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# **Head Coaches of Women's Collegiate Teams**

**A Report on Select NCAA  
Division-II Institutions  
2016-2017**



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# Head Coaches of Women's Collegiate Teams

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## A REPORT ON SELECT NCAA DIVISION-II INSTITUTIONS

2016-17

This longitudinal research series, now in its fifth year (2012-17), 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 the Alliance of Women Coaches, an organization dedicated to increasing the number of women in the coaching profession.

In the first benchmark report of this longitudinal research series, *The Decline of Women Coaches in Collegiate Athletics: A Report on Select NCAA Division-I FBS Institutions, 2012-13* (LaVoi, 2013), we detailed the historical decline in the percentage of women head coaches in the 40+ years following the passage of Title IX, explained why this research and women coaches matter, how minority status in the workplace can affect individuals, provided rationale for why examining employment patterns in “big time” athletics programs is important, and reported the percentage of women in all coaching positions in select NCAA Division-I institutions by sport and conference.

In our first four years of the report, we investigated NCAA FBS Division-I (2012-13, 2013-14, 2014-15, 2015-16) and Division-III athletic programs (2013-14, 2016-17), but were repeatedly asked how the data translated to the Division-II level. This report aims to fill that gap. There are over 65,000 student-athletes (49,000 females) competing for more than 300 colleges and universities throughout the United States at the Division-II level. This report gives a snapshot of employment patterns of head coaches in Division-II women's athletics programs. As in previous reports, we assigned a grade to each institution, sport, and conference based on the percentage of women head coaches of women's teams. The data provide a baseline to answer a critical question: What can be done to recruit, hire and retain women in the coaching profession?

### 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 retain and increase the percentage of women in the coaching profession; 3) to track the effectiveness of initiatives aimed at reversing the decline of 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. In this report we answer the following research question: What percentage of women occupy head coach positions for women's sport

teams in 61 select NCAA Division-II athletics programs during the 2016-17 academic year?

## Methodology

Documenting and adhering to a rigorous methodology is important for transparency, replication, comparison to other data, and consistency in tracking and reporting over time. For a detailed account of our methodology, coding key, data collection, reliability processes, and how we determined and developed grading criteria, see the 2012-13 report (LaVoi, 2013) which can be downloaded free of charge at <http://www.TuckerCenter.org>.

For this report, data for 2016-17 coaching rosters were collected during July of 2016 by visiting each institution's athletics website and reviewing the coaching roster/staff for the 2016-17 academic year for each women's NCAA-sponsored and NCAA-emerging sport team listed. 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 ( $\pm 1\%$ ) 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 for cross country) was coded as two separate coaches. In some cases the number of head coaches was 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.

## SAMPLE

The 2016-17 dataset included all head coaches of women's teams ( $N = 451$ ) at 63 institutions of higher education in all geographic regions of the United States that were current members of the five NCAA Division-II conferences: Central Intercollegiate Athletic Conference (CIAA), East Coast Conference (ECC), Heartland Conference (HC), Northern Sun Intercollegiate Conference (NSIC), and Pacific West Conference. One school was excluded from the sample due to an inaccessible website at the time of data collection. Therefore, all findings will be reported using 62 institutions as the sample size. Additionally, one school has announced it will no longer sponsor sports in the 2017-18 academic year, but it was included in analyses. Appendix A summarizes the distribution of schools by conference for 2016-17. In this sample, a large majority of Athletic Directors were male (78.7%, 48 of 61, one unfilled position).

## GRADE CRITERIA

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 female 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.

## Results

### TOTAL HEAD COACHES

A total of 467 head coach positions of women's teams from 62 institutions comprised this sample. Twenty-three positions remained unfilled resulting in a final sample for analysis purposes of 444 head coaches (see Table 1). Women held 170 of the 444 (38.3%) head coaching positions across five Division-II conferences.

