LEADERS & INNOVATORS
Keith Spataro, Menlo College AD, gives advice for encouraging servant leadership among student-athletes. Page 6

MANAGING YOUR OFFICE
Follow these steps to have a good meeting every time. Page 7

YOU MAKE THE CALL
Was volleyball player’s dismissal from team a retaliatory action? See if you can guess how the court ruled in this month’s highlighted legal case. Page 9

LAWSUITS & RULINGS
Review summaries of court cases and agency rulings. Pages 10–11

A CONVERSATION WITH …
Todd Stansbury, AD at the University of Central Florida, discusses establishing effective partnerships with alumni. Page 12

Advisory Board Speaks
Implement effective strategies to address the decrease in women coaches

By Claudine McCarthy, Editor

It’s no surprise that three decades of Title IX have led to a significant increase in opportunities for female college student-athletes. After all, that was the intention. But that same time period has brought another significant change — one that seems quite contradictory and unexpected in contrast — the significant decrease in the percentage of women’s coaches in college sports. Those facts aren’t debatable.

In fact, much research, including the Acosta/Carpenter “Women in Intercollegiate Sport” study, backs up the stats of decreases in coaching positions filled by women.

But how much of that decrease has been intentional, and what can be

Continued on pages 4–5.

Liability
Manage legal, practical issues related to elimination of teams

By Timothy O’Brien, Esq.

Notwithstanding the flow of television money into the largest college sports programs, the reality is that the vast majority of colleges and universities are stretched to their financial limits.

With the recent change allowing for the full cost of attendance, colleges and universities now have to decide whether to provide that payment and, if so, what teams will be the beneficiaries of this new allocation of limited resources. If the colleges and universities don’t provide it, such an approach is often viewed as a decision to compete at a lower level, which is something that many institutions are unable or unwilling to accept.

Continued on page 3.
Continued from page 1
done to counteract the trend, has become a hot
topic of debate in the college sports arena.
Now it’s time to figure out what happened and
what to do about it. That’s why we discussed the
issue with members of the College Athletics and
the Law Advisory Board.

Tricia Turley Brandenburg is deputy director
of athletics and senior woman administrator at
Towson University, Jody Mooradian is senior as-
sociate director of athletics and senior woman
administrator at Boston College, Melody Reifel
Werner is sports management professor and re-
tired athletic administrator at Eastern Michigan
University, and Michael Scarano is associate di-
rector of athletics and director of compliance at
California Baptist University.

Understand how it happened
The growth of women’s sports at the college
level has boosted the salaries and prestige for
coaches of women’s teams, thereby drawing more
male applicants, board members said. But the
cutthroat, competitive environment, longer hours,
more travel, and increased pressure seem to have
discouraged many female applicants, they said.

“In some ways, we’re still
in an adjustment phase,
and we’re coming around
to being more intentional
in recruiting women and
in creating an environment
where women feel more
supported, but there’s still
a long way to go,” Branden-
burg said.

Depending on your per-
spective, the decrease
in the number of women
coaches might not be all bad news. As intercol-
legiate athletics have evolved, women have more
varied job opportunities than just coaching, such
as administrative positions, Scarano said. Former
student-athletes and former coaches alike might
choose administrative positions because of the
more stable, steady nature of that career path, he
said. Other women might prefer to stay closer to
the game by taking on positions as umpires and
referees, which have also become more available to
women. Such positions still entail traveling, but not
the recruiting responsibilities that infringe upon
women coaches’ already busy schedules, he said.

But Scarano acknowledged that discrimination
contributes to limiting coaching opportunities
for women. “There are some phenomenal women
coaches out there. You would hope that the insti-
titution wants to get the best coach that’s the best
fit, but that doesn’t always happen,” he added.

Consider challenges, strategies
The Advisory Board members discussed the
challenges and recommended the following strate-
gies that can help address them:

➢ Challenge: Lack of confidence; perceived
or actual lack of experience. When athletics
administrators actively recruit female coaches
for open coaching positions, the female candi-
dates often don’t feel qualified or ready, when
in fact they’re more qualified than many of the
male candidates, Brandenburg and Werner said.
And when potential candidates don’t have all 10
job qualifications listed in a job description but
would still be considered sufficiently qualified,
the women tend to not apply, while men usually
apply anyway, they said.

