
by

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ABSTRACT

While the number of women participating in sports has increased since Title IX, the number of women coaching women’s sports has decreased. Before Title IX was implemented, the percentage of women coaching Division I sports was 90%, today that number is only 42.8% (Acosta & Carpenter, 2008). Most research investigating these trends has focused on four year colleges while little attention has been directed at women coaching in two-year colleges. This research project gathered the current numbers of head coaches of women’s sports and athletic directors in 100 two-year colleges in the state of California. College websites were used to determine the gender of head coaches and athletic directors. Collected data was then sent by email to athletic directors and/or athletic department secretaries to verify their accuracy. The data was analyzed and compared to data collected by Rosas who examined hiring trends in California two-year colleges for the years 1988 and 1997 (Rosas, 1991). The 2008 data reveals that while the number of girls and women participating in sports has increased over the last ten years, the percentage of women in athletic director and head coaching positions has continued to decline. Currently in California two year colleges 40% of women’s sports teams are coached by women, and 60% are coached by men, while 80% of the athletic director positions are held by men, and 20% are held by women. Findings are discussed in term of trends in different athletic programs with the California community college system, and in particular the Bay Valley and Big Conferences of Northern California.
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CHAPTER 1

Introduction

Girls and women involved in sports have a better chance for equity, as well as more opportunities to participate in sports because of Title IX. Title IX requires that women’s sports be comparable to men’s in regards to equal practice times, scheduling, equipment, coaches, facilities, and support services for women (Education Amendments Act of 1972).

Before Title IX was passed in 1972, women coached 90% of women’s intercollegiate teams, and there were over 90% of women in athletic director positions. With the increasing opportunities for participation in sport, there was also an increase in athletic director and head coaching positions. However, in 2008, Acosta and Carpenter found that women held only 21.3% of the athletic director positions, and 42.8% of the head coaching positions for women’s teams, and less than 3% of the head coaching positions of men’s teams.

The number of girls and women in sports has increased consistently over the years. Prior to 1972, less than 300,000 girls participated in high school sports (The National Federation of State High School Associations, 2003), while only 16,000 women participated in intercollegiate sports. Since the implementation of Title IX, the number of opportunities for girls and women in sport has increased dramatically. The number of girls and women who participate in sport has risen to over 31 million (Acosta & Carpenter, 2008). In 2007, The National Federation of State High School Associations reported that over 3 million girls participated in high school athletics, and in 2008 over
180,000 women participated in intercollegiate athletics, with 9101 women's sports teams being offered (Acosta & Carpenter, 2008).

While the passage of Title IX not only increased participation for girls and women in sport, it also opened more coaching positions, which seem to have been filled by men. Hasbrook (1988) suggested that one possible reason for the decline was that there just weren't enough women to fill the new positions. Current and former female athletes are potential sources of future coaches, and despite the increased number of participants, the number of women in coaching continues to decline.

Statement of Purpose

This research expands on previous studies conducted on four year colleges (Acosta & Carpenter, 2008), high school coaches (Shrock, 2005), as well as a follow up to a previous study on two-year colleges (Rosas, 1998). Most of the current research is on four year colleges, and there are limited studies on two-year colleges. Two-year colleges are segues to four year colleges; consequently, it is important to research two-year colleges, and their role in developing players and coaches. Two-year colleges give many student athletes their first collegiate experiences. These experiences will be carried with them throughout their lives, and affect their perceptions of what college athletics is, as well as who coaches them.

There is an absence of data on two-year colleges, as well as high school sports. The purpose of this study is to determine the current numbers of women in athletic director and head coaching positions in two-year colleges sanctioned by the Commission
on Athletics (COA) in the state of California. The current data will be recorded and
compared to the data from the previous study by Rosas (1998).

Definition of Terms

For the purpose of this study, the following definitions were utilized.

**Athletic Director:** An individual who oversees the coaches and staff involved in
intercollegiate or interscholastic athletic programs

**Bay Valley Conference (BVC):** One conference within the COA. The BVC includes 10
two-year colleges. It is comprised of colleges with smaller enrollment.

**Big 8 Conference:** One conference within the COA. The Big 8 conference includes 8
colleges and includes larger enrollment colleges.

**California Community College Commission on Athletics (COA):** The governing board
of intercollegiate athletic programs in two-year colleges within California. There are 10
conferences within the COA.

**Head Coach:** Individual in charge of coaching, staffing, budget, travel, and overall
organization of a sports program.

**Homologous Reproduction:** A process whereby dominants reproduce themselves based
on social and/or physical characteristics (Stangl & Kane, 1991).

**National Collegiate Athletic Association (NCAA):** The governing body of four year
colleges, including Divisions I, II, and III.

**Title IX:** An Education Amendment Act of 1972 which stated “No person in the United
States shall, on the basis of sex, be excluded from participation in, be denied the benefits
of, or be subjected to discrimination under any education program or activity receiving
Federal financial assistance” (Title IX of the Education Amendments of 1972, P.L. 92-318, 20 U.S. C. S. section 1681 et seq.)

Limitations

This study will be limited by inaccurate data collection on college websites in 2008.

Delimitations

This study only included head coaches of women’s sports and athletic directors of 100 two-year colleges within the state of California. All colleges included were sanctioned by the California Community Colleges Commission on Athletics (COA). Only data from the spring and fall of 2008 was included. Coaches of men’s sports teams were not included.

Research Questions

1. How many women are currently in athletic director and head coaching positions at two-year colleges in California?

2. Have the current number of women in athletic directors and head coaching positions at two-year colleges in California increased or decreased since Rosas (1998) study?

3. What is the average length of employment of athletic directors and head coaches in the Bay Valley and Big Eight Conferences?

4. Do athletic directors of the Bay Valley and Big Eight Conferences have coaching experience?
5. How many women are currently in full time coaching positions in the Bay Valley and Big Eight Conferences?

