing, developing, and supporting women coaches.

TABLE 7. GRADE BY CONFERENCE FOR PERCENTAGE OF WOMEN HEAD COACHES

Grade	Criteria %	Conference
A	70-100	
B	55-69	
C	40-54	B1G Ten (+47.8%), Pac-12 [-47.4%], American [-46.8%], ACC (+43.4%)
D	25-39	Big East [-36.5%], SEC (+35.3%), Big 12 [-29.3%]
F	0-24	

Note: Conference decreased (-) or increased (+) percentage of women head coaches; moved down ↓ or up ↑ a grade from 2017-18 to 2018-19.

TABLE 8. GRADE, PERCENTAGE, AND NUMBER OF WOMEN HEAD COACHES BY CONFERENCE AND WECOACH INSTITUTIONAL GROUP MEMBERSHIP 2018-19

Conference	WeCOACH*		Grade	Female Head Coaches		Male Head Coaches		Total Coaches
	n/N	%		%	n	%	n	N
B1G Ten	6/14	43	C	47.8%	88	52.2%	96	184
ACC	6/15	40	C	43.4%	75	56.6%	98	173
Pac-12	4/12	33	C	47.4%	72	52.6%	80	152
SEC	2/14	14	D	35.3%	55	64.7%	101	156
Big East	1/10	10	D	36.5%	35	63.5%	62	96
Big 12	1/10	10	D	29.3%	29	70.7%	70	98
American	1/11	9	C	46.8%	52	53.2	59	111

*Note: WeCOACH = number of institutional memberships (n)/total institutions in conference (N). % of WeCOACH institutional members within conference

Summary

The goal of this research series is to document the percentage of women collegiate head coaches and data trends over time and add complementary results to the excellent work in this area conducted by our colleagues. Data matters. The numerous and complex barriers women coaches experience are illuminated in the academic literature (for a full review see *Women in Sports Coaching*, edited by LaVoi, 2016) as well as in many other scholarly works and research reports. News reports of the discrimination women college coaches face are all too common. **The occupational landscape for women coaches must change.**

Data in this seventh report for 86 big-time select NCAA Division-I athletic programs—including “The Power 5”—documented a *small* increase (.2%) of women head coaches of women’s teams over one academic year. While gains or losses by institutions, sports, or conferences were small, the data again this year is headed in the right direction—UP! However, the current percentage of women head coaches in this sample, and for women coaches in general, is *stagnant*. The good news is that the percentage of women head coaches in this sample over the last six years has been going up. The bad news is that the percentage of women coaches is not increasing in any *statistically significant* way. Change within any major

social institution happens slowly and over time, and sport is no exception. However, without data documentation to hold decision makers accountable, create dialogue and awareness, focus collective and collaborative efforts, and provide a roadmap on where to dedicate resources, the small gains would surely be in reverse. Efforts must continue and to that end we are launching the **Plus One (+1) Challenge**.



THE PLUS ONE (+1) CHALLENGE: TARGETS OF OPPORTUNITY

The purpose of the +1 Challenge is to involve all 86 institutions in reversing the stagnation of the percentage of women head coaches by putting forth a reachable challenge and goal. **The overarching goal is to increase the percentage of women head coaches over the next five years from 41.8% in 2019 to 50% by 2024.** To hit 50% by 2024, the number of women head coaches must increase from 406 to 486, that is +80 women coaches over five years. If each institution in this Select 7 NCAA D-I sample (n = 86) replaced one male head coach with a female, over the next five years, while maintaining the women head coaches they have by hiring a woman to replace a woman, the goal would be met! We are not saying fire men just to hire a woman. However, there are many targets of opportunity to hire a woman head coach: when a new sport is added, a male coach retires or leaves for another job, or yes, when he gets fired or his contract is not renewed.