TABLE 1. PERCENTAGE OF DIVISION-II WOMEN HEAD COACHES FOR WOMEN'S TEAMS

Position	Schools	Female		Male		Total Coaches
	<i>N</i>	%	<i>n</i>	%	<i>n</i>	<i>N</i>
2016-17 Head Coaches	62	38.3	170	61.7	274	444

### BY SPORT

The percentage of women head coaches in the 19 sports varied greatly (see Table 2). Field hockey and lacrosse had a large majority of female head coaches. Diving and equestrian received As but only represented two or fewer coaching positions. Cross-country running, golf, swimming and track & field had a large majority of male head coaches; five of 40 track & field head coaches were female. Fencing and triathlon received an F, with two coaching positions each. When sports with only one or two coaching positions (bowling, diving, equestrian, rugby, fencing, triathlon) were eliminated, nearly three times as many sports received a failing grade of D or F ( $n = 8$ ) as received an A or B ( $n = 3$ ). Table 3 contains the breakdown of coaches by gender and sport.

TABLE 2. GRADE BY SPORT FOR PERCENTAGE OF FEMALE D-II HEAD COACHES FOR 2016-17

Grade	%	Sport
<b>A</b>	<b>100-70</b>	Diving* (100%), Equestrian* (100%), Field Hockey (100%), Lacrosse (81.8%)
<b>B</b>	<b>69-55</b>	Softball (62.7%)
<b>C</b>	<b>54-40</b>	Gymnastics (50%)**, Volleyball (48.2%), Basketball (45%), Tennis (44.2%)
<b>D</b>	<b>39-25</b>	Soccer (31.3%), Bowling (30.8%), Ice Hockey (25%) Water Polo (25%)
<b>F</b>	<b>24-0</b>	Swimming (23.5%), Golf (23.3%), Cross-Country Running (23.2%), Track (12.5%), Fencing (0%)** Triathlon** (0%)

\*Only offered at one school

\*\*Only offered at two schools

**TABLE 3. HEAD COACH NUMBER AND PERCENTAGE ALPHABETICALLY BY SPORT AND GENDER FOR DIVISION-II WOMEN'S TEAMS 2016-17**

Sport	Head Coaches				N
	Female		Male		
	%	n	%	n	
Basketball	45.0	27	55.0	33	60
Bowling	30.8	4	69.2	9	13
Cross Country	23.2	13	76.8	43	56
Diving	100	1	0	0	1
Equestrian	100	1	0	0	1
Fencing	0	0	100	2	2
Field Hockey	100	3	0	0	3
Golf	23.3	7	76.7	23	30
Gymnastics	50	1	50	1	2
Ice Hockey	25	1	75	3	4
Lacrosse	81.8	9	18.2	2	11
Soccer	31.3	15	68.8	33	48
Softball	62.7	32	37.3	19	51
Swimming	23.5	4	76.5	13	17
Tennis	44.2	19	55.8	24	43
Track & Field	12.5	5	87.5	35	40
Triathlon	0	0	100	2	2
Volleyball	48.2	27	51.8	29	56
Water Polo	25	1	75	3	4
<b>TOTAL</b>	<b>38.3</b>	<b>170</b>	<b>61.7</b>	<b>274</b>	<b>444</b>

**BY INSTITUTION**

The range for percentage of women head coaches by institution varied dramatically from the highest (100%, Winston-Salem State University) to the lowest (0%, Lincoln University) (see Table 4). Based on the percentage of women head coaches, five of the 62 (8%) institutions received an A for being above average compared to peer institutions—six schools (9.7%) received a B; 19 schools (30.6%) received a C; and 32 schools (51.6%) received a failing grade of a D or an F. Table 4 contains the grade assigned to each institution and the number and percentage of female and male head coaches employed at each institution.