6. How many assistant coaches of women’s sports teams in the Bay Valley and Big Eight Conferences are women?
Since the passage of Title IX the number of girls and women participating in
sports has reached over 31 million. The participation of women in four year college and
university athletics has increased from 16,000 to over 180,000 in 2008 (Acosta &
Carpenter, 2008). With the increased participation, the number of coaching opportunities
for women’s sports has increased as well. In 2008 there were 9,101 head coaching
positions for women’s sports teams at four year colleges and universities (Acosta &
Carpenter, 2008). However, even with the increases in both participation and coaching
positions, the number of women in head coaching positions has declined. Reasons for the
lack of women in athletic director and head coaching positions might include
homologous reproduction, why women choose to leave coaching, and gender hiring
trends.

Female Athletic Directors and Head Coaches at Colleges and Universities

Acosta and Carpenter have been the pioneers in researching women in coaching at
four year colleges. They have conducted a longitudinal study examining gender equity in
four year college athletics since 1977. They have not only documented the steady
increase in women athletes and women’s teams, but the steady decline in women as the
head coach of these teams. Acosta and Carpenters’ research is focused on four year
colleges (all National Collegiate Athletic Association (NCAA) schools) and includes data
on women coaches, administrators as well as participants.
Before Title IX was passed in 1972, most colleges and university had separate athletic programs for women and men. Women’s sports seasons were shorter than men’s, based on the assumption that women didn’t have the stamina to compete throughout the longer seasons. Over 90% of the athletic directors for women’s athletic programs were women, and over 90% of the head coaches for women’s sports teams were women. Most of the female athletic directors also taught, and coached a team, while many of the coaches of women’s sports teams were volunteers. With the passage of Title IX, most colleges combined the women’s and men’s athletic programs into one department, and the male athletic director took charge of both programs. Coaching a women’s sports team became a paid position, therefore making it a more appealing to both women and men.

In 1978, the first year Title IX was to be enforced, there were an average of 5.61 women’s sports teams per college offered, which was an increase from 2.5 women’s teams before Title IX was passed. The number of female athletic directors in 1978 dropped to 20%, while the number of women in head coaching positions dropped to 58.2% (Acosta & Carpenter, 1988). Throughout the next ten years, the percentage of women in athletic director and head coaching positions continued to decline, dropping to 16.1% for athletic directors, and 48.3% for coaches of women’s sports in 1988. There was also an increase in the average number of sports being offered from 5.61 in 1978 to 7.31, and there were 5757 head coaching positions for women’s sports available (Acosta & Carpenter, 1988). In 1998, the number of female athletic directors increased to 19.4%, while the number of women in head coaching positions fell to 47.4%. 6346 women’s
sports teams were offered in 1998, with an average of 7.71 women’s sports teams being offered per college (Acosta & Carpenter, 2004).

Currently, in 2008, Acosta and Carpenter found there were more female AD’s, both in percentages and in numbers, than at any time since 1978, with 21.3% of athletic director positions being held by women. There was also another increase in the average number of women’s sports offered per college to 8.65. According to Acosta and Carpenter, in four year colleges, there are 9101 head coaching jobs for women’s sports teams that participate in the NCAA which is an increase of 2755 women’s sports teams since 1998. They found that 42.8% of those positions were held by women, almost the lowest percentage since the passage of Title IX. The lowest representation of women in head coaching positions was in 2006, with a percentage of 42.4%. The NCAA also recorded over 180,000 female athletes, the highest number ever in 2008 (Acosta & Carpenter, 2008).

Acosta and Carpenter note the highest numbers of participation levels of girls and women in sport may have increased because of increased media attention, societal acceptance of girls and women in sports, as well as the many Title IX lawsuits that have been filed on their behalf (Acosta & Carpenter, 2008). The development of advocacy groups which provide support, mentorship and networking opportunities may also be benefiting women. Despite this, the number of women in head coaching is not increasing with the trend. On a positive note, they found that in 2008, there are more women athletic administrators, in both numbers and percentages than at any time since the passage of Title IX (Acosta & Carpenter, 2008).
A similar study was conducted on two-year colleges in 1998. Rosas’ study examined gender and ethnic hiring trends of athletic directors and head coaches of California community colleges from 1988 through 1997. Rosas’ research included court decisions, and state and federal legislation, which affected people of color and women in athletic administration and coaching positions. Her study focused on ethnicity and the proportion of women and people of color compared to Caucasian males in athletic leadership roles (Rosas, 1998). This study provides baseline data on the status of athletic leadership and head coaching in two-year colleges within California.

According to Rosas’ findings, in 1988 there were 21 (18.8%) female athletic administrators compared to 91 (81.2%) men. 191 women coaching women’s sports (38.7%), and 303 men coaching women’s sports (63.1%) (Rosas, 1998). In 1997, there were 30 female athletic administrators (26.1%) and 85 male athletic administrators (73.9%). It was found that 244 women were head coaches of women’s sports teams for a total of (44.9%) and 299 men coaching women’s sports teams for a total of (55.1%) (Rosas, 1998).

Rosas concluded that while sport offerings for women had increased in the California community colleges, the offerings were still not equitable compared to those of men, and that the numbers found were indicative of a lack of compliance to Title IX. It was also noted that men clearly dominated leadership positions in every year of her study. It was stated that the data showed a blatant lack of hiring opportunities for women in athletic leadership roles.
Rosas recommended that community college systems pay more attention to violations and compliance of Title IX. It was also recommended, as a result of the lack of female mentors for coaches and athletic directors, that there should be an implementation of women and people of color as mentors.

While Acosta and Carpenters’ research focuses on four-year colleges and Rosas’ on two-year colleges, both provide baseline numbers of female athletic directors and head coaches. Both studies found that the number of female athletic directors has increased between 1988 and 1997. The percentage of female head coaches of women’s sports at four-year colleges decreased less than one percent during the ten years, while the percentage of female head coaches of women’s sports at two-year colleges increased by over 6%.

Possible Explanations for the Decline of Women in Coaching

There are many reasons that could possibly explain the declining number of women in head coaching positions, such as homologous reproduction, the various reasons why women choose to leave coaching, gender roles, and stereotypes.

