Gender/Diversity Issues and Student-Athlete Well-Being

Operating Principle
3.1 Gender Issues.

It is a principle of the Association to conduct and promote its athletics programs free from gender bias. In accordance with this fundamental principle, the institution shall:

a. Have implemented its approved gender-equity plan from the previous self-study. If the plan was modified or not fully implemented, provide an acceptable explanation from appropriate institutional authorities.

b. Demonstrate that it is committed to, and has progressed toward, fair and equitable treatment of both male and female student-athletes and athletics department personnel.

c. Formally adopt a written plan for the future for the intercollegiate athletics program that ensures the institution maintains, or continues progress toward, a program that is equitable for both genders. The plan shall include measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and timetables.

Self-Study Items Gender/Diversity Issues and Student-Athlete Well-Being

1. List all “conditions for certification” imposed by the Committee on Athletics Certification in its second-cycle certification decision (if any) as they relate to Operating Principle 3.1 (Gender Issues).

   No corrective actions or conditions for certification were imposed during the second cycle self-study related to Gender Issues.

2. Report on the implementation of the plan for improvement to address gender issues developed by the institution during its second-cycle certification process. In each case, provide:
   a. The original plan
   b. The action(s) taken by the institution;
   c. The date(s) of the action(s); and
   d. An explanation for any partial or non-completion of such plans.

   The original plan, which was developed by the second cycle self-study related to Gender Issues with broad-based input, took a multi-pronged approach to achieving equity:

   Scholarships:
   a. An ongoing review of scholarship equity was instituted.
   b. Scholarships were added for equestrian and participation levels were monitored to evaluate the need for adding a second sport with scholarship support.
   c. Scholarships were added to equestrian in 1999 (participation was 44 with the NCAA maximum of 15 scholarships by the 1999-2000 competition season.)
   d. Complete except that plans to add scholarships for a second sport became unnecessary when participation levels were achieved without adding a second sport.
Accommodation of Interest and Abilities:
  a. Roster expansion was implemented in women’s sports as well as caps in some men’s sports
  b. Participation levels in men’s and women’s sports were reviewed and adjusted annually and once proportionality was achieved, plans for adding a second new women’s sport were dropped.
  c. Plans were reviewed and adjusted in 2000, 2001, 2002 and 2003 until proportionality was reached in 2004
  d. Complete. Proportionality was achieved but it is reviewed annually.

Availability of Coaching Personnel:
  a. The addition of fulltime coaches in several women’s sports was planned.
  b. A second coach was added for equestrian and participation/capping levels were monitored in order to evaluate the need for adding a second sport and coaches.
  c. A second coach was added to equestrian in 1999.
  d. Complete except that plans to add coaches for a second sport were discarded when participation levels were achieved without adding a second sport.

Locker Rooms, Practice & Competitive Facilities:
  a. A review of the 13 standards for equivalence with particular focus on equestrian and access to weight rooms/facilities
  b. Both are reviewed as part of the outside consultant’s annual review. A saddling barn was completed for equestrian in fall 2000 and additional improvements are planned. Weight room issues are being addressed in the opening of a new facility in fall 2009.
  d. Complete regarding initial elements, but items are added in annual consultant’s review and are the subject of additional plans.

Publicity:
  a. An ongoing, annual review of media guides was instituted.
  b. An ongoing review of media guides was established to ensure comparable quality, actual completion (in the case of Women’s Track/cross country) and standardization.
  c. Annual reviews began in 2000 and continue.
  d. Complete with annual reviews ongoing

Overall Recommendations:
  a. A review of recommendations from the Title IX Task Force was recommended.
  b. The institution opted to retain an outside consultant, Lamar Daniel, in lieu of establishing a Title IX Committee.
  d. Complete and annual consultant’s reviews/ reports are continuing

3. Describe any additional plans for improvement as they relate to Operating Principle 3.1 (Gender Issues) developed by the institution after the second-cycle certification decision was rendered by the Committee on Athletics Certification. In each case, provide:
   a. The additional plan;
   b. The action(s) taken by the institution;
   c. The date(s) of the action(s); and
   d. An explanation for any partial or non-completion of such plans.

   a. No additional Plan for Improvement was developed.

In 2000, however, the Athletic Department established an annual contract with Lamar Daniel Inc., Consultants for Gender Equity and Sports Management, to perform a review of maintenance of and progress towards gender equity goals. Review of his annual reports and recommendations form the basis for “informal” on-going plans that will be available to the review team.
Actions either took place or were recommended in the following program areas:

a. Scholarships/Financial aid- Unawarded aid to female-athletes down to 1.18 from 12.86 and summer school aid is available to incoming freshmen

b. Equipment & Supplies- The new contract with a major sports equipment manufacturer and completion of the west end zone, providing space for a centralized equipment operation, completes most of these issues

c. Scheduling of Games and Practices- Softball is now fully scheduled

d. Travel and Per Diem Allowances- Resolved by head coach and travel coordinator review of room assignments to prevent overcrowding and adoption of team travel policy

e. Availability of Coaching Personnel- Assistant coaches in soccer and women’s track were upgraded to fulltime and additional graduate assistants were added to women’s cross country

f. Opportunity to Receive Tutoring- No issues.

g. Locker Rooms, Practice & Competition Facilities- Completion of the west end zone will produce locker rooms for soccer and women’s track/cross country in 2009 and the Athletic Village will address all other issues. All improvements for softball have been completed.

h. Medical and Training Services- Trainer issues have been resolved for equestrian, women’s cross country and soccer and a women’s strength coach was hired in 2004.

i. Housing & Dining –soccer and softball now are provided meals when home games cause them to miss meals and women’s basketball team members are provided game day meals

j. Publicity – This area is much improved but timely production of media guides for all sports is a continuing challenge

k. Support Services – Office space for coaches without private offices will be resolved when the west end zone completion in 2009 frees space in the Athletic Center

l. Recruitment – Car allowances are now provided to recruiting coaches in all sports. Monitoring of recruiting budgets continues to ensure the needs of all sports are being met.

b. The earliest actions began in 2000. Some elements were completed by 2001. Others have been added as late as 2008 and are still in progress.

c. 32 of the 41 recommendations have been fully completed (or will be when the west end zone facilities are completed in fall 2009) and three others are resolved but require ongoing monitoring. Six others will be resolved with the completion of the Athletic Village project which was underway but delayed by the economic downturn that began in September 2008. All recommendations regarding Coaches, Academic Services, Medical and Training Services and Support Services are complete. Progress on the remaining issues is addressed in the “status” column of the additional improvement plan which will be available to the review team.

4. Explain how the institution is organized to further its efforts related to the gender-issues operating principle for both athletics department staff and student-athletes.

Oklahoma State University addresses Operating Principle 3.1, Gender Issues, with a comprehensive approach that involves the governing board, the President and administration, the Athletic Department, representatives of the faculty and student-athletes

The President is charged with ultimate responsibility for compliance with all NCAA principles, including gender issues, by the governing board in Policy 30:10-3-4 which specifies three key responsibilities including: “The President is directed to ensure that Oklahoma State University develops and maintains an athletics compliance program with personnel, budget, and policies and procedures to provide adequate and appropriate institutional control as defined by standards and expectations of the NCAA.” The governing board also has final approval of major Athletic Department decisions including construction, expenditures and hiring according to board and institutional policy --- including those actions related to plans for improvement and compliance in gender issues.

The Faculty Athletics Representative (FAR) monitors gender issues and works with the President and the Associate AD for Compliance on appropriate responses and adjustments to plans for improvement.

The Athletic Council, which serves in an advisory capacity to the President, is comprised of faculty, staff, student and administrators from outside of the Athletic Department. Its work is done through committees.
which mirror the Operating Principles of the NCAA, reviewing required data on a semester-by-semester basis and presenting reports and recommendations to the President. A by-laws change in 2009 codified the Athletic Council’s role in compliance monitoring and the requirement for an annual report to the President.

The Athletic Director is assigned day-to-day responsibility for compliance with gender issues by the President and exercises that responsibility in the following manner:

- The Senior Woman Administrator is assigned day-to-day responsibility for implementation of efforts related to gender issues.
- The services of national gender equity consultant Lamar Daniel are retained on an annual basis to review data; survey student-athletes, coaches and athletic administrators; and make a report and recommendations to the VPAP/AD.
- The Student-Athlete Advisory Council meets bi-weekly during the fall and spring semesters to identify and review issues (including gender issues) brought to them by and for the VPAP/AD.