A REPORT ON HEAD COACHES OF SELECT NCAA DIVISION-II TEAMS

TABLE 4. GRADES BY INSTITUTION FOR PERCENT OF WOMEN HEAD COACHES OF WOMEN'S TEAMS

School	A-F	Female		Male	
		%	n	%	n
Winston-Salem State University	A	100	6	0	0
Bowie State University	A	85.7	6	14.3	1
St. Thomas Aquinas College	A	75	6	25	2
University of Minnesota - Duluth	A	75	6	25	2
St. Edward's University	A	71.4	5	28.6	2
Shaw University	B	66.7	4	33.3	2
Academy of Art University	B	62.5	5	37.5	3
Minnesota State University, Moorhead	B	62.5	5	37.5	3
Univ. of Arkansas - Fort Smith	B	60	3	40	2
University of Mary	B	57.1	4	42.9	3
Robert Wesleyan College	B	55.6	5	44.4	4
Dallas Baptist University	C	50	3	50	3
Dominican Univ of California	C	50	3	50	3
Fayetteville State University	C	50	3	50	3
Mercy College	C	50	3	50	3
Notre Dame de Namur University	C	50	3	50	3
Queens College	C	50	5	50	5
Saint Augustine University	C	50	2	50	2
St. Mary's University	C	50	3	50	3
University of Bridgeport	C	50	4	50	4
Molloy College	C	44.4	4	55.6	5
Winona State University	C	44.4	4	55.6	5
Hawaii Pacific University	C	42.9	3	57.1	4
Holy Names	C	42.9	3	57.1	4
New York Institute of Technology	C	42.9	3	57.1	4
Virginia State University	C	42.9	3	57.1	4
Virginia Union University	C	42.9	3	57.1	4
Elizabeth City State University	C	40	2	60	3
Long Island University - Post	C	40	4	60	6
Minnesota State University, Mankato	C	40	4	60	6
Concordia University - St. Paul	D	37.5	3	62.5	5

School	A-F	Female		Male	
		%	n	%	n
Daemen College	D	37.5	3	62.5	6
Augustana University	D	33.3	3	66.7	6
Brigham Young University - Hawaii	D	33.3	2	66.7	4
Chaminade Univ. of Honolulu	D	33.3	2	66.7	4
Concordia U - Irvine	D	33.3	3	66.7	6
Dixie State University	D	33.3	3	66.7	6
Newman University	D	33.3	3	66.7	6
St. Cloud State University	D	33.3	3	66.7	6
Northern State University	D	28.6	2	71.4	5
Southwest MN State University	D	28.6	2	71.4	5
Livingstone College	D	25	1	75	3
University of Sioux Falls	D	25	2	75	6
Upper Iowa University	D	25	2	75	6
Azusa Pacific University	F	22.2	2	77.8	7
Chowan University	F	20	2	80	8
Oklahoma Panhandle Univ.	F	20	1	80	4
University of the District of Columbia	F	20	1	80	4
John C. Smith University	F	16.7	1	83.3	5
Lubbock University	F	16.7	1	83.3	5
Rogers State University	F	16.7	1	83.3	5
Texas A & M Int'l U.	F	16.7	1	83.3	5
Wayne State College	F	16.7	1	83.3	5
Fresno Pacific University	F	14.3	1	85.7	6
Minot State University	F	14.3	1	85.7	6
Oklahoma Christian University	F	14.3	1	85.7	6
Point Loma Nazarene University	F	14.3	1	85.7	6
University of Hawaii at Hilo	F	14.3	1	85.7	6
U of MN-Crookston	F	14.3	1	85.7	6
Bemidji State University	F	11.1	1	88.9	8
California Baptist University	F	11.1	1	88.9	8
Lincoln University**	F	0	0	100	3

Note: Dowling College was not included due to an inaccessible website

\*\* Lincoln University sponsors 6 women's sports, 3 head coach positions were unfilled at the time of data collection

**BY CONFERENCE**

The ECC (47.5%) and CIAA (46.5%) had the highest percentage of female head coaches, followed by the HC (34.9%), NSIC (34.6%) and PWC (32%) (see Table 5). It is notable that the CIAA contains the institutions with the highest percentage of female head coaches (100%, Winston-Salem State University) and also lowest (0%, Lincoln University). Using the grading criteria, all conferences earned a C or D.

**TABLE 5. GRADE BY CONFERENCE FOR PERCENTAGE OF WOMEN HEAD COACHES 2016-17**

Grade	Criteria	Conference
A	100-70	
B	69-55	
C	54-40	ECC (47.5%), CIAA (46.5%)
D	39-25	HC (34.9%), NSIC (34.6%), PWC (32%)
F	24-0	

**Conclusion**

The goal of this research series is to document the percentage of women collegiate head coaches over time and add to our own work as well as work conducted by colleagues (Acosta & Carpenter, 2014; Lapchick, Fox, Guiao, & Simpson, 2015; Sabo, Veliz & Staurowsky, 2016; Wilson, 2012). The numerous complex barriers and limits to coaching opportunities that women coaches experience is evidenced not only in the academic literature (see LaVoi, 2016), and evidence-based advocacy reports (Sabo et al., 2016) but also is reflected in stories of women collegiate coaches appearing regularly in popular press.