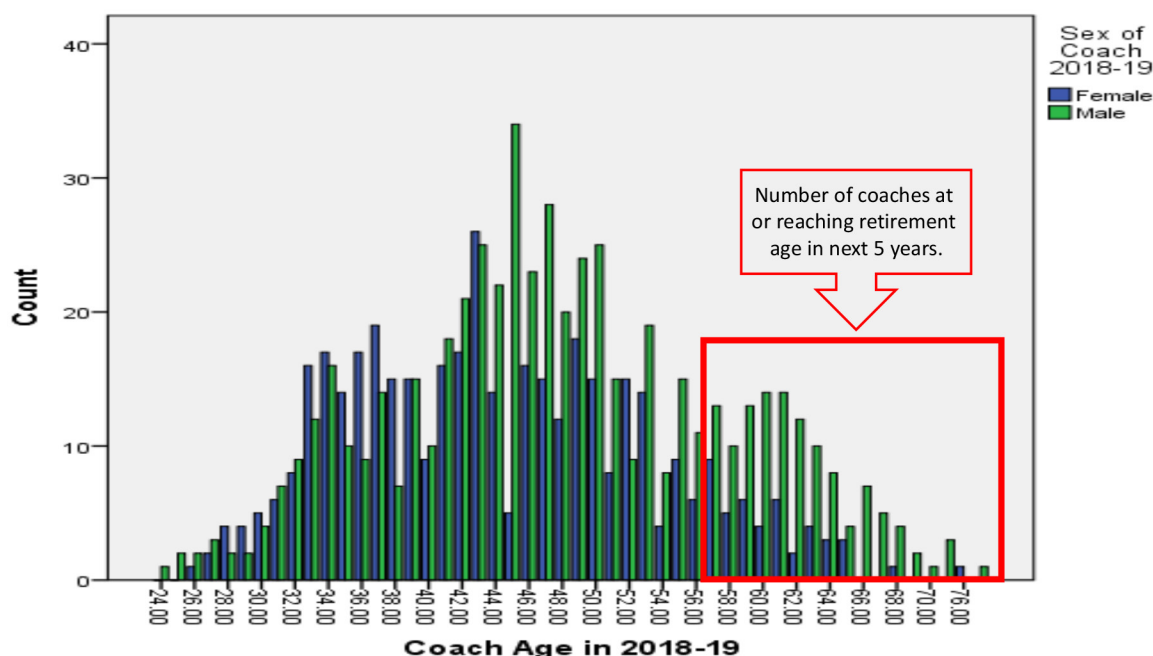
One of the greatest targets of opportunity to hire women when men retire. The average age for retirement in the US is 62. Currently in this sample, there are 61 coaches (47 men, 14 women) between the ages 62-79, at or past average retirement age, who may likely retire in the next five years. In addition, there are 90 coaches (64 men, 26 women) between 57-61 years old that will reach or surpass the average retirement age by 2024 (See Figure 2). That means if every male head coach in this sample currently between ages of 57-79 (n= 111 of 970, 11.4% of this sample) retired within the next five years, was replaced by a female, and all outgoing female coaches were replaced by a female, the **+1 Challenge of 50% women head coaches would be met and surpassed by 2024 (53.2%)**.

What does this mean for each institution? The +1 Challenge is achievable and simple. 1) Replace *one* male head coach with a female head coach over the next five years and, 2) Replace all outgoing female head coaches with another female coach to maintain, rather than reverse, the percentage of women. Institutions who achieve the +1 Challenge will be celebrated from year to year and recognized within this report. See Table 9 for the 21 institutions who met the 2018-19 +1 Challenge by replacing an outgoing male with a female (male-female) head coach. Institutions that had one or more female-female hires do not get +1 designation, as this maintains the current percentage. Institutions that had male-male or offsetting hires (i.e., male-female, female-male) also do not earn +1 designation. Hiring must result in a net gain of one female head coach.