Other Athletic Department strategies for monitoring and implementing gender issues include:

- Bi-weekly meetings of the senior athletic staff
- Inclusion of gender-issues in annual evaluations of athletic administrators/staff
- Monthly coaches meetings
- Preparation of equivalencies and participation rates by compliance staff and review by the VPAP/AD at least four times annually
- Completion of the annual Equity in Athletics and Disclosure Report and review by VPAP/AD
- Administration and analysis of exit surveys containing questions on gender issues
- Inclusion of gender issues in orientation sessions and in the student-athlete handbook

In addition, the Office of Women’s Programs within the Division of Institutional Diversity at OSU provides leadership to the institution in the area of gender equity issues. The Women’s Programs Office is committed to providing services and programs, seminars, workshops and forums to address gender equity issues and any issues affecting OSU and the community as they relate to women.

The Office of Women’s Program’s broad goals for the institution, including Athletics Department staff and student-athletes, include:

- engaging women in a healthy environment;
- advancing education on gender issues;
- providing outlets for programming, awareness initiatives, and preventive measures;
- offering the highest quality programs and services possible; and
- demonstrating effectiveness through periodic assessment.

A recent collaboration with the Athletics Department included participation in Eating Disorders Awareness Week.

5. Describe how matters concerning gender equity are monitored, evaluated and addressed on a continuing basis.

The Athletic Council through its committee on Equity and Student-Athlete Well-Being is charged with monitoring the plan for improvement related to gender issues developed during the second-cycle self-study as well as the institution’s formal, written, stand-alone plan for maintaining or progressing towards an athletic program that is fully equitable to both genders. The Council is required to prepare and adopt an annual report on its findings for the President. Athletic Council by-laws were revised in January 2009 to formalize the annual review process.

The Athletic Council annual report is reviewed by the President and VPAP/AD for items to be addressed.

The Faculty Athletic Representative regularly reviews data required by the NCAA on gender-issues and discusses potential action with the President and Athletic Director as specified in the institution’s FAR job description.

The Associate Athletic Director for Compliance prepares data for required submission to the NCAA with approvals by the VPAP/AD and President. Variances are discussed for potential action.
Gender Equity consultant Lamar Daniel prepares an annual report based on his review of data and survey results of student-athletes, coaches and staff which is presented to the VPAP/AD for review and potential action. Recommendations from this report become part of the department’s ongoing efforts to maintain and improve matters concerning gender equity.

Concerns raised by the Student-Athlete Advisory Council are reviewed by the VPAP/AD for potential action.

6. For the three most recent academic years in which information is available, analyze the institution’s Equity in Athletics Disclosure Act (EADA) report (i.e., participation, head coaches and assistant coaches). If any differences exist, the institution must explain (using supporting data) and address any deficiencies in the gender-issues plan for improvement.

**Participation:**
For the three most recent academic years for which EADA data is available, the percentage of female student-athletes among all countable student-athletes at the institution exceeds the percentage of females among all undergraduate students reported in the OSU Student Profile as shown in:

In 2005-06, 9110 female students comprised 48.18% of the student body while 261 female athletes made up 49.25% of all student-athletes.

In 2006-07, 9179 female students comprised 48.99% of the student body while 270 female athletes made up 49.72% of all student-athletes.

In 2007-08, 8990 female students comprised 48.94% of the student body while 287 female athletes made up 51.81% of all student-athletes.

In the area of proportional participation, analysis of EADA reports reveal the traditionally under-represented gender exceeds the female student percentage by 1.07%, .74% and 2.86% respectively indicating the institution’s program of roster management has been successful. And the success is particularly noticeable compared to the figures from the second cycle self-study where a female student population of 46.8% versus a female student-athlete population of 39.2% was considered an accomplishment. Today, the institution has no deficiency in participation.

**Head Coaches & Assistant Coaches**
The three most recent years of EADA reports indicate there are no significant differences between the genders. Men’s sports have more assistant coaches than women’s sports, but in all three years, the institution had the maximum number of assistant coaches allowed by NCAA rules in each sport. The institution has no correctable deficiencies.

7. For the three most recent academic years in which information is available, analyze the institution’s NCAA financial report (all revenue and expense categories). If any differences exist, the institution must explain (using supporting data) and address any deficiencies in the gender-issues plan for improvement.

After analysis of financial data for 2005, 2006 and 2007, gender differences were found to exist in 7 Revenue categories with deficiencies noted in 2:

**Ticket Sales:** Ticket sales from men’s teams generate $38 dollars for every dollar generated by women’s teams. The institution has been successful in increasing ticket revenues for women’s teams through increased promotion—achieving a 150% increase in ticket revenues in women’s soccer and a 160% increase in ticket revenues in women’s basketball in 2008. In fact, OSU won the NCAA “Pack the House"
challenges through a first-ever sellout of Gallagher-Iba Arena for a women’s basketball game in January of 2008. The institution intends to add increased promotion of women’s team to its gender-issues plan for improvement.

**Guarantees:** Men’s teams deliver significantly higher revenue from Guarantees—a three year average of $500,000—than do women’s teams with a three year average of $100. Coaches at OSU prefer to play at home therefore pay more guarantees than are received. Those that are received by men’s teams are market-driven. For instance, OSU and OU split a guarantee for playing a baseball series in Oklahoma City and Tulsa each year while a similar softball series draws no guarantees. Since the head coaches of women’s teams at the institution do not consider the receipt of guarantees to be an issue of concern, no deficiency was found by the committee.

**Contributions:** Donor support of men’s teams is significantly higher than for women’s teams. For every $1 contributed to a women’s team, men’s teams generate $24 although most is for football, basketball and wrestling. In August, 2007, the Athletic Department initiated a $115-million “Leave a Legacy” endowed scholarship campaign. The goal to endow all 229 allowable athletic scholarships benefits both male and female student-athletes. To date, the campaign has secured donor funding for awards in all eighteen sports including women’s tennis, women’s basketball, women’s golf, women’s soccer, softball and equestrian. The committee found no deficiencies.

**NCAA/Conference Contributions:** Men’s teams generate an average of $7.1M from NCAA and Big 12 Conference distributions per year, whereas women’s teams generate an average of $93K. These revenues come almost entirely from television revenues, bowl distributions in football and revenues from the conference and NCAA tournaments in men’s basketball. Although the women’s basketball program had successive appearances in the NCAA tournament in 2007 and 2008, revenues covered expenses only. Since the NCAA and the Big 12 Conference allocate and distribute contributions, the committee found no deficiency on the part of the institution.

**Novelty Sales, Concessions, Parking:** Men’s events generate approximately $43 for every $1 generated at women’s events—largely a function of the size of the crowds. The institution in the past four years has insured the availability of team-related apparel at women’s venues for soccer, softball, women’s basketball and track which is increasing sales to a degree.

**Endowment & Investment Income:** In the past three years, men’s teams generated income of $380,000 from endowments while women’s teams generated $29,000. However, endowment-supported improvements in the Center for Academic Enhancement, Gallagher-Iba arena’s seating and scoreboard, the weight rooms, dining facilities and training room benefit both male and female student-athletes equally while being largely funded by men’s team’s endowments. As noted above, a campaign is underway to endow all 229 allowable athletic scholarships. Under the institution’s 4% earnings distribution formula, a $500,000 endowment generates $20,000 to cover an annual scholarship for tuition, fees, books, etc. The committee found no deficiencies.

**Other Income:** Men’s teams generate more than ten times the “other revenue” of women’s teams at $134,000 compared to $13,000. The majority of this income comes from ticket processing fees for football and men’s basketball season ticket orders and renewals as well as “chairback” premium seating sales at Boone Pickens Stadium. The committee commends the Athletic Department for maximizing these revenue streams and found no deficiencies in this area.

**Expenditures:** While the number of female student-athletes is essentially equal to the number of male student-athletes at the institution, there are significant differences in Expenditures related to gender. The committee found discrepancies in 4 of the 11 categories where those spending differences exist.