*Homologous Reproduction*

One topic well represented throughout the research was the concept of homologous reproduction which is driven by the good old boys club (Greenwood & Stahura, 2000, Stangl & Kane, 1991). Homologous reproduction is a term based on the idea that people in positions of power are more likely to support people that reflect their own theories and practices, or their social and/or physical characteristics. Because of homologous reproduction, people that apply for jobs, who are considered different by
Male athletic directors, are often rejected because they are not identical to the dominant group (Stangl & Kane, 1991).

Male athletic directors tend to believe that women are less qualified and are more constrained by time due to family obligations. However, Hasbrook, Hart, Mathes, and True (1990) found that female coaches were more qualified, based on their experience with teams, professional training and professional experience than males. Hasbrook et al. also found that males were actually more restricted by time constraints. In addition, they found that male athletic directors’ beliefs seemed to be based upon gender-stereotypic bias about the female coaches’ competence, rather than on their experience or qualifications. Despite the extensive knowledge of female coaches, the majority of women’s teams are coached by males. Male AD’s blamed this decline on the inadequacies of female coaches, their lack of willingness to travel to recruit, and their lack of experience (Stangl & Kane, 1991).

A simple solution seems to be the hiring of more female athletic directors, who will then in turn hire more female coaches. Female athletic directors only represent 8.7% of Division I athletic programs, while for Division II and III schools the percentages are 16.9% and 27.5% respectively (Acosta & Carpenter, 2004).

Women in Athletic Director and Coaching Positions

The good old boys club provides networking opportunities to male coaches. Men have dominated the athletic director positions throughout history (Acosta & Carpenter, 2008). There are substantially more male athletic directors and administrators, and they are the ones in charge of hiring new coaches. When new jobs open up, the old saying of,
“It’s not what you know, but who you know” comes into play. Male coaches have generations of networks established, and using those connections, they are more likely to be hired. According to Bacon and Dubois (1999), 58% of male sports management graduates used their contacts to apply for jobs, while only 37% of women did. The framework of the good old boys club created a situation where men, representing the same, or similar values as the person leaving, fill the vacant coaching positions (Stangl & Kane, 1991).

Acosta and Carpenter (1988) reported that there was a direct relationship between the gender of the person being hired and the gender of the person doing the hiring. Men tend to prefer to hire within their inner circle, creating a situation where women must work that much harder to get hired. Because of this inner circle, women are often passed up for opportunities, if they even know about them at all. Males are often actively recruited and offered all sorts of incentives to come to a school. This, along with the substantial inequities between a male and female’s salaries, often discourage females from even considering coaching as a career. Athletics have been dominated by males, and as long as the good old boys network is in place without competition from a good old girls network, men will continue to fill all the vacant athletic positions. This is one of the hallmarks of homologous reproduction.

**Why Female Coaches Leave the Profession**

For all the reasons that women aren’t in the coaching profession, there seem to be even more for why they leave coaching. According to the Coaching and Gender Equity project (CAGE) published in 2005, the most represented reasons for women to leave
NCAA coaching positions were: alternative career goals, the stereotypes associated with
gender roles, social or personal reasons, the pressures of being a teacher and coach, and
finally, the lack of pay compared to their male counterparts (Drago, Hennighausen,
Rogers, Vescio, & Stauffer, 2005). This may be happening because more opportunities
are opening up for women, including in the sports arena. Women are now reporting
sports news, commentating during games, coaching in professional leagues, and have the
option of getting front office jobs for teams (Drago, et. al).

A background paper about the CAGE project reported that more than half of
administrators and coaches encountered people who thought that because of their
involvement in sport that they were lesbians. Several coaches agreed that homophobia
was a large deterrent in attracting and keeping female coaches. The assumption of
lesbianism in sport denies female athletes and coaches alike the opportunities to be
involved in coaching, regardless of their sexual preference (Fazioli, 2004). Athletes and
coaches alike are often times labeled as lesbians because of their interest and involvement
in sports. Many sports are considered to be unfeminine and carry the image of
masculinity, and as a result women involved in sports challenge the way that society
views women. Instead of being submissive and homemakers, women involved in sports
can be strong, leaders, and competitive (Stahura & Greenwood, 2002).

The CAGE project also created a focus group that included coaches and athletes,
and concluded that women athletes seem to favor male coaches over female ones, leading
to a situation where female coached teams could be at a disadvantage for recruiting. An
eexample of a female athlete preferring a male coach comes from Diana Taurasi, who
played women’s basketball at University of Connecticut, and currently plays in the Women’s National Basketball Association (WNBA), said she wanted to play for a male coach in college. In an interview from 2002, she said: "You might respect more what's coming of a man's mouth about basketball," adding that having a woman yell at her seemed like her mother telling her to do her chores. "The only woman yelling at me is my mom. That's the way I'd like to keep it" (Longman, p. D5, 2002). Opinions like this could be contributing to the decline of female coaches.

Drago et al. (2005) found that female athletes preferred coaches who exhibited traditionally masculine traits. The characteristics preferred by female athletes were a coach who commanded the respect of players, and who tended to have an authoritarian style of coaching. Female athletes also commented that they thought female coaches were more emotional, created drama on the team. The reasons cited for female athletes preferring a female coach were that they could relate to and communicate with a female coach easier than a male coach. It was found that most of the female athletes based their opinions on their experiences with coaches, and that most had minimal to no past experience with a female head coach, therefore basing their coaching preferences on past experiences with male coaches (Drago, et. al, 2005).

The lack of female mentors in coaching and athletic director positions is another concern that could be contributing to the inequity between female and male coaches (Drago, et al., 2005). Because of this shortage, any female who is new to coaching will have few fellow women coaches and administrators to turn to for guidance and support. The good old boys club is once again perceived as the reason for the lack of mentorship
(Stahura & Greenwood, 2002). With so few head coaches that are women, girls and women in sport may not even consider coaching as an option. Women coaches are role models to their athletes, and could therefore influence these girls and women into later becoming coaches themselves, possibly helping to reverse the declining numbers of women in coaching and athletic administrator positions (Drago, et al., 2005).

