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Head Coaches of Women's Collegiate Teams

A Report on Select NCAA
Division-III Institutions
2016-2017



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A REPORT ON SELECT NCAA DIVISION-III 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 and 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 primarily examined a sample of “big time” FBS Division-I athletic programs, but were repeatedly asked how the data translated to the Division-III level—this report aims to fill that gap. There are over 190,000 student-athletes (79,000 females) competing for more than 450 colleges and universities throughout the US at the Division-III level, making it the NCAA’s largest membership division. This report gives a snapshot of employment patterns of head coaches in Division-III 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 provides a baseline to answer a critical question: What can be done to retain and increase the percentage of 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 57 select Division-III 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 www.TuckerCenter.org.

For this report, data for 2016-17 coaching rosters was collected during June and July 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. Data for the 2013-14 coaching rosters within the Minnesota Intercollegiate Athletic Conference (MIAC) was gathered in the fall of 2013 (the full report is available at www.TuckerCenter.org), which we used to track coach turnover rates in this 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 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 ($N = 630$) at 57 institutions of higher education in all geographic regions of the United States that were current members of six NCAA Division-III conferences: Minnesota Intercollegiate Athletic Conference (MIAC), New England Small College Athletic Conference (NESCAC), Southern Athletic Association (SAA), Southern Collegiate Athletic Conference (SCAC), Southern California Intercollegiate Athletic Conference (SCIAC), and Wisconsin Intercollegiate Athletic Conference (WIAC). Appendix A summarizes the distribution of schools by conference for 2016-17. For this report, squash was included despite not being an NCAA-sponsored sport because it was offered at eleven schools.

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 630 head coach positions of women's teams from 57 institutions comprised this sample. Ten positions remained unfilled resulting in a final sample for analysis purposes of 620 head coaches. Women held 283 of the 620 (45.6%) head coaching positions across six Division-III conferences.

TABLE 1. PERCENTAGE OF DIVISION-III 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	57	45.6	283	54.4	337	620

HEAD COACH TURNOVER IN THE MINNESOTA INTERCOLLEGIATE ATHLETIC CONFERENCE

In 2013-14 we collected head coaching data for the MIAC (see or download *Head Coaches of Women's Collegiate Teams: A Report on NCAA D-III MIAC Institutions 2013-14*), therefore we can only report turnover statistics for the MIAC. From 2013-14 to 2016-17, 29 out of 126 (23%) existing head coach positions in the MIAC turned over, which is consistent with the yearly turnover rate for head coaches in Division-I schools (from 7.4% to 8.8% per year).

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 just over half of all vacant positions (15 of 29, 51.7%) a female was hired. The MIAC added one lacrosse team at Hamline (female head coach) and eliminated two positions (Augsburg eliminated one co-coach position for cross-country, and at Gustavus Adolphus nordic skiing became a club sport) between 2013-14 and 2016-17. Coaches of both eliminated positions were males. The percentage of MIAC head women coaches increased from 2013-14 (38.1%) to 2016-17 (42.1%).

Three-quarters (9 of 12, 75%) of the institutions in the sample experienced coach turnover. Two institutions had one coach change; one institution had two coach changes; two institutions had three changes, and two institutions (Concordia College and Macalester College) had four head coach changes over three years. St. Catherine University had five and St. Olaf College had six coach changes between 2013-14 and 2016-17.

TABLE 2. GENDER COMPOSITION OF HEAD COACH VACANCY HIRES IN THE MIAC FROM 2013-14 TO 2016-17

Former Coach-New Coach Gender Dyad	Frequency	Percentage
Male-Male	11	37.9
Female-Male	3	10.3
Male-Female	9	31
Female-Female	6	20.7
TOTAL	29	100

BY SPORT

The percentage of women head coaches in 24 sports varied greatly (see Table 3). Field hockey, gymnastics, lacrosse and softball had a large majority of female head coaches. (Bowling, equestrian and rugby received As but only represented one or two coaching positions.) Golf, squash, swimming and water polo had a large majority of male head coaches; 0 of 11 water polo coaches were female. (Triathlon received an F but represented only one coaching position.) When sports with only one or two coaching positions (bowling, equestrian, rugby, fencing, triathlon) were eliminated, nearly twice as many sports received failing grades of Ds or Fs ($n = 11$) as received As or Bs ($n = 6$). Table 4 contains the breakdown of coaches by gender dyad and sport.