TABLE 9. INSTITUTIONS EARNING +1 CHALLENGE STATUS FOR 2018-19

<p>Arkansas, Cal, Colorado, DePaul, UConn, Georgetown, Illinois, Michigan, Mississippi, Mississippi State, Missouri, Nebraska, North Carolina, North Carolina State, Oklahoma, Rutgers, Syracuse, Tennessee, Virginia, Washington, Wisconsin</p>
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FIGURE 2. DISTRIBUTION OF NCAA D-I SELECT 7 SAMPLE HEAD COACHES BY AGE AND SEX



HOW THE REPORT CARD IS MAKING A DIFFERENCE

In our discussions we have learned about ways in which our reports are being used for social change, ways we could have never anticipated at its inception. Athletic administrators at institutions with A and B *Report Card* grades tell us they use and showcase their grade as a “bragging right” to peers, colleagues, donors, trustees, and college presidents. ADs also use it, along with institutional WeCOACH membership, to recruit and retain the most talented women, as an above average *Report Card* grade is proof of a workplace climate that values inclusion and diversity and supports women. Women coaches tell us they use *Report Card* grades as one tool to help them assess workplace climate and goodness of fit when on the job market or making a career move. Recruiting women into an athletic department with a small number of women is an increasingly hard sell.

In the past year, LaVoi & Wasend (2018) interviewed ADs with above average institutional grades (As and Bs), one indicator of a track record of recruiting, hiring and retaining women coaches. In short, these ADs valued women and explicitly tried to create a workplace culture where women felt valued, supported, appreciated, and cared about “on and off the court.” However, a couple of caveats about *Report Card* grades are warranted: 1) The institutional grade is reflective of one piece of the workplace, 2) An above-average grade may not accurately reflect or guarantee a positive or healthy workplace climate for women, but it is a good general indicator, 3) Some ADs inherit a grade and it is neither fair nor productive to “blame” that person for a below average grade, 4) Conversely, some ADs inherit an above average grade. **With the data we are beginning to see over time, in a particular AD’s leadership tenure, if the grade improves, is sustained, or if it declines. Accountability ultimately resides with the AD.**

ADDRESSING SYSTEMIC CHANGE

However, simply “adding more women” is only part of the solution. The greatest target of opportunity to create positive and sustainable social change is to confront the systemic bias that permeates collegiate athletics. Women coaches—no matter the sport, institution or level of competition—face a complex and multi-level (individual, interpersonal, organizational, societal) set of barriers and bias (Hollomon, 2016; LaVoi, 2016; Sabo et al., 2016). Systemic inequalities and gender and racial bias within the context of sport are prevalent. Bias, whether it is conscious or unconscious/implicit, results in unequal treatment, evaluation, perception, and interpretation that can result in overt, gross, or micro-level aggressions due to attitudes based on the sex of an employee or group of employees—in the case of this report, women coaches. The social construction of what it means “to coach” and the stereotypical behaviors and ideologies linked with coaching, are associated with men and masculinity (assertive, tough, confident, powerful). When women coaches “coach” they are often unfairly and negatively evaluated, perceived, and interpreted compared to their male counterparts—by Athletic Directors, media, peers, parents, and athletes. One trend to watch is the increasing prevalence of student athletes alleging coach mistreatment or abuse, which may have a gender, race, and age biases that disadvantage women. Another example involving a high profile coach highlights gender bias. In a March 2019 ThinkProgress.org article, Notre Dame women’s basketball head coach Muffet McGraw stated she was “done hiring men” (Gibbs, 2019). Many harshly and swiftly criticized McGraw for being sexist and discriminatory toward men. McGraw was simply stating she will only hire female assistants moving forward because, as she pointed out, women deserve the opportunity to coach, and are not being afforded the opportunities to do so on the men’s side. In reality, McGraw was explicitly calling out a normalized hiring practice that male head coaches on the men’s side do without scrutiny, backlash, or punity—hire assistants just like them—other men. Few, if any, would call Duke men’s basketball coach Mike Krzyzewski sexist or scrutinize him when he hires all male assistants. This double standard is an example of gender bias in action.