Female coaches are more prevalent among Division III athletics than Division I. An explanation for this is that women might be more interested in Division III because of the less competitive nature and time commitment. Division I coaches have a lot more pressure to win, to recruit the best athletes, and to produce more revenue. Division I coaches also have more pressure to perform, and the athletic directors seem to impose a “win at all costs” attitude (Stahura & Greenwood, 2002). Most pre-Title IX coaches had been trained to be physical educators, in a much less competitive setting than today, and may not like the new structure of athletics or the new role expectations (Hart, et al. 1986; Hasbrook, 1988; Stangl & Kane, 1991).

Weiss and Stevens (1993) surveyed 99 current and 54 former female high school coaches from Montana. They asked why they started coaching, and the former coaches were asked why they stopped coaching. The most frequent response of why they left was because of family, marriage, and children (29%), a desire to go back to school (13%), and they didn’t like having to sacrifice so much personal time (11%). Several stated that they wanted to get away from the teacher/coach stigma of “coach first, teacher second”. Weiss and Stevens found that female coaches were much more likely than men to have jobs as both teachers and coaches. Coaches also said that the time they had to spend at
practices or traveling for away games and on weekends took too much time away from their personal lives and activities. Both sets of coaches' cited anxiety and stress, lack of support from administration, and lack of commitments from athletes.
CHAPTER 3

Methods

The purpose of this study was to determine the current hiring trends of head coaches of women’s teams and athletic director positions in two-year colleges within the state of California. One hundred two-year colleges in the state of California, which are sanctioned by the California Community College Commission on Athletics (COA), were included in this study. The COA is the governing board for intercollegiate athletics at 2 year colleges in California. The COA was selected based on accessibility to the participating colleges, the amount of colleges within the COA, and the inclusion of 11 sports for women.

Subjects

The subjects in this study were head coaches of women’s sports and athletic directors from 100 two-year colleges in California, which participate in intercollegiate athletics under the California Community College Commission on Athletics (COA). The COA is the governing board for intercollegiate athletics at two-year colleges in California. The COA includes 11 sports for women.

Data Collection

Using the COA website (http://www.coasports.org), a list of 100 colleges sanctioned by the COA was compiled. College websites were then used to collect data on the gender of head coach of every woman’s sport, as well as the gender of the athletic director, as reported during the spring and fall of 2008. The genders were recorded and
organized on a spreadsheet, with the name of the college and every woman’s sport offered. Genders were marked with an “M” for male, or “F” for female coaches.

Emails were then sent to the athletic director, athletic secretary, and/or head coaches of women’s sports at each college, where they were asked to verify the gender information for their college and respond by email or telephone. Email addresses were found on the college’s website.

In addition to the data collected from the 100 two-year colleges in California, a more in depth analysis of two conferences within the COA was also done. Both conferences are located in Northern California. The two conferences are the Bay Valley Conference (BVC), which includes ten colleges, and the Big 8 conference, which includes 8. The BVC conference includes the smaller enrollment colleges, while the Big 8 is considered one of the premiere conferences within the COA, and has a higher enrollment, which previously dominated the smaller colleges. These colleges were chosen based on the large number sports offered, enrollment, their locations, as well as the ease of obtaining data.

For the BVC and Big 8 conferences, three questions were asked:

1. What is the gender of head and assistant coaches of women’s sports in the BVC and Big 8 Colleges?
2. How long have head coaches of women’s sports been employed?
3. What is the full/part time status of head coaches of women’s sports?
These questions were used to find out if men were not only holding more coaching positions than women, but also to see if they are occupying the full time positions for women’s sports as well.

The questions were emailed asking about the athletic directors of the BVC and Big 8 conferences were:

1. Did they start as a coach?
2. Length of employment as an AD?

Athletic directors were asked if they had coached a sport before becoming the athletic director. This question was asked to learn if athletic directors are coming into their positions up through the ranks. Emails were then sent to the athletic directors, secretaries, coaches, and administrators within the BVC and Big 8 to obtain and verify the college’s information.

Data Analysis

Raw scores were entered into a spreadsheet and then converted into percentages. Percentages from Rosas (1998) study were also entered into the spreadsheet for comparison. The results are discussed in the following chapter.
CHAPTER 4
Results

The purpose of this study was to determine the current numbers of women in athletic director and head coaching positions in two-year colleges within California. The current numbers were recorded and then compared to Rosas (1998) study.

Athletic Directors

In 2008, there were 100 athletic director positions of which 20 were held by women (20%), and 80 by men (80%). According to Rosas’ findings, in 1997 there were 115 athletic administrator positions, which was an increase of 3 positions since 1988.

![Figure 1: Gender of Athletic Directors by Year.](image-url)
Table 1
Gender of Athletic Directors by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Women</th>
<th>% Women</th>
<th>Men</th>
<th>% Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>112</td>
<td>21</td>
<td>19%</td>
<td>91</td>
<td>81%</td>
</tr>
<tr>
<td>1997</td>
<td>115</td>
<td>30</td>
<td>26%</td>
<td>85</td>
<td>74%</td>
</tr>
<tr>
<td>2008</td>
<td>100</td>
<td>20</td>
<td>20%</td>
<td>80</td>
<td>80%</td>
</tr>
</tbody>
</table>

Of the 112 positions available in 1988, 21 were held by women (18.75%), and 91 were held by men (81.25%). In 1997, the number of athletic administration positions had increased by 3, to 115 positions. Of the 115 positions, women were in 30 (26%), and men held the remaining 85 positions (74%) (Rosas, 1998). The data from 2008 show there are 20 female athletic directors, a decrease of 10 positions since 1997 (Rosas, 1998). Between 1988 and 2008, while the percentage of women increased, there was a decrease of the number of women athletic directors from 21 (19%) to 20 (20%).