TABLE 3. GRADE BY SPORT FOR PERCENTAGE OF FEMALE D-III HEAD COACHES FOR 2016-2017

Grade	%	Sport
A	100-70	Bowling* (100%), Equestrian** (100%), Field Hockey (100%), Rugby* (100%), Gymnastics (87.5%), Lacrosse (83.3%), Softball (78.4%)
B	69-55	Volleyball (67.3%), Basketball (61.1%)
C	54-40	Fencing** (50%), Soccer (50%), Ice Hockey (45.5%)
D	39-25	Crew/Rowing (37.5%), Skiing-Nordic (33.3%), Diving (32.1%), Cross Country (30.9%), Track (30.9%), Tennis (26.4%), Skiing-Alpine (25%)
F	24-0	Golf (20.8%), Squash (18.2%), Swimming (17.8%), Triathlon* (0%), Water Polo (0%)

*Only offered at one school.

**Only offered at two schools.

TABLE 4. HEAD COACH NUMBER AND PERCENTAGE ALPHABETICALLY BY SPORT AND GENDER FOR DIVISION-III WOMEN'S TEAMS 2016-17

	Head Coaches				
	Female		Male		
Sport	%	<i>n</i>	%	<i>n</i>	<i>N</i>
Basketball	61.1	33	38.9	21	54
Bowling	100	1	0	0	1
Crew/Rowing	37.5	3	62.5	5	8
Cross Country	30.9	17	69.1	38	55
Diving	32.1	9	67.9	19	28
Equestrian	100	2	0	0	2
Fencing	50	1	50	1	2
Field Hockey	100	16	0	0	16
Golf	20.8	10	79.2	38	48
Gymnastics	87.5	7	12.5	1	8
Ice Hockey	45.5	10	54.5	12	22
Lacrosse	83.3	25	16.7	5	30
Skiing-Alpine	25	1	75	3	4
Skiing-Nordic	33.3	2	66.7	4	6
Rugby	100	1	0	0	1
Soccer	50	27	50	27	54
Softball	78.4	40	21.6	11	51
Squash	18.2	2	81.8	9	11
Swimming	17.8	8	82.2	37	45
Tennis	26.4	14	73.1	38	53
Track & Field	30.9	17	69.1	38	55
Triathlon	0	0	100	1	1
Volleyball	67.3	37	32.7	18	55
Water Polo	0	0	100	11	11
TOTAL	45.6	283	54.3	337	620

BY INSTITUTION

The range for percentage of women head coaches by institution varied dramatically from the highest (69.2%, Tufts University) to the lowest (12.5%, Oglethorpe University) (see Table 5). Based on the percentage of women head coaches, none of the 56 graded institutions received an A for being above average compared to peer institutions—19 schools (34%) received a B; 19 schools (34%) received a C; and 18 schools (32%) received a failing grade of a D or an F. More than twice as many schools (68%) received Bs or Cs than a failing grade (32%). Table 5 contains the grade assigned to each institution and the number and percentage of female and male head coaches employed at each institution.

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

School	A-F	Female		Male	
		%	n	%	n
Tufts University	B	69.2	9	30.8	4
Williams College	B	64.7	11	35.3	6
Amherst College	B	64.3	9	35.7	5
Macalester College	B	63.6	7	36.4	4
University of La Verne	B	63.6	7	36.4	4
University of Wisconsin - Stevens Point	B	63.6	7	36.4	4
University of Dallas	B	62.5	5	37.5	3
Carleton College	B	60	6	40	4
Hamilton College	B	60	9	40	6
Pomona - Pitzer	B	58.3	7	41.7	5
Millsaps College	B	57.1	4	42.9	3
Trinity College	B	57.1	8	42.9	6
Bates College	B	56.3	9	43.8	7
Bowdoin College	B	56.3	9	43.8	7
Augsburg College	B	55.6	5	44.4	4
California Institute of Technology	B	55.6	5	44.4	4
University of Wisconsin - River Falls	B	55.6	5	44.4	4
Centre College	B	54.5	6	45.5	5
University of Wisconsin - Eau Claire	B	54.5	6	45.5	5
Chapman University	C	50	6	50	6
Claremont - Harvey Mudd - Scripps	C	50	6	50	6
Hamline University	C	50	5	50	5
St. Benedict College	C	50	5	50	5
Trinity University	C	50	5	50	5
Wesleyan University	C	50	7	50	7
St. Olaf College	C	46.2	6	53.8	7
Occidental College	C	45.5	5	54.5	6
Southwestern University	C	45.5	5	54.5	6
St. Catherine University	C	45.5	5	54.5	6
University of Wisconsin - Whitewater	C	45.5	5	54.5	6
Colby College	C	43.8	7	56.3	9

