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Dr. Mark Emmert  
President  
NCAA  
P.O. Box 6222  
Indianapolis, Indiana 46206

Dear Dr. Emmert:

This letter is a follow up to the discussion you had with the NCAA Gender Equity Task Force (Task Force) at the January 14 task force meeting in San Diego. At your request we are providing a copy of the task force report and charge to enable a representative group of the task force to complete its work and stand as an advisory group to the NCAA Committee on Women's Athletics, NCAA Executive Committee and your office.

As you may recall, the task force was brought together 20 years ago to review the status of women in intercollegiate athletics and the gender equity performance of the Association and its members, and to identify suggested strategies to address shortcomings or inequities. As in 1993, the task force members are concerned that progress and financial support for women athletes and women's athletics has slowed greatly, and that women are not advancing in leadership roles in our member institutions. Further the task force emphasized that gender equity must be a priority for the Association's endeavors, which particularly calls for presidential and NCAA national office leadership.

In the report you will find specific recommendations from the January dialogue and from task force interactions with participants in this spring's Inclusion Forum. The report identifies several suggested solutions that the task force wants to continue to explore and refine in partnership with the Committee on Women's Athletics and the NCAA leadership.

We look forward to you sharing this information with the presidential boards as you agreed, and with other relevant bodies, as well as to your support of the charge.

Sincerely,

Jeffrey Orleans, co-chair  
Former Executive Director,  
Council Board of Directors,  
of Ivy Group Presidents

Judy Sweet, co-chair  
Alliance of Women Coaches, Board of  
Directors, President; NCAA  
Former Membership President

JO/JS:clm

Enclosure

cc: NCAA Executive Committee  
NCAA Division I Board of Directors, chair  
Divisions II and III Presidents Councils, chairs  
FARA Chair  
NCAA Conference Commissioners  
NCAA Committee on Women's Athletics

N a t i o n a l C o l l e g i a t e A t h l e t i c A s s o c i a t i o n

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## **Report of the 2014 NCAA Gender Equity Task Force**

In 1992 the NCAA established a Gender Equity Task Force to address the lack of gender equity progress twenty years after the passage of Title IX. Many of the recommendations from the task force in 1993 were followed and there were noticeable gains in opportunities and support for women student-athletes. However, in the last decade women's participation in intercollegiate athletics, the financial resources available to support their participation, and the leadership roles they fill as coaches and administrators have remained stagnant, lost pace with advancement of men's opportunities and support, or dramatically declined. These trends are striking and concerning, and they need and deserve prompt attention from the NCAA governance structure and leadership and from member schools.

In 2012-13, males were overrepresented in the student-athlete population by 17.3 percent in Division III, 16.7 percent in Division II, and 7.1 percent in Division I when compared to their undergraduate enrollment representation. Women hold 28 percent of athletic director positions in Division III, 18 percent in Division II, and 9.5% in Division I, with women of color holding only 2.6 percent of all athletic director jobs. Women hold less than 40 percent of all head coaching jobs in women's sports, less than four percent of head coaching positions in men's sports, and less than 50 percent of assistant coaching positions in women's sports. Finally, the percentage of overall institutional funding devoted to women's sports as opposed to men's sports has declined in the categories of recruiting, operating expenses, and head coaches' salaries, and women's portion of financial aid has increased by less than one percent over the last seven years.

These disturbing trends come during a time of increased enforcement attention to Title IX by the Department of Education's Office for Civil Rights and increased filing of complaints and lawsuits by aggrieved participants. But the general public seems to believe that women's athletic opportunities no longer are an issue, and focuses on other "equal rights" and gender issues in college – and similarly, there is less attention to gender equity by the NCAA. There also does not seem to be a focus on gender equity in the current discussions about new NCAA governance structures.

In the fall of 2013, therefore, the NCAA reconstituted the 1992-93 Gender Equity Task Force (Task Force), per the request of the association-wide Committee on Women's Athletics (CWA), to bring together experienced NCAA membership leaders to focus on the current status of gender equity and to develop a renewed sense of common purpose and new understandings and solutions in the current gender equity environment. The new Task Force includes representatives from the original task force as well as other leaders with varied perspectives from all three divisions. The effort is co-chaired by original task force members Judith Sweet, Alliance of Women Coaches and former NCAA membership president, and Jeffrey Orleans, former Executive Director of the Council of Ivy Group Presidents, and is assisted by the NCAA Office of Inclusion.

The Task Force met by telephone in fall 2013 and then in person at the January 2014 NCAA Convention, and the co-chairs discussed the Task Force's preliminary recommendations with the CWA and at an open forum at the May 2014 NCAA Inclusion Forum. The preliminary priorities were shared directly with President Emmert during his Convention visit with the Task Force; Dr. Emmert indicated support for the recommendation that the Task Force be charged to continue its work, and also indicated that he would advocate for discussion of the recommendations by the presidential leadership groups for all three divisions.