**Athletic Student Aid:** While the number of male and female student-athletes is essentially the same, the amount of scholarship dollars devoted to men’s teams is higher at $1.7 million compared to $980,000 for women’s teams. A major difference relates to football where the largest number of awards is allowed and where awards tend to be full grants-in-aid rather than partial scholarships spread across several individuals. The institution currently awards the maximum number of scholarships allowed by the NCAA in each sport. The gender issues consultant has recommended a strategy to ensure all available aid for women’s teams is actually awarded after data indicating up to 5FTE grants-in-aid went un-awarded to women in certain years. The plan for improvement requires the administrative staff to annually monitor awarding of grants-in-aid to female athletes to ensure that un-awarded aid does not become excessive.
Guarantees: As noted earlier, coaches generally prefer to pay guarantees in order to play at home. Guarantees are market driven – on average it costs $70 to $75k to get a men’s basketball team to play at OSU while on average it costs $10 to $15k to get a women’s basketball team to play here. The majority of guarantees have been paid to non-conference opponents in football and men’s and women’s basketball. Visiting men’s teams were paid guarantees averaging $789,000 over the past three years compared to guarantees of only $87,000 for women’s teams. During the budget process, head coaches submit a request for guarantee money needed to ensure optimum scheduling. No concerns about a lack of guarantee funding have surfaced and the committee found no deficiency in this area.

Head Coaches Salaries/Compensation: Head coaches in men’s sports were paid almost three times the salary of head coaches in women’s sports—an average of $2.6 million versus $864,000. Certainly this is a reflection of market forces as well as the revenue generation potential of football and men’s basketball in particular. The committee finds the department pays market-based salaries and attempts to retain quality coaches through competitive compensation packages. There is no deficiency in this area.

Assistant Coaches Salaries/Compensation: Salary differences at the assistant coaching level are even more significant with men’s coaches earning $4.26 for every dollar earned by a women’s coach. The committee finds the department pays market-based salaries and attempts to retain quality coaches through competitive compensation packages. There is no deficiency in this area.

Support Staff salaries: Significant salary differences also exist between the support staffs of men’s versus women’s sports where for every $1 spent on the staff of women’s teams, $4.11 is spent on the staff of men’s teams. Men’s teams have a larger number of support staff with the primary difference related to football. Since there are no complaints on the part of women’s coaches regarding support staff, the committee found no deficiencies.

Recruiting: Even though the same number of athletes is hypothetically being recruited for men’s and women’s teams at the institution, at $464,000 versus $131,000, more than three times the amount being spent to recruit women is being used to recruit male student-athletes. In fact, OSU’s budget to recruit female student-athletes is the fifth lowest among Bowl Championship Series institutions according to the Chronicle of Higher Education. So despite national trends that women tend to commit earlier and with fewer institution-paid “official” visits thus requiring a smaller recruitment investment, OSU appears to be spending even more conservatively to recruit women.

When the committee compared recruitment spending in Olympic sports, they found less of a difference in the recruiting budgets between the genders. For the last three years reviewed, men’s Olympic sports spent 57.51% and women 42.49% of recruiting funds spent on Olympic sports. Most of the gender difference in recruitment spending ties to football, which alone spends, on average, about 58% of the annual recruitment budget. The head coach of women’s track/cross country raised concerns regarding a lack of recruiting funds. More recently, men’s track/cross country and soccer have complained. The committee is especially concerned about the recruiting budget of women’s track/cross country due to the large numbers and percentage of female student-athletes involved in this sport. Annual monitoring of the spending in this area and a request for the gender equity consultant to undertake an in-depth review of this area in the fall 2009 visit is included in the plan for improvement.

Team Travel: Team travel is another area where spending is much higher for men’s teams than for women. The institution spends an average of $2.5 million per year on travel for men’s teams compared with $919,000 for women’s teams. Football tends to have a disproportionate effect on the ratio due to the high number of student-athletes being transported by air for football compared to any women’s team. The current travel policy, adopted in 2007, requires women’s teams to fly on all trips that would take more than 8 hours by land unless the coach specifically requests an exception and has a justification. The plan for improvement recommends continued annual monitoring of travel equity and a request of the gender equity consultant to undertake an in-depth review of this area in the fall 2009 visit.

Equipment, Uniforms & Supplies: Even though the same number of athletes is being outfitted in men’s and women’s sports, roughly $2.50 is being spent on men’s uniforms for every dollar spent for women. Once again, the greater numbers of athletes (i.e. 110 in football versus 30 in soccer) and the differing amount and cost of protective gear in football accounts for much of the difference. Today’s comparison figures actually represent a major investment in women’s sports compared to figures from the last self-study. In fiscal year 2008 OSU signed a contract with a major sports equipment manufacturer to ensure consistently high quality equipment and uniforms across sports. In each sport, the head coach, equipment manager and the VPAP/AD confer and make an allocation based on the head coach’s request. Only the
men’s track/cross country coach has indicated concern over equipment spending recently. Since head coaches are not aware of other team’s allocations, they presumably make requests based only on their team’s actual needs rather than an attempt to achieve equity in spending for comparable sports. The department administration appears to be addressing equity through provision of top quality equipment and apparel to all teams rather than actual dollar parity. The plan for improvement recommends monitoring this area annually to retain the current level of parity and ensure the equipment contract is working equally well for men’s and women’s teams.

**Game Day Expenses:** Game day expenses for men’s sports are more than double those for women’s sports -- $250,000 versus $121,000. However, the only expenses that are broken out by gender represent the cost of officiating home competitions and OSU does not set the rate of compensation for these services. All other expenses in this category (not broken out by gender) represent the cost of security personnel and cleaning crews at all venues. Because the institution and the Athletic Department share the goal of providing an entertaining and safe game day experience to fans, and that goal is being met, the committee found no deficiency on this issue.

**Facilities, Maintenance & Rentals:** Twice as much is spent per year maintaining men’s venues versus women’s at $118,000 versus $56,000. The committee found this “apparent discrepancy” related to the placement of photo copiers (i.e. one placed outside the men’s basketball office but also used by women’s basketball is expensed totally as men’s maintenance.) Most of the expenses that actually appear in this budget line are not assigned by gender and the committee believes it would be fairly easy to track which sports are actually using the copier or move it. Between 2006 and 2009, women’s sports were successful in petitions for use of $647,696 of the institution’s Section 13 funding. The resulting upgrades and equipment purchases included improvements to the softball complex (a new padded fence, scoreboard, lighting signage and field); a riding striper/painter for softball and soccer; an arena drag for equestrian; resurfacing of the tennis courts; and architectural drawings for future women’s facilities projects.

**Medical expenses and Insurance:** The institution spends an average of $217,000 on medical costs for men’s teams versus $134,000 for women’s for virtually the same number of athletes. Traditionally, the higher injury rates and severity of injuries in football and wrestling explain both higher medical costs and insurance rates particularly when compared with women’s track/cross country, the women’s team with highest participation numbers. Given that no student-athletes are denied medical services or insurance, the needs of all student-athletes are being met in this area. The committee finds no deficiencies.

**Memberships & Association Dues:** Expenditures for professional development activities for the coaches of men’s teams is nearly four times greater than dollars spent for the coaches of women’s teams --$50,000 versus $15,000. In part this is due to the larger number of coaches allowed under NCAA guidelines for the men’s sports in place at the institution versus the number allowed for the women’s sports here. Because all head coaches receive the allocations they request in this area and all coaches and staff report being able to join and attend meetings of relevant professional associations, the needs of all coaches and staff are being met. The committee finds no deficiencies in this area.

**Other Operating Expenses:** $5.5 million was spent in this category for men’s teams compared to $498,000 for women’s teams. Most of the expenditures in this area relate to the payment of admissions taxes and transfers to Cowboy Athletics and Cowboy Golf. The majority of admissions taxes are generated in men’s sports. The pass-through of funds to Cowboy Athletics and Cowboy Golf is mandated by accounting principles consistent with institutional control. In most cases, the funds have been designated by the donor for men’s athletics. The committee finds no deficiencies in this area.

8. Using the program areas for gender issues, provided as Attachment No. 2 on pages 56-57:
   a. Describe how the institution has ensured a complete study of each of the 17 program areas. This study must be conducted as part of the self-study process;
   b. Provide data demonstrating the institution’s status and commitment, including resource allocation, across each of the 17 areas;
   c. Using the data provided in (b) above, analyze and explain how the institution is meeting the needs of the underrepresented gender within the athletics program; and
d. Explain how the institution’s written, stand-alone plan for gender issues addresses each of the 17 areas.