Head Coaches of Women’s Sports

In 2008, there were a total of 623 sport team offerings for women at two-year colleges in California. Of the 623 positions, 251 (40%) were held by women, and 372 (60%) were held by men. Rosas’ 1998 findings provided the following data regarding head coaching positions: in 1988, there were 494 head coaching positions for women’s sports. There were 191 (38.6%) women coaches, and 303 (61.4%) men coaching women’s sports. In 1997, the number of head coaching positions for women’s sports
increased to 543. Of those, 244 were coached by a woman (44.9%), while 299 had a male head coach (55.1%).

Figure 2 shows that from 1997 to 2008, the number of coaching positions increased from 543 to 623 for a total of 82 new head coaching positions. Of these 82 new positions, 71 were filled by men (372 in 2008 vs. 299 in 1997) while only 7 of these positions were filled by women (251 in 2008 vs. 244 in 1997). There was a 15% increase in the number of positions available, but only 2.9% of them were filled by women. Between 1988 and 1997, the number of coaching positions available increased from 494 to 543 (9.9%), and the number of women coaches increased from 191 in 1988 to 244 in 1997 (27.7%) while the number of men coaches decreased from 303 in 1988 to 299 in 1997 (-1.3%) (Rosas, 1998). While the total number of women in head coaching positions increased to 251 from 244 in 1997, the percentage decreased from 45% to 40%.
Table 2
Women and Men in Head Coaching Positions by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Women</th>
<th>% Women</th>
<th>Men</th>
<th>% Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>494</td>
<td>191</td>
<td>39%</td>
<td>303</td>
<td>61%</td>
</tr>
<tr>
<td>1997</td>
<td>543</td>
<td>244</td>
<td>45%</td>
<td>299</td>
<td>55%</td>
</tr>
<tr>
<td>2008</td>
<td>623</td>
<td>251</td>
<td>40%</td>
<td>372</td>
<td>60%</td>
</tr>
</tbody>
</table>

In this 2008 study, there are a total of 623 sport team offerings for women within the COA across the following sports:

Table 3
Gender of Head Coaches of Women’s Teams by Sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>Total</th>
<th>Women</th>
<th>% Women</th>
<th>Men</th>
<th>% Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASKETBALL</td>
<td>90</td>
<td>46</td>
<td>51%</td>
<td>44</td>
<td>49%</td>
</tr>
<tr>
<td>CROSS COUNTRY</td>
<td>59</td>
<td>16</td>
<td>27%</td>
<td>43</td>
<td>73%</td>
</tr>
<tr>
<td>GOLF</td>
<td>25</td>
<td>7</td>
<td>28%</td>
<td>18</td>
<td>72%</td>
</tr>
<tr>
<td>SOCCER</td>
<td>78</td>
<td>56</td>
<td>69%</td>
<td>25</td>
<td>31%</td>
</tr>
<tr>
<td>SOFTBALL</td>
<td>81</td>
<td>5</td>
<td>11%</td>
<td>41</td>
<td>89%</td>
</tr>
<tr>
<td>SWIMMING</td>
<td>46</td>
<td>12</td>
<td>21%</td>
<td>45</td>
<td>79%</td>
</tr>
<tr>
<td>TRACK &amp; FIELD</td>
<td>57</td>
<td>51</td>
<td>61%</td>
<td>32</td>
<td>39%</td>
</tr>
<tr>
<td>VOLLEYBALL</td>
<td>83</td>
<td>9</td>
<td>21%</td>
<td>33</td>
<td>79%</td>
</tr>
<tr>
<td>H2O POLO</td>
<td>13</td>
<td>2</td>
<td>15%</td>
<td>11</td>
<td>85%</td>
</tr>
<tr>
<td>BADMINTON</td>
<td>49</td>
<td>22</td>
<td>45%</td>
<td>27</td>
<td>55%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>623</strong></td>
<td><strong>251</strong></td>
<td><strong>40%</strong></td>
<td><strong>372</strong></td>
<td><strong>60%</strong></td>
</tr>
</tbody>
</table>
In 2008, there were a total of 623 positions, 251 were women (40%), and 372 were men (60%). The sports with the highest representation of women in head coaching positions were: softball (69%), volleyball, (61%), and basketball, (51%). The sports with the least representation of women in sports included: swimming (11%), badminton (16%), and track & field (21%).

### Table 4

<table>
<thead>
<tr>
<th>College</th>
<th>% Women</th>
<th>Total # of Women's Sports Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego City College</td>
<td>86%</td>
<td>7</td>
</tr>
<tr>
<td>American River College</td>
<td>80%</td>
<td>10</td>
</tr>
<tr>
<td>Mt. San Jacinto College</td>
<td>80%</td>
<td>5</td>
</tr>
<tr>
<td>Long Beach City College</td>
<td>67%</td>
<td>9</td>
</tr>
<tr>
<td>Cuyamaca College</td>
<td>67%</td>
<td>6</td>
</tr>
<tr>
<td>San Bernardino Valley College</td>
<td>67%</td>
<td>6</td>
</tr>
<tr>
<td>Fullerton College</td>
<td>64%</td>
<td>11</td>
</tr>
<tr>
<td>College of the Redwoods</td>
<td>60%</td>
<td>5</td>
</tr>
<tr>
<td>Cosumnes River College</td>
<td>60%</td>
<td>5</td>
</tr>
<tr>
<td>Moorpark College</td>
<td>57%</td>
<td>7</td>
</tr>
</tbody>
</table>

Note: Only colleges with at least 5 women's sports offered were included in this table.
Table 5

Colleges with the Lowest Percentage of Female Head Coaches

<table>
<thead>
<tr>
<th>College</th>
<th>% Women</th>
<th>Total # of Women’s Sports Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles Pierce College</td>
<td>0%</td>
<td>6</td>
</tr>
<tr>
<td>Chaffey College</td>
<td>14%</td>
<td>7</td>
</tr>
<tr>
<td>Butte College</td>
<td>14%</td>
<td>7</td>
</tr>
<tr>
<td>Golden West College</td>
<td>14%</td>
<td>7</td>
</tr>
<tr>
<td>Merced College</td>
<td>17%</td>
<td>6</td>
</tr>
<tr>
<td>College of Marin</td>
<td>20%</td>
<td>5</td>
</tr>
<tr>
<td>Yuba College</td>
<td>20%</td>
<td>5</td>
</tr>
<tr>
<td>Santiago Canyon College</td>
<td>20%</td>
<td>5</td>
</tr>
<tr>
<td>Oxnard College</td>
<td>20%</td>
<td>5</td>
</tr>
<tr>
<td>College of the Sequoias</td>
<td>22%</td>
<td>9</td>
</tr>
</tbody>
</table>

Note: Only colleges at least 5 women’s sports offered were included in this table.