In all five of the Division-II conferences included in this report, men held the majority of head coach positions. Winston-Salem State University is the first institution with 100% women head coaches in the history of this report series at any level of NCAA competition. Consistent with previous Division-I reports, field hockey had all women head coaches. Five Division-II schools earned an A, but no conference earned above a C. Overall, Division-II institutions in this report employ the lowest percentage of women head coaches (38.3%) than their NCAA Division-I FBS (41.1%; LaVoi, 2016), Division-I Mid-Major (40.3%; LaVoi, 2015), and Division-III (45.6%; LaVoi & Wasend, 2016) counterparts. Future versions of this Division-II report will help illuminate employment patterns by enabling comparisons of data year-to-year. It is important to note that Division-II sponsors the fewest sports within the NCAA, with an average of eight sports sponsored per institution. For comparison, Division-I FBS institutions sponsor on average 16 sports, while Division-III institutions average 18 sponsored sports. The lower number of sponsored sports means that Division-II percentages of women head coaches are more affected by one hire (male or female).

The data in this report can be used by institutions, athletic administrators, conference commissioners, 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 educate and motivate stakeholders and decision makers to recruit, hire, and retain women coaches. Together, the Tucker Center for Research on Girls & Women in Sport at the University of Minnesota and the Alliance of Women Coaches—along with other organizations, groups and individuals—are striving to reverse the trend and increase the percentage of women college coaches, generate awareness and start a national dialogue on this issue, support and retain women coaches, and recruit more women to join the coaching profession. This report card series has indeed generated dialogue. Athletic directors, many of whom do not like to be graded (i.e., judged), are asking for help and tools to facilitate the hiring and retention of women coaches. We feel these discussions are meaningful steps in the right direction. The shift in focus to decision makers and organizational change, and away from blaming women for the lack of women coaches (e.g., “Women don’t apply,” “Women lack experience,” “Women ‘opt out’”) which has dominated women in coaching narratives will help create change (LaVoi, 2016). It will also help ensure that more young women (and men) have female coaches as role models and that 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 tag-line from the Wellesley Centers for Women: “A world that is good for women is good for everyone™.”

**To view and download this report or any report in the Women in College Coaching Research Series, go to the Tucker Center website at [www.TuckerCenter.org](http://www.TuckerCenter.org), click on the “Current Research” tab and go to the Women in Sports Coaching page.**

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## Appendix A

### CONFERENCE COMPOSITION 2016-2017

East Coast Conference (ECC)	Central Intercollegiate Athletic Conference (CIAA)	Northern Sun Intercollegiate Conference (NSIC)	Heartland Conference (HC)	Pacific West Conference (PWC)
Daemen College	Bowie State University	Augustana University	Dallas Baptist University	Academy of Art University
Dowling College *Inaccessible website	Chowan University	Bemidji State University	Lubbock Christian University	Azusa Pacific University
Long Island University - Post	Elizabeth City State University	Minnesota State University, Mankato	Newman University	Brigham Young University - Hawaii
Mercy College	Fayetteville State University	Minnesota State University, Moorhead	Oklahoma Christian University	California Baptist University
Molloy College	Johnson C. Smith University	Minot State University	Oklahoma Panhandle University	Chaminade University of Honolulu
New York Institute of Technology	Lincoln University	Northern State University	Rogers State University	Concordia University - Irvine
Queens College	Livingstone College	Southwest MN State Univ.	St. Edward's University	Dixie State University
Robert Wesleyan College	Saint Augustine University	St. Cloud State University	St. Mary's University	Dominican University of California
St. Thomas Aquinas College	Shaw University	University of Minnesota - Crookston	Texas A&M International University	Fresno Pacific University
University of Bridgeport	Virginia State University	University of MN-Duluth	University of Arkansas - Fort Smith	Hawaii Pacific University
University of the District of Columbia	Virginia Union University	University of Sioux Falls		Holy Names University
	Winston-Salem State University	Upper Iowa University		Notre Dame de Namur University
		Wayne State University		Point Loma Nazarene University
		Winona State University		University of Hawaii at Hilo
		Concordia Univ.-St. Paul		
		University of Mary		



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