1. Accommodation of Interests and Abilities
   a. The self-study committee assigned to equity issues reviewed annual reports prepared by the gender equity consultant Lamar Daniel from 2000 through 2007 in order to track the impact of recommendations on the achievement of proportional participation in the past three years as well as EADA reports for the past three years.

   b. The institution has chosen to demonstrate compliance through the provision of opportunities to participate in collegiate athletics substantially proportional to the percentages of men and women enrolled in the institution. By that standard, the percentage of female student-athletes compared to the percentage of all female undergraduates has grown from a ratio of -2.0% in 2003-2004 to a ratio of +2.8% in 2007-2008.

   An examination of the unduplicated count of student-athletes paints a slightly different picture. Under this method, female student-athletes in 2007-2008 participate at a rate of -3.62% of the ratio of female students enrolled. While there is no requirement to base proportionality on an unduplicated count, it is obvious that the participation of female student-athletes in more than one sport is the basis of the institution’s compliance.

   Cross country, indoor track and outdoor track are the three sports in which nearly all female student-athletes are counted as more than one participant (i.e. a single athlete is counted as a participant in cross country, indoor track and outdoor track for a total of three participants.) From 2006 to 2007, the percentage of female athletes involved in the three sports grew from 46.7% to 53.3% of all female athletes through a concerted effort at roster expansion.

   One might expect resources devoted to women’s track/cross country would have expanded accordingly, and while the actual budget has grown, the dollars spent per participant has dropped from $5,331 in 2005 to $4,810 in 2007. In comparison, dollars spent per participant in men’s track/cross country was $7,730 in 2005 and $8,548 in 2007.

   The self-study committee is concerned that the institution is maintaining proportionality through the use of female track/cross country athletes while resources allocated to this program are not equivalent in comparison to the men’s program.

   c. From a Title IX perspective, using roster management, the institution is providing proportional participation opportunities to male and female student-athletes. However, after reviewing the operating expenditures for women’s track/cross country and field reported in the EADA reports, the number of student-athletes carried in this program, and the per-athlete expenditures for the men’s and women’s programs, the committee is concerned that a significant number of female student-athletes are not having a quality of experience comparable to their male counterparts. It is not clear that the opportunity to participate and the opportunity to be competitive are equivalent between the genders.

   d. The written-stand alone plan requires the institution to continue annual reviews and possible revision of participation targets in men’s and women’s sports to insure maintenance of the parity that’s been achieved.

2. Athletics Scholarships
   a. The self-study committee assigned to Equity issues reviewed annual reports prepared by the consultant Lamar Daniel from 2000 through 2007, as well as EADA reports for the past three years, to track the award of scholarships in men’s and women’s sports.

   b. Data from the reports by Lamar Daniel and EADA show the institution is in substantial compliance in the awarding of scholarships at the maximum numbers allowed under NCAA guidelines. The committee concurs with the assessment by Lamar Daniel that an 8% disparity in scholarships to male student-athletes comes as a result of high participation in women’s sports such as equestrian and cross country which have low scholarship caps set by the NCAA. For instance in 2006-07 40% of the equestrian athletes were walk-ons and in 2005-06 and 2006-07 walk-ons made up 44.4%
and 40.4% respectively of those teams. Most Division 1-A schools carry a large number of women athletes in these sports so they can show proportionality under Title IX and they are doing this on the backs of female walk-on athletes.

A further dollar differentiation occurs in football where a large number of grants-in-aid are allowed and a greater percentage of the recipients are from out of state, increasing the dollar value of the awards. It is not discriminatory for more out of state aid to be granted to one gender versus the other and so the committee did not find evidence of discrimination between the genders in the awarding of grants-in-aid.

c. As the institution provides the NCAA maximum number of grants-in-aid allowed in all men’s and women’s sports, an equity problem arises only when aid goes un-awarded in women’s sports. In 2005 and 2006, 4.59 and 4.8 awards went unused. By 2007, the number dropped to 1.18, but the consultant recommended distributing those grants to senior female student-athletes not currently receiving full grant-in-aid. To date that decision has been left to the discretion of women’s coaches.

d. The written, stand alone plan requires the Athletic Department to analyze un-awarded aid each spring so that un-awarded aid does not become excessive. The committee feels that since the institution cannot control NCAA limits on the number of awards allowed in each sport and the awarding of aid is not proportional by gender, the institution must maximize the use of its scholarships.

3. Equipment and Supplies

a. The committee reviewed annual reports by consultant Lamar Daniel from 2000-2007 as well as an excerpt from his draft 2008 report concerning Equipment and Supplies, EADA reports from 2005-2007, student-athlete exit interviews, and a list of equipment manager assignments by sport. Additionally, the Associate AD for Business Operations was interviewed in the committee’s efforts to insure a thorough study.

Note: For a number of years, baseball, wrestling, softball and men’s and women’s golf have had contracts with manufacturers that provide most equipment at no cost. In FY 2008 the Athletic Department signed an equipment agreement with a major manufacturer covering all sports except men’s and women’s golf and wrestling. The agreement is intended to ensure access to the highest quality equipment, uniforms, and supplies to all teams. Due to the confidential nature of the contract, the committee did not review it. Prior to signing the contract, it was thoroughly reviewed by the legal counsel for the OSU/A&M Board of Regents and it is available to the institution’s purchasing department.

b. Since 2000, reports from the gender equity consultant have noted various issues with provision of equipment and supplies. The department has progressed from a situation in which female participants had to provide much of their equipment to one in which all equipment is provided to all participants in all sports. The only ongoing exception is golf where men’s and women’s golfers continue to furnish their own practice clothing. This practice is equitable.

According to annual surveys conducted by the consultant, the equipment provided is suitable for the various sports and rated by most of the coaches and participants as good to excellent in terms of quality and quantity. In the latest survey the only exception was the men’s track/cross country coach who rated their equipment as average.

The annual consultant’s report has also highlighted concerns related to the maintenance and replacement of equipment – specifically:
- space issues related to decentralized storage of equipment
- lack of storage space, and
- provision of laundry services.

A fulltime equipment manager has oversight responsibility for football equipment and supplies. He serves as a liaison between all other sports and the contracted equipment supplier for ordering equipment and apparel, but does not manage the budgets or equipment inventories of other sports. The equipment manager is certified and is assisted by two fulltime assistants who are not certified and by several students. One assistant oversees the equipment budget and inventory for baseball (an assignment made prior to the arrival of the current equipment manager based on a personal
interest in the sport). With the exception of football and baseball, each coach is accountable for
his/her team’s equipment and apparel.

EADA reports for the last three years show large variances from year to year in:
- expenditures for equipment and supplies
- the allocation of expenditures by genders
- equipment and maintenance expenditures not allocated by gender.

The Associate AD for Business Operations meets with each head coach and the equipment
manager to develop the annual equipment allocation plan based on specific needs -- not with the
intent that any men’s team request must be matched for women’s teams or vice versa. Additionally,
some expenditures charged to men’s teams benefit both genders. For example, improvements
made to lower level seating and the scoreboard in Gallagher-Iba Arena in FY 2007 were financed
through men’s basketball donor seating although women’s basketball benefited as well. The EADA
reports could be interpreted to indicate a lack of parity between men’s and women’s programs in
like sports, but coaches’ interviews generally show high levels of satisfaction with current spending.

Additionally, student-athletes report a high level of satisfaction in this area. Sixty-five Student-
Athlete Exit Surveys dating from April 2006-June 2008 were also reviewed to determine student-
athlete’s level of agreement with the statement “I had access to quality sports equipment in my
sport.” On a 1 to 5 scale with 5 representing strong agreement, the average rating was 4.37. The
largest number of respondents rated their equipment experience as a 5 --one of the highest ratings
in the survey.

c. Football, the most equipment intensive sport, has 14 student equipment managers plus the
attention of all three of the fulltime staff (although as previously noted, one of the fulltime staff
members manages equipment for baseball.) Men’s basketball has 7 student managers compared
to women’s basketball with 5. Beyond whether it is equivalent between the genders, given the
number of participants on these two teams, it is unclear whether this is excessive. Softball and
baseball each have two student managers although one of the fulltime staff oversees baseball’s
equipment. Soccer, wrestling and men’s track also have student managers assigned. In six other
sports (3 men’s and 3 women’s), the coaching staff takes on the equipment management handled
by student managers. The gender equity consultant who surveys coaches annually as part of his
review has not received complaints from coaches who handle their team’s equipment and apparel.