Based on the data, female coaches perceive gender bias very differently and feel it is more pervasive than do their male counterparts; foremost, women coaches perceive it exists, while a majority of their male colleagues do not (Sabo et al., 2016). The prevalent and systemic bias in college athletics creates an unpleasant workplace climate for many women and is one reason why women do not enter the coaching profession, are often silenced for speaking out against it, or are driven out by those in power when they call attention to injustice or discrimination. The failure to address bias, and structural and systemic inequalities are likely reasons that dramatic and statistically significant upward change in the percentage of women head coaches fails to occur. It is simply not possible that as each new generation of females becomes increasingly involved in and shaped by their sport experience, they simultaneously become less interested, less passionate, and less qualified to enter the coaching profession. *We can do better.*

CONCLUSION

The data in this report can be used by institutions, athletics administrators, and sport coaching associations to advocate for women coaches, track progress or decline in comparison to peer institutions, evaluate the effectiveness of strategies aimed at increasing the percentage of women coaches, and hold institutions and decision makers accountable in creating a gender-balanced workforce—especially for women’s teams. It can also be used to start and continue discussions and educate and motivate decision makers to think differently about how they recruit, hire, and retain women coaches. Our hope is that ADs will take seriously and commit to the +1 Challenge as the percentage of women head coaches is moving up, and this simple and achievable initiative will help speed up the process.

Together, the Tucker Center for Research on Girls & Women in Sport at the University of Minnesota and WeCOACH—along with other organizations, groups and individuals—are striving to increase the percentage of women college coaches, generate awareness, continue a national dialogue, and recruit, support, and retain women in the coaching profession. Our vision is that more young women (and men) have female coaches as role models and coaching becomes a more gender-balanced profession. Women who aspire to coach should have legitimate opportunities to enter the workforce, experience a supportive, inclusive and positive work climate when they do, and be paid accordingly and fairly for their expertise. Our efforts aspire to the tagline from the Wellesley Centers for Women: “A world that is good for women is good for everyone™.”

To view and download this report and others go to www.TuckerCenter.org

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Appendix A

CONFERENCE COMPOSITION 2018-19, BOLDED = WECOACH GROUP MEMBERSHIP

American Athletic Conference (AAC)	Atlantic Coast Conference (ACC)	Big 12	Big East	Big Ten	Pacific-12 (Pac-12)	Southeastern Conference (SEC)
University of Central Florida	Boston College	Baylor University	Butler University	University of Illinois	University of Arizona	University of Alabama
University of Cincinnati	Clemson University	Iowa State University	Creighton University	Indiana University	Arizona State University	University of Arkansas
University of Connecticut	Duke University	University of Kansas	DePaul University	University of Iowa	University of California	Auburn University
East Carolina University	Florida State University	Kansas State University	Georgetown University	University of Maryland	University of California – Los Angeles	University of Florida
University of Houston	Georgia Institute of Technology	University of Oklahoma	Marquette University	University of Michigan	University of Colorado	University of Georgia
University of Memphis	University of Louisville	Oklahoma State University	Providence College	Michigan State University	University of Oregon	University of Kentucky
University of South Florida	University of Miami	University of Texas	Seton Hall University	University of Minnesota	Oregon State University	Louisiana State University
Southern Methodist University	University of North Carolina	Texas Christian University	St. John's University	University of Nebraska	University of Southern California	University of Mississippi
Temple University	North Carolina State University	Texas Tech University	Villanova University	Northwestern University	Stanford University	Mississippi State University
Tulane University	University of Notre Dame	West Virginia University	Xavier University	Ohio State University	University of Utah	University of Missouri
University of Tulsa	University of Pittsburgh			Penn State University	University of Washington	University of South Carolina
	Syracuse University			Purdue University	Washington State University	University of Tennessee
	University of Virginia			Rutgers University		Texas A&M University
	Virginia Polytechnic Institute and State University			University of Wisconsin		Vanderbilt University
	Wake Forest University					

bold = WeCOACH institutional membership

FIGURE 1. GRADES FOR INSTITUTIONS SELECT 7 CONFERENCES 2018-19

Grade	Institutions ordered by percent of women head coaches of women's teams
A	   
B	        
C	                             
D	                           
F	         

The scale used to assign grades is as follows: A = 70-100%, B = 55-69%, C = 40-54%, D = 25-39%, F = 0-24% of women head coaches of women's teams in the AAC, ACC, Big East, BIG Ten, Big 12, PAC-12, and SEC.

A report designed to
make a difference in the
lives of girls and women
in sport and to increase
the number of women in
the coaching profession



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