Athletic Directors of the Bay Valley and Big 8 Conferences

The data collected about the athletic directors in the BVC and Big 8 conferences were: a) what is the gender of the athletic director, b) how long have they been in their current position, c) did they coach a sport before becoming the AD?
There are a total of 18 athletic directors within the BVC and Big 8 conferences. 3 of the 18 (17%) athletic directors are women, while 15 (83%) athletic directors were men.

Table 6

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Women</th>
<th>% Women</th>
<th>Men</th>
<th>% Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>18</td>
<td>3</td>
<td>17%</td>
<td>15</td>
<td>83%</td>
</tr>
</tbody>
</table>

Length of employment and Prior Coaching Experience of Athletic Directors

The average length of employment of all athletic directors in the BVC and Big 8 is 6.43 years. The range of employment was between 2.5 months and 16.5 years. The average length on male athletic directors was 6.7 years, with a range of 2.5 months to 16.5 years. The average length of employment for a female athletic director was 5.3 years, with a range of 1 year to 13 years.

Out of the 18 athletic directors, sixteen indicated they had previous coaching experience before becoming the athletic director of a two-year college. The two athletic directors without coaching experience were both male.
Coaches of the Bay Valley and Big 8 Conferences

Table 7

Gender of Head Coaches of Women’s Teams in the BVC and Big 8 Conferences

<table>
<thead>
<tr>
<th>Sport</th>
<th>Total</th>
<th>Women</th>
<th>% Women</th>
<th>Men</th>
<th>% Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASKETBALL</td>
<td>17</td>
<td>8</td>
<td>47.0%</td>
<td>9</td>
<td>53.0%</td>
</tr>
<tr>
<td>CROSS COUNTRY</td>
<td>8</td>
<td>3</td>
<td>35.5%</td>
<td>5</td>
<td>65.5%</td>
</tr>
<tr>
<td>GOLF</td>
<td>6</td>
<td>2</td>
<td>33.3%</td>
<td>4</td>
<td>66.6%</td>
</tr>
<tr>
<td>SOCCER</td>
<td>14</td>
<td>4</td>
<td>29.0%</td>
<td>10</td>
<td>71.0%</td>
</tr>
<tr>
<td>SOFTBALL</td>
<td>14</td>
<td>9</td>
<td>64.0%</td>
<td>5</td>
<td>36.0%</td>
</tr>
<tr>
<td>SWIMMING</td>
<td>9</td>
<td>3</td>
<td>33.3%</td>
<td>6</td>
<td>66.6%</td>
</tr>
<tr>
<td>TRACK &amp; FIELD</td>
<td>9</td>
<td>3</td>
<td>33.3%</td>
<td>6</td>
<td>66.6%</td>
</tr>
<tr>
<td>VOLLEYBALL</td>
<td>15</td>
<td>12</td>
<td>80.0%</td>
<td>3</td>
<td>20.0%</td>
</tr>
<tr>
<td>H2O POLO</td>
<td>9</td>
<td>3</td>
<td>33.3%</td>
<td>6</td>
<td>66.6%</td>
</tr>
<tr>
<td>TENNIS</td>
<td>8</td>
<td>2</td>
<td>25.0%</td>
<td>6</td>
<td>75.0%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>109</strong></td>
<td><strong>49</strong></td>
<td><strong>45.0%</strong></td>
<td><strong>60</strong></td>
<td><strong>55.0%</strong></td>
</tr>
</tbody>
</table>

Of the 109 women’s teams, 49 (45%) have a woman as the head coach. Men coach 60 of the 109 teams for a total of 55%. The three women’s sports with the highest percentage of women as their head coach are volleyball (80%), softball (64%), and basketball (47%). The three women’s sports with the lowest representation of women as head coaches are; tennis (25%), soccer (29%), and swimming (33.3%).
Full Time Head Coaching Positions

There are a total of 53 full time positions for head coaches of women’s sports within the BVC and Big 8 conferences. Of the 53 head coaching positions, 30 are held by women, for a total of 57%. Twenty three men (43%) are currently in full time head coaching positions of women’s teams within the BVC and Big 8 conferences.

Length of Employment of Head Coaches

The average length of head coaches of women’s sports within the BVC and Big 8 conferences is 6.3 years. The longest a head coach of a women’s sport had been employed in their current position was 26 years. For 12 coaches, it was their first year in their current head coaching position.

Assistant Coaches

Many of the women’s teams had multiple assistant coaches listed. All 150 assistant coaches named were recorded and included in this study. Of those, 65 were women (43%) and 85 were male (57%). Fifteen teams did not list an assistant coach. It was found that when the head coach is a female, she had a female assistant coach 52% of the time and a male assistant coach 48% of the time. When the head coach is a male, he was found to have a female assistant 35% of the time, and a male assistant 65% of the time.

Summary of Results

The data in this study was collected to see whether or not the number of female athletic directors and head coaches had increased since Rosas’ (1998) study. The
findings showed that the number of female athletic directors in 2008 was 20%, which is a decrease in both percentage (26%) and actual number (30) since 1997 (Rosas, 1998).