Currently, each sport hires its own equipment managers with funds from the equipment manager’s
budget rather than the team budget. The committee recommends centralization of equipment,
uniforms, supplies, and equipment manager budgets under the equipment manager. Additionally,
the equipment manager should work with each sport to determine equipment management needs,
then hire and supervise all managers. This centralization would improve efficiency and
accountability for equipment, supplies and uniforms and would go a long way towards eliminating
inequities between men’s and women’s sports in the assignment of equipment managers.

Laundry services (laundry and/or dry cleaning, where warranted) are provided to all teams with the
exception of men’s and women’s track/cross country. Although it is not ideal for student-athletes to
have to handle this job on their own, it is equally disadvantageous to both genders. The master
plan for the now-delayed Athletic Village includes new track facilities that will address laundry
issues for both teams. The creation of a new women’s locker room facility in the vacated football
locker rooms in summer 2009, will make laundry services available for women’s tennis, women’s
track and field, and soccer.

Some coaches have had to rent storage space for their equipment given the lack of centralized
storage space. When football moves into the west end zone in summer 2009, their current
equipment storage facilities will be available to and should solve the equipment storage needs of
teams renting space. For many years, the gender equity consultant has recommended
centralization of equipment for Olympic sports for efficiency and gender equity monitoring
purposes. The committee recommends the equipment management of all sports be centralized
into one coordinated organization.

d. The written, stand-alone plan for gender equity recommends the Athletic Department conduct a
complete review of the equipment management operation with the following goals:
• Centralize the management of all equipment for all sports from one facility
• Charge the equipment manager with the hiring, deployment and supervision of all student equipment managers
• Review laundry services for all Olympic sports to ensure laundry services meet the needs of teams in an equitable manner

4. Scheduling of Contests and Practice Time
   a. The self-study committee on gender issues reviewed records on scheduling, the annual reports of Lamar Daniel from 2000 to 2007 and interviews with all men’s and women’s head coaches.

   b. The data did show an equity issue related to competition schedules. While most sports are scheduling the maximum allowable contests under NCAA rules, the exceptions include men’s and women’s track and equestrian—the last two are women’s sports comprised of over half of all the institution’s female student-athletes. While equestrian and women’s cross country schedule only one less event than the NCAA allows, women’s track scheduled only about 66% of the allowed events. (In the past three years competition / allowed was: 11/18, 12/18, and 12/18). Exceptions in all other sports appear related to student-athlete welfare (i.e. wear and tear on athletes and missed class time versus a competition that does not contribute to post season goals) or cancellations due to weather or travel issues.

   The single venue sports of football and baseball for men and softball and soccer for women face no conflicts in scheduling practices or competitions. Coaches indicate practice assignments in shared facilities are largely equitable as discussed in Item C below. Pre and post season issues such as housing switches for softball and baseball (i.e. student-athletes who lived in certain university housing during the academic year had to move to off-campus or other housing when those residence halls closed during academic breaks) have been resolved now that most university housing is open all year.

   No teams have taken an international tour in the past five years. The most recent were trips by soccer and women’s golf in 2002. This appears to be the result of budget/competition choices rather than gender issues.

   c. In regards to scheduling events and competition, several sports share venues with other teams or other campus operations:

      Men’s and women’s basketball and wrestling share Gallagher-Iba Arena for competition. However the head women’s basketball coach says there is no conflict scheduling competition. Men’s and women’s basketball share practice time in Gallagher-Iba Arena where the men are scheduled Monday, Wednesday and Friday while the women practice in the auxiliary gym. Women’s basketball has G-I on Tuesday, Thursday and Saturday while the men may use the auxiliary gym. An occasional conflict occurs when the men’s practice runs long and conflicts with a women’s practice in G-I. For example, such overruns happened twice in fall 2008.

      Men’s and women’s tennis use facilities owned and operated by campus recreation and used by the general student body. Campus recreation reserves the facilities for tennis team practices from 2:30 to 6pm Monday through Friday. Campus recreation also reserves times for competition. Both men’s and women’s tennis coaches describe the facilities as “poor” but say they have a cooperative practice and competition schedule and that the quality of the facilities is not a gender issue.

      Men’s and women’s cross country and indoor track teams share Droke Track and a cross country facility. Both coaches describe the track as “poor” but not a gender issue. In fact, the institution cannot host events at Droke Track because it does not meet NCAA standards for a competition venue. The cross country venue hosts an annual meet for both men and women and has hosted two Midwest Regionals since 2000.

      Men’s and women’s golf teams share facilities at Karsten Creek Golf Course. The course is also open to the public through very limited memberships. Coaches say there is no gender issue related to practice schedules.
Equestrian shares a venue with the academic Animal Science Department in the Animal Science Arena and an adjacent outdoor arena. A second arena is reserved solely for equestrian. When the weather is nice, there is no conflict on practice scheduling. In inclement weather, however, equestrian may be blocked from the indoor arena by previously scheduled judging events or livestock shows and may have to cancel practices. No other athletic team faces the unique conflict of potentially losing a practice due to conflict with an academic unit.

The committee’s greatest concern involves the number of events scheduled for women’s indoor and outdoor track. When added to the number of participants in equestrian and women’s cross country (sports under-scheduled by 1 event each) 73% of female student-athletes are competing in fewer events than allowed by the NCAA. Men’s indoor and outdoor track are also under-scheduled but competed in more events than the women’s team in 2005 and 2006 and represent on 15% of all male student-athletes.

d. The institution’s stand-alone written plan needs to include an annual review of competitions scheduled versus allowed particularly comparing men’s schedules to women’s such that women’s teams are given an equal opportunity to compete as women’s track has not in recent years. In addition, coaches’ interviews need to be reviewed for any concerns about inequity in practice schedules at shared venues.

5. Travel Allowance

a. The self-study committee reviewed sections of consultant Lamar Daniel’s reports related to travel issues from 2000 to 2007 and OSU Policy and Procedures #1-0402 Intercollegiate Athletics Team Travel in addition to travel rosters and interviews with the Senior Woman Administrator and a consultant on travel safety.

b. Team Travel Rosters completed by staff/coaches provide data to monitor modes of transportation, compliance with travel time policies, and per diem allotments. Signatures by business office, travel policy coordinator, and compliance office are required before any travel funds are dispensed and provide additional advance oversight of compliance.

Data regarding travel from 2005 to 2007 shows:
Men’s teams made 136 trips by air compared to 103 trips by air for women’s teams
Men’s teams made 70 trips by bus compared to 131 trips by bus for women’s teams
Men’s teams made 57 trips by van compared to 18 trips by van for women’s teams

An inequity continues to exist regarding air travel by men’s teams compared to bus travel by women’s teams. Not only do men’s teams travel more often by air, but they travel more often on chartered flights. Men’s teams who flew, flew almost twice as often on charters (49 charters in the three-year period) as women’s teams (29.5 charters in the three-year period). Women’s teams were more likely to travel more than six hours by bus or van than men’s teams. In 2006 the soccer team made four trips by bus of between 8-12 hours and the soccer team as well as women’s golf and tennis were singled out by the consultant as having made trips by land that should have been made by air.

The consultant continued to recommend adoption of a policy to require air travel for all trips which would take more than eight hours by bus unless the head coach made a specific request for an exception. The policy was finally adopted in May of 2008 but its implementation needs to be monitored to ensure the desired impact on equitable travel arrangements for women’s teams.

When overnight housing is required, all teams and coaches indicate satisfaction with the quality of lodging arranged. In addition, the requirement that student-athletes be housed two to a room with each in an individual bed appears to be followed universally with the proviso that a third athlete may added to a double room using a roll-away bed only if an odd number is traveling.

In length of stay before and after competition, there appears to be no difference in arrangements by gender with possible note by the committee that additional travel by bus may actually favor women’s teams in this category because they have more control over departure time following a
competition as compared to a team that is traveling by commercial air. (i.e. scheduled flight times might require an additional overnight stay).

Meals while traveling are handled either as a group with a coach or administrator paying the bill or by giving individual athletes cash on a per diem basis. Athletic Department policy stipulates the U.S. Government Services Administration rate for High Rate Geographical Areas as the standard for athlete per diem and it appears the policy is followed.

c. While the newly adopted policy should address the long-standing inequity in air travel by women’s teams, the committee believes this area merits careful on-going monitoring by the Senior Woman Administrator, the Athletic Business Office and the Gender Equity/Well-Being Committee of the Athletic Council. The budget of soccer may require an adjustment in order to afford air travel required under the new policy.

d. The written, stand-alone plan for gender equity must require equitable access to air travel in the case of ground travel times in excess of eight hours and the plan must call for an annual review of travel modes by gender and team as part of the Athletic Council’s annual review of compliance data.