School	A-F	Female		Male	
		%	n	%	n
Colorado College	C	42.9	3	57.1	4
University of Wisconsin - Platteville	C	42.9	3	57.1	4
Sewanee: The University of the South	C	41.7	5	58.3	7
University of Redlands	C	41.7	5	58.3	7
Whittier College	C	41.7	5	58.3	7
Gustavus Adolphus College	C	40	4	60	6
University of Wisconsin - La Crosse	C	40	4	60	6
Middlebury College	D	37.5	6	62.5	10
Texas Lutheran University	D	37.5	3	62.5	5
Berry College	D	36.4	4	63.6	7
California Lutheran University	D	36.4	4	63.6	7
University of Wisconsin - Oshkosh	D	36.4	4	63.6	7
Bethel University	D	33.3	3	66.7	6
University of Wisconsin - Stout	D	33.3	3	66.7	6
Birmingham-Southern College	D	30	3	70	7
Connecticut College	D	28.6	4	71.4	10
University of St. Thomas	D	27.3	3	72.7	8
Austin College	D	25	2	75	6
Schreiner University	D	25	2	75	6
Hendrix College	F	22.2	2	77.8	7
Centenary College	F	20	2	80	8
Concordia College	F	20	2	80	8
Rhodes College	F	20	2	80	8
St. Mary's University	F	18.2	2	81.8	9
Oglethorpe University	F	12.5	1	87.5	7

Note: Transylvania University was not assigned a grade because it only has one sport (field hockey) in the SAA and assigning an A for 100% (1/1) female coaches is misleading and inaccurate.

BY CONFERENCE

The NESCAC (53.3%) and SCIAC (49%) had the highest percentage of female head coaches, while the SCAC (38.6%) and SAA (35.4%) had the lowest percentage of female head coaches (see Table 6). Given that seven of the institutions that earned Bs are members of the NESCAC, it not surprising the NESCAC ranked highest. Between 2013-14 and 2016-17, the percentage of female coaches in the MIAC improved from 38.1% to 42.1% thanks to a net gain of +7 female coaches. Using the grading criteria, all conferences earned a C or D.

TABLE 6. GRADE BY CONFERENCE FOR PERCENTAGE OF WOMEN HEAD COACHES 2016-17

Grade	Criteria	Conference
A	100-70	
B	69-55	
C	54-40	NESCAC (53.3%), SCIAC (49%), WIAC (46.8%), MIAC (42.1%)
D	39-25	SCAC (38.6%), SAA (35.4%)
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 et al., 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 that appear regularly in the popular press.

In five out of the six Division-III conferences included in this report, men held the majority of head coach positions. The NESCAC becomes the first conference at any NCAA division in the history of this report series to have a majority of women head coaches. Consistent with previous Division-I reports, field hockey had all women head coaches, while water polo had zero female head coaches. No Division-III schools earned an A, and no conference earned above a C or a D. However, Division-III institutions in this report employ a higher percentage of women head coaches (45.6%) than their Division-I FBS (41.1%, LaVoi, 2016) and Division-I Mid-Major (40.3%, LaVoi, 2015) counterparts. Future versions of this Division-III report will help illuminate employment patterns by enabling comparisons of the data year-to-year. It is worth noting that in MIAC—the only Division-III conference for which we have collected multi-year data—improvement was evident in the percentage of women head coaches since 2013-14.

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 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, 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

Minnesota Intercollegiate Athletic Conference (MIAC)	New England Small College Athletic Conference (NESCAC)	Southern Athletic Association (SAA)	Southern Collegiate Athletic Conference (SCAC)	Southern California Intercollegiate Athletic Conference (SCIAC)	Wisconsin Intercollegiate Athletic Conference (WIAC)
Augsburg College	Amherst College	Berry College	Austin College	California Institute of Technology	University of Wisconsin - Eau Claire
Bethel University	Bates College	Birmingham-Southern College	Centenary College	California Lutheran University	University of Wisconsin - La Crosse
Carleton College	Bowdoin College	Centre College	Colorado College	Chapman University	University of Wisconsin - Oshkosh
Concordia College	Colby College	Hendrix College	University of Dallas	Claremont - Harvey Mudd - Scripps Colleges	University of Wisconsin - Platteville
Gustavus Adolphus College	Connecticut College	Millsaps College	Schreiner University	University of La Verne	University of Wisconsin - River Falls
Hamline University	Hamilton College	Oglethorpe University	Southwestern University	Occidental College	University of Wisconsin - Stevens Point
Macalester College	Middlebury College	Rhodes College	Texas Lutheran University	Pomona - Pitzer Colleges	University of Wisconsin - Stout
College of St. Benedict	Trinity College	Sewanee - The University of the South	Trinity University	University of Redlands	University of Wisconsin - Whitewater
St. Catherine University	Tufts University	Transylvania University *(Field hockey only)		Whittier College	
St. Mary's University	Wesleyan University				
St. Olaf College	Williams College				
University of St. Thomas					

A report designed to
make a difference in the
lives of girls and women
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