The findings also showed that the number of coaching opportunities for women in intercollegiate athletics at two-year colleges increased to 623 from 543 in 1997 and 494 in 1988. The total number of women in head coaching positions has increased to 251 from 244 in 1997 and 191 in 1988. While the actual number of women has increased, the total percentage has decreased. The percentage of women in head coaching positions in 2008 was 40%, which is a decrease from 45% in 1997, and an increase from 39% in 1988 (Rosas, 1998). Chapter 5 includes a summary of the study along with conclusions and recommendations for future study.
CHAPTER 5
Discussion

This chapter provides a review of the findings, presents other results relevant to the study, and offers recommendations for increasing the number of women in head coaching and athletic director positions in two-year colleges in California. The genders of head coaches and athletic directors from a total of one hundred two-year colleges within California were collected, recorded, and analyzed. Two conferences, the Bay Valley and Big 8 Conferences were chosen for a more in depth analysis. Length of employment, coaching experience, full/part time status and the gender of assistant coaches were recorded for these conferences, in addition to the genders of the head coaches and athletic directors.

This study found that in 2008 there were 100 athletic director positions available with 20 (20%) currently held by women, and 80 (80%) held by men. In 1988, there were 112 athletic administrator positions, of which women held 21 (19%), and men held 91 (81%). In 1997, the number of athletic administrator positions increased by 3 to 115. Along with the increase of positions, the number of women athletic administrators rose to 30 (26%), while the number of men decreased from 91 (81%) positions to 85 (74%) (Rosas, 1998). Acosta and Carpenters’ (2008) research on female athletic directors at four year colleges found similar results, with 21.3% of athletic directors being women. Data was collected on the head coaches of the 100 two-year colleges within the COA. It was found that in 2008, there are 251 women coaching women’s teams (40%), and 372 men coaching women’s teams (60%). This is an increase from 1988, when there
were 494 head women’s coaching positions, with women coaching 191 (38.6%) of the teams, and men coaching the remaining 303 (61.4%). However, it is a decrease from 1997, where women were coaching 244 (44.9%) of the women’s teams, and men were coaching 299 (55.1%) (Rosas, 1998). These results are consistent with Acosta and Carpenters’ findings on four year colleges and universities. In four year colleges it was found that 42.8% of the head coaches of women’s sports were women in 2008.

One athletic director responded to the email stating that the college added two new women’s sports, soccer and volleyball in 2008. The college advertised the positions statewide for between 6-8 weeks, and only had one female applicant for women’s volleyball, and zero female applicants for women’s soccer. He indicated that he wanted and needed more female coaches, but they are not applying for jobs at the community college level, especially if they are part time, and stipend positions. He also mentioned that other AD’s had told him that they were struggling to find qualified female coaches.

Acosta and Carpenter (1985) asked women and men in athletic administration roles at four year colleges about their perceptions on the lack of women in coaching. They found that men perceived that the lack of female coaches was due to the lack of qualified women coaches, and the unwillingness of women to travel and recruit. They found the most frequent response of women was the success of the good old boys club, and the weakness of a good old girls club. Acosta and Carpenter (1985) suggested that the lack of female role models may have an impact on the declining number of female coaches. Young athletes may be less likely to consider coaching as a career choice due to
their lack interaction with female coaches. A result of this includes less women being included in the job pool for head coaching positions (Acosta & Carpenter, 1985).

This study found a total of 623 sport offerings for women in 2008. The gender of the head coaches is reported by sport in Table 2. The sport’s most often coached by women included two female dominated sports: softball (69%) and volleyball (61%). These sports are considered to be two of the five most popular women’s sports offered in 2008 (Acosta & Carpenter, 2008). Two sports with a low percentage of women as head coaches were swimming (11%) and track and field (21%).

Volleyball, softball, and basketball had the highest percentages of sports that were coached by women in both the BVC and Big 8 Conferences, and with all 100 colleges. The biggest difference between the groups in terms of percentages were tennis which was coached by a woman 45% of the time within all 100 colleges, and only 25% of the time in the BVC and Big 8 Conferences. Swimming was coached by a female coach 33% in the BVC and Big 8, and only 11% of the time in all colleges included. The percentages for female basketball coaches were consistent between the two groups at 47% in the BVC and Big 8 Conferences and 51% in all 100 two-year colleges.

Acosta and Carpenter (2008) found similar results within the same sports, with softball (64.7%), basketball (59.1%), and volleyball (55%) having the highest percentages women in head coaching positions in all divisions. They found that the three sports with the lowest percentages were water polo (15%), track and field (18%), and cross country (19.2%).
Genders of the head coaches of the BVC and Big 8 were recorded overall and by sport. Table 7 shows the findings by sport. There were a total of 109 sport offerings for women’s sport within the BVC and Big 8 Conferences. Of those 109, women held 49 (45%) of the 109 positions, and men held the other 60 (55%). These numbers are consistent with the findings of the data collected on the COA as a whole. The BVC and Big 8 Conference sampling is consistent with the findings from the COA in the number of women in head coaching positions is declining, despite the addition of more women’s sports teams. American River College, which participates in the Big 8 Conference, was impressive in their athletic departments’ structure. In that college, the athletic director was a woman, and of the 10 women’s sports offered, 8 were coached by women. Women were also in 7 of the 8 full time positions offered to women’s sport coaches. It was noted in their response that one of the male coaches had previously coached the men’s soccer team for 11 years, but had been switched to the women’s team in 2004.

Data was also collected for the length of employment of the athletic directors within the BVC and Big 8 Conferences. 18 athletic directors were included in this data, with the overall average length of employment being 6.43 years. There was a range of 2.5 months to 26 years. The average length of employment for female athletic directors was 5.3 years, with a range of 1 year to 13 years. The average length of employment for a male athletic director was 6.7 years, with a range of 2.5 months to 16.5 years.

In addition, the length of employment and full/part time status of head coaches was collected. It was found that the average length of employment of a head coach in the BVC and Big 8 is 6.3 years. The longest a coach has been in their current position was
26 years. For 12 coaches, it was their first year in their current position. Of the 109 coaching positions in the BVC and Big 8, there are 53 full time positions. 30 (57%) of the full time positions are held by women, and men hold the remaining 23 (43%).