6. **Academic Support Services**

a. The self-study committee on gender issues had the opportunity to review the most recent evaluation of Academic Support Services required by the NCAA and performed in 2006, annual reports by consultant Lamar Daniel, reports by Athletic Council, exit interviews with student-athletes, and interviews with coaches and staff related to academic support services.

b. The institution secured a private donor to endow the Joe and Connie Mitchell Academic Enhancement Center which opened in 2001 in the newly renovated Athletic Center. The facility houses the institution’s Academic Services for Student-Athletes (ASSA) -- a nine person fulltime staff including the Associate Athletic Director for Academic Services who reports to the Provost/VPAA, an Assistant Director for Men’s Sports, an Assistant Director for Women’s Sports, two Learning Specialists, a Senior Academic Advisor and Tutor Coordinator plus two support staff. Up to 90 tutors and facilitators complete the team that provides the following services:
   - Academic support (tutors/facilitators)
   - Eligibility tracking
   - Admissions assistance
   - Personal counseling
   - Career advising
   - Secondary academic advising
   - Compliance assistance
   - Challenging Athlete’s Minds for Personal Success/CHAMPS/Life skills programming
   - Recruiting assistance
   - Services for student-athletes with learning disabilities
   - Educational technology (Computer labs)

The center itself contains two computer labs featuring 53 terminals plus over 100 laptops. In addition, student-athletes can participate in on-line coursework, private and group tutoring, in-house seminars and group project development in 9 study rooms. The entire center is part of a wireless network recently funded by a private donor. The comprehensive learning center also includes a Reading & Writing Center, Math Center, Foreign Language Center and an Assistive Technology Center that is open to all student-athletes (current and former), student trainers and managers, and spirit squad members.

The transition in 2001 from a volunteer faculty mentor program to a paid facilitator program has paved the way for highly individualized academic contracts to meet the needs of student-athletes and the addition of the SAMS tracking software in 2008 has added an additional level of accountability.

Reviews of the center by the gender equity consultant, the Evaluation Team and interviews with coaches, staff and student-athletes indicate very high levels of satisfaction with the facilities, staff and services and equitable access to all three. The achievement of conference and national
academic honors by both male and female athletes and demonstrable success in raising the graduation rates of both male and female student-athletes are positive indicators of the level of support provided by the center.

c. Male and female athletes appear to have equal opportunity to access all services offered by Academic Services for Student-athletes without respect to gender. A significantly higher number and percentage of male athletes versus female, however, are assigned tutors and facilitators. The committee noted in 2007, 42 of 80 first year student-athletes were special admission – 32 of 49 males and 11 of 31 females or 66% of all male first year student-athletes and 35% of all female. Noting those statistics, the committee recommends the Gender Equity and Athlete Well-being committee of Athletic Council review the allocation of resources in this area on a semester-by-semester basis.

d. The written, stand-alone plan for gender equity requires the institution to develop a formal process for review and approval of the Evaluation for Academic Support Services required every four years by the NCAA and for the annual review and approval of data from the ASSA by the Athletic Council to ensure equitable access to tutors and facilitators by both genders.

7. Coaches

a. The self-study committee reviewed data provided by gender equity consultant Lamar Daniel and his reports from 2000 to 2007 regarding the availability and experiences of coaching staff including graduate assistants. His review indicates the institution has hired the maximum number of coaches and graduate assistants allowed by the NCAA in every sport. He also reviewed training and experience levels of coaches in order to recommend institutional action should a systematic inequity develop. His current evaluation indicates all coaches are highly qualified.

He cites institutional coaching tenure of 16.5 years in men’s sports and 10.7 in women’s sports as the result of a particularly senior staff in men’s sports rather than any type of systematic bias. In all of his reports since 2000, he has rated the opportunity to receive coaching, the assignment and the compensation of coaches as equivalent.

The committee also held meetings with the university and Athletic Department HR staffs to review institutional policies (OSU Policy and Procedures Letter #1-0401 Employment of Athletic Department Administrators and Intercollegiate Coaches) regarding exempt staff in athletics and consistent implementation of the policy. In addition, the committee reviewed data on the number of employees, pay ratios, pay trends, years of service, turnover, leave usage and demographic data comparing Athletic Department employees with all university employees.

b. Although the consultant found the opportunity to receive coaching at the institution was equivalent, he recommended in December 2000 and January 2003 that the graduate assistant coach in soccer be upgraded to a second fulltime assistant coach. The upgrade was funded in 2003. A graduate assistant’s position in women’s track was also upgraded to a second fulltime assistant coach position. In his 2004 report, the consultant noted that female athletes actually had a greater opportunity to receive coaching than male athletes. By that time, all women’s teams used fulltime coaches while men’s tennis and track were still utilizing graduate assistant coaches.

As part of an ongoing review of university policies and procedures and in preparation for the self-study, the OSU Policy and Procedures Letter #1-0401 Employment of Athletic Department Administrators and Intercollegiate Coaches was reviewed, amended and approved by the Board of Regents in July 2008. Today, all coaches are at-will employees with annual contracts. To ensure retention of high-performing coaches and continuity in recruiting, some head coaches have multi-year contracts.

The committee found requirements for head and assistant coaches are consistent across men’s and women’s sports and that the Athletic Department strives to develop broad candidate pools for openings. All coach candidates must, at minimum, have:

- A bachelor’s degree in any field of study
- The ability to pass the NCAA recruiting test within one year from date of hire
- Coaching experience at the high school or collegiate level (Division I level preferred)
Four years coaching experience is required for head coaches and two years for assistant coaches.

The committee reviewed coaches' compensation through data obtained at least annually by the Associate Athletic Director for Business Operations from Big 12 Conference spring and fall salary surveys and contacts with Division 1 peers. Data was also made available from OSU’s Office of Institutional Research and Information Management’s annual salary survey covering most Division I schools. The Athletic Department has access to on-demand salary studies from this database and can also access the services of CUPA-HR for market studies. All employment contracts are reviewed by institutional legal counsel for compliance with the Fair Labor Standards Act.

c. The data reviewed indicates neither gender is under-served in terms of opportunity to receive coaching and that coaches at OSU are equivalent in terms of experience and professional standing. The committee did note that all but one of the head coaches in women's sports is male. Since all coaching searches are reviewed by the institution’s Director of Affirmative Action to ensure fairness in both recruiting and hiring practices, the committee did not find any systematic bias against hiring women.

A review of equity in the contract award practices in men’s and women’s sports was also conducted by the committee. Multi-year contracts for head coaches in football, baseball, men’s and women’s basketball and soccer were reviewed with the conclusion that -- equity appears to exist -- given that football has no counterpart in women’s sports, is the primary revenue source for the athletic program and follows the norm for head coaches in BCS conference schools in awarding multi-year contracts.

d. The institution’s written, stand-alone plan requires the Athletic Department to continue to utilize the National Association of Collegiate Women Athletic Administrator’s website to post jobs for all vacant coaching positions to ensure qualified female candidates have an opportunity to apply.

8. Locker Rooms, Practice and Competitive facilities

a. To ensure a thorough study of this issue, the committee reviewed annual reports by consultant Lamar Daniel from 2000-2008, student-athlete exit interviews from 2006-2008, expenditures of University Section 13 funds(a state funding source) for athletics-related projects, EADA reports from 2005-2008 and minutes from the OSU/A&M Regents on actions related to athletic facilities and the Campus Master Plan approved by the Regents on March 2, 2007. Additionally, the Associate AD for Administration and Facilities provided a tour of all requested locker room facilities to committee members.

b. Locker rooms:
Three teams, 1 men’s and 2 women’s, currently have no locker room facilities: soccer and men’s and women’s tennis. Equestrian has a very small changing room at its saddling barn which does not have either shower or restroom facilities. Men’s and women’s golf have year-round, non-exclusive use of excellent locker room facilities at Karsten Creek Golf Course. Men’s and women’s track/cross country have locker rooms rated as very poor by coaches and student-athletes alike at the Droke Track Center. Although the men’s and women’s basketball teams have locker rooms that appeared spacious and relatively new, the men’s basketball coach rated their locker room as “not very good.” Locker rooms for the remaining sports (football, baseball, softball, and women’s basketball) were rated as good to excellent by the coaches.