➢ Strategies:
❑ Encourage student-athletes, coaches and
staff. Starting with student-athletes, encourage
people at younger ages to
aspire toward coaching
positions, Mooradian said.
Provide student-athletes
with opportunities to gain
experience and develop
skills through student
advisory committees, in-
ternships and volunteer
positions, Brandenburg
said. Such opportunities
help overcome the age-old
catch-22 of needing experi-
ence to get experience. Help
student-athletes to craft
their résumé to best reflect how their experiences
qualify them for job opportunities, she said. Even
just convincing women to apply so they can gain
valuable interviewing experience will boost their
confidence, regardless of whether they get the
job, Werner said.
❑ Cast a wider net, but zero in on proven
entities. Always recruit for a diverse pool, because
a small pool of candidates decreases your chances
of finding a qualified female coach, Werner said.
Make use of your own network, personal contacts
and word-of-mouth to find and recruit qualified
women coaches, Brandenburg said. Build connec-
tions with and advertise job postings through the

© 2015 Wiley Periodicals, Inc., A Wiley Company
All rights reserved
National Association of Collegiate Women Athletics Administrators (www.nacwaa.org) and the Alliance of Women Coaches (allianceofwomencoaches.org). And encourage your own student-athletes and coaches to also connect with those organizations for support and to build the candidate pool.

➢ Challenge: Demanding schedule, competitive environment. Between meetings, practices, games, team travel and recruiting efforts gobbling up their nights and weekends, women coaches with families can find themselves spread too thin. It becomes even more impossible when athletics departments frown upon flextime or children in the workplace. Such a demanding schedule often leads women coaches to want to stay close to extended family for much-needed support, decreasing their inclination to move around to take other coaching jobs.

➢ Strategies:

❑ Create a family-friendly culture. Be realistic about what’s necessary. Don’t place unnecessary demands on coaches. Offer flexible scheduling for everyone, and ensure that it’s fair and backed up by open communications and clear policies, in order to prevent feelings of animosity or special treatment for a select few, Scarano said. “Our industry is built in a way that allows the family to be part of the experience, letting a coach travel with an infant, or having the kids in the office from time to time as long as work is still getting done. Allow them to make recruiting calls from home. As the daughter of a coach, it really is a lifestyle, and that lifestyle can include the family,” Brandenburg said.

❑ Set the tone from the top. It helps if ADs and assistant ADs set the right tone. Scarano said. “The culture that’s dictated from above obviously permeates everything within it. If you promote a family-oriented culture, the whole athletics department benefits, because everyone is happier, less stressed, more productive, and much more likely to support other teams. It creates a culture of caring about each other and creates more harmony amongst all coaches,” he said.

❑ Demonstrate support. Ensure administrators and coaches understand the importance of demonstrating their support of a flexible, family-friendly workplace, including supporting coaches and assistant coaches taking maternity leave and other benefits they’re entitled to, Brandenburg said. If housing near your institution is cost-prohibitive on a coach’s salary, then consider providing housing stipends, if departmental budgets permit.

❑ Choose the right assistant coaches. Your department can offer coaches more flexibility if you pair them with assistant coaches who have excellent qualifications and lots of experience. That way, an assistant coach can step in for the head coach when she needs to tend to family obligations, Scarano said. The assistant coach can stand in for the head coach and represent that particular sport by attending staff and welcome back meetings, and Kiwanis and Rotary Club events.

Need more issues of College Athletics and the Law?

Quantity subscriptions for College Athletics and the Law are available at a discount. Contact Customer Service at (800) 835-6770 or by email at cs-journals@wiley.com.

<table>
<thead>
<tr>
<th>Number of subscriptions</th>
<th>Discount</th>
<th>Price of each print subscription</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–4</td>
<td>0%</td>
<td>$225.00</td>
</tr>
<tr>
<td>5–9</td>
<td>30%</td>
<td>$157.50</td>
</tr>
<tr>
<td>10–29</td>
<td>35%</td>
<td>$146.25</td>
</tr>
<tr>
<td>30–49</td>
<td>40%</td>
<td>$135.00</td>
</tr>
<tr>
<td>50–99</td>
<td>50%</td>
<td>$112.50</td>
</tr>
<tr>
<td>100–249</td>
<td>60%</td>
<td>$90.00</td>
</tr>
<tr>
<td>250+</td>
<td>70%</td>
<td>$67.50</td>
</tr>
</tbody>
</table>

Subscribers can opt to receive their monthly issues of CATL delivered electronically in PDF format by calling (800) 835-6770.