An assistant athletic director commented that they have 4 full time female employees that were hired as women's sports coaches who have opted out of their coaching contracts for various reasons, and now just teach full time. He also stated that there are no full time male employees that enjoyed that luxury. This confirms Weiss and Stevens (1993) research which discusses the large increase in coaches for women's sports after Title IX was passed. They found that the demand for female coaches was initially met by hiring female physical education instructors. These teachers were coaching year round, sometimes multiple sports, teaching, and often stretching themselves too thin. Many coaches gave up coaching sports to relieve their workload. The demands of coaching are often exhausting, and require more than a full time job (Weiss & Stevens, 1993).

Possible Solutions to Reverse the Declining Numbers of Women in Athletic Director and Head Coaching Positions

There needs to be increased implementation of full time positions for women's sports to expand the applicant pool, and help to increase the appeal for women to remain in coaching. Based on the response of one athletic director, it seems that intercollegiate athletic programs could take a more aggressive approach in increasing the access for women to learn about and obtain coaching positions. They could begin placing job ads in women's sports magazines or websites, where more women will see them. Additionally,
instead of only advertising statewide, expand the advertisements of positions. With the expansion of the internet, websites focusing on women in sport, thousands of women would have access and information about the new positions. Ideally, this should increase the number of female qualified applicants to fill open coaching positions.

Recommendations

The following recommendations are offered based upon the findings and conclusions of this study. A study similar to Rosas’ and/or this study should be consistently conducted by the COA to monitor the status of women in athletic and head coaching positions. In depth interviews with current female coaches should be conducted to gain a deeper understanding of their perceptions, their coaching goals, and other topics that may help understand and reverse the declining number of women in coaching. In addition, interviews with former female coaches should be conducted to determine why they left coaching. It would also be beneficial to determine strategies used by more equitable schools and sports, such as American River College, and implement those into other athletic departments.

Conclusions

The findings of this study show that the overall number of women in athletic director and women’s coaching positions is still unequal to men, despite the increased participation of girls and women in sports. The percentage of female NCAA athletic directors since the passage of Title IX has dropped from over 90% in 1972 to 21.3% in 2008 (Acosta & Carpenter, 2008), while the number of female athletic directors of two-year colleges within the COA is 20%. Men occupied 60% of two-year college women’s
sports teams coaching positions, with only 40% of women’s teams being coached by women. However, it is encouraging that some sports have an equal number of men and women in head coaching positions. The results of this study show similar percentages to the previous findings of Rosas’ (1998) study, as well as the current findings on four year colleges and universities by Acosta and Carpenter (2008). Drago, et al., (2005) found that about half of female athletes they questioned expressed an interest in becoming coaches at various levels after their playing days. Optimistically, with the increased number of participants, there will be more women interested in becoming athletic directors and head coaches over time.
Appendix A

100 Colleges in the COA

by Conference
CENTRAL VALLEY CONFERENCE

Columbia College
Fresno City College
Merced College
Porterville College
Reedley College
College of the Sequoias
Taft College
West Hills College

FOOTHILL CONFERENCE

Antelope Valley College
Barstow College
Cerro Coso College
Chaffey College
College of the Desert
Mt. San Jacinto College
Rio Hondo College
San Bernardino Valley College
Victor Valley College

BAY VALLEY CONFERENCE

College of Alameda
Contra Costa College
Laney College
Los Medanos College
College of Marin
Mendocino College
Merritt College
Napa Valley College
Solano College
Yuba College

BIG 8 CONFERENCE

American River College
Cosumnes River
Diablo Valley College
Modesto Jr College
Sacramento City College
San Joaquin Delta College
Santa Rosa Jr College
Sierra College

COAST CONFERENCE

Cabrillo College
Canada College
Chabot College
DeAnza College
Evergreen Valley College
Foothill College
Gavilan College
Hartnell College
Las Positas
Mission College
Monterey Peninsula College
Ohlone College
City College of San Francisco
San Jose City College
College of San Mateo
Skyline College
West Valley College

GOLDEN VALLEY CONFERENCE

Butte College
Feather River College
Lassen College
College of the Redwoods
Shasta College
College of the Siskiyous

ORANGE EMPIRE

Cypress College
Fullerton College
Golden West College
Irvine Valley College
Orange Coast College
Riverside City College
Saddleback College
Santa Ana College
Santiago Canyon College
PACIFIC COAST CONFERENCE
Cuyamaca
Grossmont
Imperial Valley
MiraCosta
Miramar
Palomar
San Diego City
San Diego Mesa
Southwestern

SOUTH COAST CONFERENCE
Cerritos College
Compton College
East Los Angeles College
El Camino College
Long Beach City College
Los Angeles City College
Los Angeles Harbor College
Los Angeles Southwest College
Los Angeles Trade-Technical College
Mt San Antonio College
Pasadena City College

WESTERN STATE CONFERENCE
Allan Hancock College
Bakersfield College
College of the Canyons
Citrus College
Cuesta College
Glendale College
Los Angeles Pierce College
Los Angeles Valley College
Moorpark College
Oxnard College
Santa Barbara City College
Santa Monica College
Ventura College
West Los Angeles College
Appendix B
Percentages of Women and Men Coaching Women’s Sports
at Two-Year Colleges in California
<table>
<thead>
<tr>
<th>Institution</th>
<th>Basketball</th>
<th>X country</th>
<th>Golf</th>
<th>Soccer</th>
<th>Softball</th>
<th>Swim</th>
<th>T&amp;F</th>
<th>VB</th>
<th>H20 Polo</th>
<th>Badminton</th>
<th>Tennis</th>
<th>% WOMEN</th>
<th>% MEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbia College</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Fresno City College</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Merced College</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td></td>
<td></td>
<td></td>
<td>17%</td>
<td>83%</td>
</tr>
<tr>
<td>Porterville College</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>Reedley College</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td></td>
<td></td>
<td></td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>College of the Sequoias</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td></td>
<td></td>
<td></td>
<td>22%</td>
<td>78%</td>
</tr>
<tr>
<td>Taft College</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>West Hills College</td>
<td>F</td>
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Appendix C

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Steinbach, P. (2002). Coaching change. A small percentage of women are leading teams, and Title IX may be one of the reasons why. *Athletic Business, 26*, 7, 24-28.