The current situation will be ameliorated in late 2009 when football moves to the new west end zone and their former facilities in the Athletic Center are renovated for use by women’s soccer, tennis, and track/cross country. It’s important to note that having locker room facilities in the Athletic Center will be better than nothing, but will hardly be convenient to practice and competition venues on the other side of the campus until the completion of the Athletic Village.

Practice and Competitive facilities:
As noted in Item 4 of this question, 4 teams practice and play in venues solely devoted to their use: football, baseball, softball and soccer:

- Football has the use of Boone Pickens Stadium including one full practice field and two forty-yard practice fields. All are outdoors. Coaches and players rate all the facilities as good. Recent renovations and enhancements to Boone Pickens Stadium have
significantly benefitted all sports through an increase in ticket sales revenue of 32.5% since 2005.

- Baseball uses Allie P. Reynolds Stadium for practice and competition. The coach rates the facility as good. Baseball does share an indoor batting and pitching facility with softball and the coach rates it as good.

- Softball’s home is at Cowgirl Stadium, where they practice and compete. Recent upgrades to the fence, grounds, and lighting have improved the facility and the coach rates it as good. As noted above, softball shares an indoor batting and pitching facility with baseball and the softball coach also rates it as good.

- Soccer has exclusive use of the OSU Soccer Complex for practice and competition. The field is well maintained and the coach rates it as good. In addition to not having any kind of locker room for home or visiting teams, the facility also has no restrooms for player or spectator use. The coach rates the facility as fair.

A number of sports share practice and competitive facilities either with other teams or other entities:

- Men’s and women’s basketball share Gallagher-Iba Arena and a practice gym. The two basketball programs alternately share the arena and a practice gym for practices with only occasional conflict. Coaches for both programs rate the practice and competitive facilities as good.

- Wrestling shares Gallagher-Iba Arena with men’s and women’s basketball for competition but has exclusive use of a practice area. The coach rates the practice area as good and the competitive area as excellent.

- Men’s and women’s golf share facilities at the award-winning Karsten Creek Golf Course. Both coaches rate the facility as excellent. Although neither team hosts home tournaments, OSU has hosted a number of high profile tournaments at Karsten Creek including the Men’s NCAA Championship in 2003, the Men’s NCAA Regional in 2001 and 2009, and the Women’s Big 12 Invitational and Championship in 2001 and 2008, respectively.

- Men’s and women’s tennis use facilities owned and operated by campus recreation and used by the general student body. These are rated as poor by both coaches. In addition: Men’s tennis uses the University of Tulsa indoor courts and other indoor courts in Oklahoma City and Ponca City that they rate as good. Women’s tennis uses the University of Tulsa indoor courts and other indoor courts in Edmond. These are rated as good.

- Men’s and women’s track/cross country share Droke Track and a cross country facility. The institution cannot host events at Droke Track because it does not meet NCAA standards for a competition venue. The coaches and athletes rate this facility as poor. In addition, there is no indoor track facility. The cross-country course is an excellent race venue used by both the men’s and women’s teams and is the site of the longest continuously held collegiate cross-country meet in the United States, the Cowboy Jamboree. It has also served as the host site for several NCAA regional meets most recently in November 2008. The coaches rate this facility as good.

- Equestrian shares a venue with the academic Animal Science Department in the Animal Science Arena and an adjacent outdoor arena. Except for the fact occasional events scheduled by the Animal Science Department prevent the equestrian team from using the facility, the coach rates it as excellent. A second arena is reserved solely for equestrian as is a “saddling barn” built the second year of the program.

As part of the OSU Campus Master Plan, an Athletic Village is in development just north of Boone Pickens Stadium and Gallagher-Iba Arena and adjacent to the Cowboy Baseball and Cowgirl Softball venues. Roughly 200 acres of property was acquired and cleared at significant expense to make way for the project. Tennis, track and soccer complexes as well as a multi-sport indoor practice facility and outdoor practice fields for the exclusive use of the Athletic Department are included in the ambitious plan to create a unique Athletic Village. The economic downturn, however, has now delayed construction.
Sixty-five student-athlete exit interviews from April 2006 to August 2008 were reviewed for level of agreement with the statement “The athletic facilities in my sport are competitive with other institutions in our conference.” On a scale of 1 to 5 with 5 being strong agreement, facilities scored 3.57 – the second lowest score among the 29 statements in the survey. While most students taking the survey gave the facilities statement a score of 5, all of the 1 and 2 scores came from participants in soccer, men’s and women’s track and men’s and women’s tennis.

c. The completion of the west end zone of Boone Pickens Stadium will allow the football team to vacate their current locker rooms in the Athletic Center, which will be renovated for use by women’s tennis, track and soccer during 2009-2010. In addition, the west end zone will house a new state-of-the-art training room, training table, strength and conditioning, and meeting and video rooms for use by all student-athletes.

The completion of the Athletic Village will provide excellent facilities for men’s and women’s tennis and men’s and women’s track in addition to improving the baseball facility already in existence adjacent to the village. The campus master plan also includes an intention to renovate a campus gateway/landmark as a new sole-use venue for equestrian. The only issue not addressed in at least the planning stage involves locker rooms for the golf teams. Both coaches and the participants are so pleased with the quality of Karsten Creek as a competition and practice venue, however, that permanent locker rooms do not appear to be of concern.

d. The committee believes the Athletic Department put significant effort in the Campus Master Plan process and the design of the Athletic Village to create an athletic complex that would produce truly remarkable practice and competition venues for student-athletes of both genders and for the institution’s loyal fans. The plan maximizes access by student fans as the Athletic Village is within walking distance to nearly every part of the campus and it maximizes use of current parking lots by grouping venues. The committee believes the written, stand-alone plan must continue to monitor the locker room situation until the former football facilities are actually renovated and women’s teams are moved in. The Athletic Village plan will need to be part of the plan for improvement until it is a reality.

9. Medical and training facilities and services

a. The committee reviewed EADA reports, the gender equity consultant’s reports from 2000 to 2007, the Oklahoma State Athletic Training Handbook, staff assignments and qualifications in addition to interviews with the Director of Sports Medicine/head team physician and the head athletic trainer to study the area of Medical and training Facilities and Services.

b. The Athletic Department is fortunate to have a fulltime physician as its Director of Sports Medicine/Team Physician. The Director makes referrals to other physicians (employed on an as-needed basis) and to an orthopedic surgeon (on retainer with the department two to three days a week). The result is that:

- All student-athletes are provided the opportunity to see a physician if needed
- All freshmen and transfers receive complete physicals
- Returning student-athletes receive an annual medical appraisal

One part of the gender equity consultant’s annual review is a survey of all coaches and selected student-athletes from each men’s and women’s team regarding satisfaction with weight room facilities and staff. The current weight room serves all student-athletes and was updated in 2005. It can accommodate up to 100 student-athletes at one time. In each of the last three years, the facility was rated from good to excellent. Additionally, there have been no complaints about scheduling conflicts.

Each sport – men’s and women’s – is assigned one or more staff members responsible for providing all prescribed rehabilitation and therapy treatments in addition to coordinating medical services. These trainers are present at all practices, competitions and conditioning sessions. Some have responsibilities for more than one team. All are nationally certified athletic trainers and all but two are nationally licensed trainers. One, who is also a certified physical therapist, works primarily with football, the most injury-intensive sport, but is available to other student-athletes needing physical therapy. Experience levels range from 4 to 18 years.
Training facilities are located at the Athletic Center and multiple satellite locations. According to surveys conducted by the consultant, all facilities are rated good to excellent by coaches, staff and athletes with the exception of the Droke Track Complex which is rated poor.

The Athletic Department takes a two-step approach to health, accident and injury insurance coverage for student-athletes. An athlete’s parent’s policy is considered primary and the department provides secondary coverage. In the event that a student is not covered under a primary policy, the department pays the full cost of insurance. Walk-on athletes must provide proof of insurance.

c. The committee deemed the overall quality of medical services provided to be excellent and found no disparity in the way these services were delivered to male and female athletes with one exception. The department has not yet adopted a written policy regarding the treatment of student-athletes who become pregnant or who become parents.