The Task Force now will present a charge for its continued work, for direct access to the NCAA President and the Executive Committee, for support of the recommendations and strategies to advance progress for gender equity that are discussed below, and for continued support of the Committee on Women's Athletics.

The Task Force's discussions have included the current landscape and trends for women in intercollegiate athletics; identifying the top priorities to move the Association forward in creating fair and inclusive participation opportunities for student-athletes and career experiences for women coaches and administrators; and strategies for activating the membership and national office to provide effective change and improvement. Underlying the participants' recommendations is the emphatic sense of a clear need for the NCAA governance structure to include gender equity analysis at all stages of its work, and for the NCAA leadership to consistently articulate gender equity as a priority for all the association's activities.

The original task force members set the stage for the January 2014 discussions with the following considerations:

1. Re-emphasizing the task force's original definition of institutional gender equity ("the athletes of either gender would be comfortable trading places with the athletes of the other gender"), and the task force's view that gender equity in athletics is an integral part of the educational aspect of athletics and thus an integral responsibility of leadership at all levels.
2. Valuing stronger gender requirements within the divisional certification processes, mandatory gender equity reviews conducted independently of athletics, and rewards and penalties related to gender equity as part of overall athletics evaluations.
3. Emphasizing that gender equity is an institutional and Association responsibility: all gender equity functions should not simply be assigned solely to Senior Woman Administrators.
4. Encouraging conference offices to play a greater role in gender equity in terms of professional development for women administrators and coaches, influencing member institutions to support gender equity, and conference-wide initiatives.

5. Engaging campus leaders, the national athletics structure, the media, alumni and student-athletes in awareness, education and expectations for gender equity and for fair treatment of women in intercollegiate athletics.
6. Strengthening gender equity within the NCAA governance structure by re-establishing the Task Force and by providing it and the Committee on Women's Athletics with direct connection to the Executive Committee and to presidential councils.

The Task Force's January 2014 day-long discussions, supplemented by the Inclusion Forum conversations, identified recommendations that would have the greatest impact on gender equity in all aspects of intercollegiate athletics performance, with the following steps prioritized as immediate needs for the NCAA to address:

1. Accountability – the Association should hold its members accountable for their gender equity performance in accordance with the NCAA's constitution and core values.
  - a. Institutional Performance Program and performance evaluations of all divisions must evaluate achievement of gender equity requirements, through both quantitative and qualitative data. Failure to address gender equity shortcomings should result in limited access to NCAA championships until corrected. Reviews should include outside-athletics oversight and information must be available to the campus community.
  - b. Create a Gender Equity Performance Rating (GEPR), and/or gender-equity dashboards", to measure institutional performance. Access to all NCAA championships would be tied to successful performance, as it currently is in division I with the Academic Performance Rate. Gender equity performance and commitment will thus be transparent for the public and the campus community.
  - c. Require institutions, conferences and the NCAA to publish annual gender equity reports, based on the GEPRs (and/or dashboards) that would identify and address both achievements and shortcomings.
  - d. Consider a conference's institutional gender equity performance as a condition of awarding automatic qualifications to all NCAA championships.
  - f. Appropriate financial incentives, awards and recognition should be given for quality gender equity performance, including programs that are not directly related to "compliance" but promote the development of women coaches and administrators.

2. NCAA Governance Structure Attention.

- a. The new Division I governance structure, as well as the Division II and III structures, should provide explicitly for on-going decision-making to include gender equity impact prior to all decisions at all levels.
- b. Gender equity should be included in legislative impact statements for proposals as is currently the practice with budget and student-athlete well-being descriptors.
- c. Representation in the governance structure at all levels should have continuing minimum requirements to assure women's representation, and these minima should not become maxima.

3. NCAA Practical Actions.

- a. Gender equity education related to athletics should be required for all university presidents, conference commissioners, athletics administrators and affiliate advisory groups.
- b. Positive messaging of gender equity priorities must come from the top leaders – presidents and chancellors and the NCAA president -- including public service announcements and media/social media campaigns. Connection of athletics to higher education is critical in these efforts: campuses and student-athletes and graduates should be engaged as advocates for women's sports and gender equity.
- c. Conference offices should provide technical assistance to institutions with regard to gender equity and conferences that provide superior programming or results should be recognized for doing so.
- d. The Gender Equity Task Force, CWA and/or Office of Inclusion should supplement current informational and educational efforts by acting as a clearinghouse for specific practical institutional and conference materials and templates (e.g., for changing locker-rooms or establishing gender equity plans).

4. Women Leaders and Empowerment.

- a. Encourage and support female student-athletes in careers in sports through targeted programming.

- b. Provide meaningful support of NACWAA and Alliance of Women Coaches initiatives to develop greater diversity of candidate pools and collaboration with search firms and hiring authorities on campus and in conference offices for men's and women's teams coaching positions and conference and campus leadership jobs.

Attachment: Participant List