Not all training facilities received good ratings from coaches. The Droke Track complex, which serves soccer and men’s and women’s track, has been rated poor for a number of years and is of concern to the committee because it serves a large percentage of all female student-athletes. The disparity should be addressed with completion of the west end zone facilities opening in summer 2009. The facilities will include a new weight room serving all student-athletes. Development of a track facility with its own training facility in the planned Athletic Village should further ameliorate any disparity.

An analysis of insurance coverage raised some initial concerns. Because the institution has required every women’s team to actively recruit a certain number of walk-ons as part of the plan for improvement to increase the number of female athletes, it could be said that an inequity exists regarding insurance coverage available to individuals. Committee research showed, however, the insurance policy for walk-ons was developed to control costs in football rather than to inflict a hardship on female student-athletes. And, although there were six women’s teams in the last three years whose membership was comprised of 40% percent or more walk-on athletes as compared to only two men’s teams, the fact remains that there are more male walks-ons than female walk-ons participating in athletics at the institution.

d. The written, stand-alone plan for gender equity requires that access to weight training facilities be monitored to ensure that the training needs of all student-athletes are being met, regardless of gender or sport. In addition, the plan needs to include a statement/policy modeled on the NCAA template on pregnancy and parenting in the Oklahoma State Athletic Training Handbook. Finally, the plan requires the addition of a coordinating team to identify and address the wellness needs of student-athletes.

10. Housing and dining facilities and services

a. The committee spoke to coaches and student-athletes and reviewed the reports of the gender equity consultant from 2000 to 2007 in order to assess the equity of housing and dining facilities and services.

b. Most freshmen, except local residents, live on campus. Other student-athletes live in residence halls or on-campus apartments which are open year round or in off-campus housing. Football, women’s basketball and men’s and women’s golf team members live on-campus. The football team stays in a local hotel on the nights before home games.

Football and men’s and women’s basketball have evening meals at a training table on the club level of Boone Pickens Stadium. (Football players actually eat all three meals at the training table in the pre-season.) Men’s and women’s golf have a lunchtime training table in the Karsten Creek clubhouse. All student-athletes whose scholarship/aid covers room and board either eat on campus or receive a check to cover food. When campus dining halls are closed, the per diem rate is $39, the GSA rate for Oklahoma, unless a team meal is offered. Then the per diem is less.

On game days, pre-game meals are provided for football, soccer, men’s and women’s basketball, softball, women’s tennis and usually for baseball. Football, soccer, men’s basketball, and softball
are provided post-game meals as well. Equestrian provides breakfast and lunch on home competition days.

c. Nearly every team provides student-athletes with pre or post game food or both on home competition days, so the committee agrees with the last five year’s reports from the gender equity consultant that housing and dining is provided on an equitable basis. There have been isolated incidences reported by student-athletes of coaches providing less than the GSA per diem rate for meals during the competitive season when school is not in session. The Athletic Department’s policy mirrors the university policy adopted in 2001 that the reimbursement rate for meals is the GSA rate. When such incidents are reported, it appears that they have been addressed by the appropriate sports administrator.

d. The institution’s written, stand-alone plan on gender issues stipulates that housing and dining continue to be provided on an equitable basis and in accordance with university policies and calls for annual monitoring of actual activities to ensure the current equitable levels of service continue.

11. Publicity and Awards

a. In order to review the parity of publicity and awards between men’s and women’s teams, the committee reviewed actual publications and award data of student-athletes in addition to speaking to the sports information staff, coaches and student-athletes and scanning the gender equity consultant’s reports since 2000. The committee compared actual promotion materials, sports information staffing by sport and game day or special promotions.

b. Sports information and Athletics’ Promotion are handled separately. The Sports Information staff includes:
- The Associate AD for Media Relations/Sports Information Director (SID)
  - 15 years experience
  - Covers football – home and away
  - Supervises all sports information including 4 assistant SID’s and 4 student assistants
- Assistant SID #1
  - 17 years experience
  - Covers men’s basketball – home and away
  - Covers softball
- Assistant SID #2
  - 5 years experience
  - Covers baseball – home and away
  - Covers soccer
- Assistant SID #3
  - 7 years experience
  - Covers women’s basketball – home and away
  - Covers men’s and women’s golf
- Assistant SID #4
  - 6 years experience
  - Covers wrestling including some away meets
  - Assists with football – all home and away

Four student assistants cover:
- equestrian,
- men’s and women’s tennis,
- men’s and women’s track/cross country

Every sport is now provided with a high quality media guide after several years of concerns and recommendations by the gender equity consultant.

Other promotional materials such as posters, magnets, schedule cards, etc, are provided for:
- 4 men’s sports: football, baseball, wrestling and basketball
- 4 women’s sports: basketball, soccer, softball and equestrian was added in 2008
- Equestrian added a spectator guide in 2007
- Football added a spring game poster in 2007
For the last two years, schedule cards with information about how to purchase season tickets have been printed for baseball, men’s and women’s basketball, football, soccer, softball and wrestling. Additional marketing and promotions, including game day promotions, are developed under the supervision of the institution’s Director of Marketing. Although outside the Athletic Department, the Director of Marketing works closely with the Senior Woman Administrator and all teams now have game day promotions except:

- Men’s and women’s golf
- Men’s and women’s track/cross country

Note: Men’s and women’s tennis has some/very little game day promotion but this is partly venue-related as they share facilities with campus recreation.

The Athletic Marketing staff consists of two marketing assistants, one promotion assistant and a webmaster.

Radio coverage is provided for:
Four men’s sports, football, basketball, wrestling and baseball
One women’s sport: basketball

In 2007-2008, Television coverage was provided for:
Men’s: All basketball, 7 football, 5 baseball and 1 wrestling
Women’s: 7 basketball, 1 soccer

In 2008-2009, Television coverage included:
Men’s: 11 football, 26 basketball, 5 wrestling, 4+ baseball (season still underway)
Women’s: 7 basketball, 2+ softball (season still underway)

In 2007-2008, Internet coverage included:
MVP Pay per View for all home football, men’s basketball and wrestling
Home games online for baseball, soccer and softball

Within Academic Services for Student-Athletes (ASSA), the Assistant Director/Academic Honors and Awards Coordinator is charged with identifying student-athletes who meet the criteria for campus, conference and national academic/leadership awards and ensuring their recognition. Student-athletes are assisted in the development of resumes of personal, academic, community/campus involvement and service and athletic accomplishments. The resulting database facilitates the application process for future awards, recognition lists, honors and scholarships. ASSA works closely with Sports Information staff to incorporate athletic honors and statistics into award applications.

c. All sports have some sort of Sports Information staff assigned although conflicts between the men’s basketball post season play and the start of softball season have led the gender equity consultant to recommend the addition of another Sports Information staff member to ensure softball does not play a third of the season without adequate Sports Information resources. The committee concurs that some sort of staff adjustment or addition needs to happen in order for softball to receive equitable Sports Information support. Staff quality does not appear to be an issue and there is a general feeling that sports information resources are improving for both genders.

In terms of media guides and materials, every sport now has a high quality publication with the amount of advertising affecting significant size differences. The committee feels the services are now provided in an equitable manner and commends the department on the strides it has made in improving both the quantity (for women’s sports) and quality of guides for both sports. Problems with consistency in the treatment of the genders in media guides (i.e. in 2003, the women’s track/cross country media guide was never completed) appear to be a thing of the past.

Three men’s sports and three women’s sports are supported with season ticket brochures so no discrepancy exists. The situation where four men’s sports and three women’s sports were provided with posters and schedule cards appears to have been corrected with the on-going addition of a poster for equestrian beginning in 2008. Posters have also been added for men’s and women’s tennis for the past two years and the committee determined that posters for “other spring sports,” i.e. men’s and women’s track and golf, have been produced off and on during the past 10 years.

There is a difference in the number of men’s sports versus women’s sports afforded radio and television coverage but as those decisions are not made entirely by the institution, the committee
did not feel an institutional discrepancy exists. Game day promotions/media support for football, wrestling, men’s and women’s basketball, baseball and softball are outstanding and greatly contribute to fan enjoyment at these events.

Overall, the committee rated publicity and promotion as good to outstanding and much improved in the last five years.

The ASSA academic honors initiative has been particularly successful in boosting the number minority and female student-athletes receiving national awards including:

- The Arthur Ashe, Jr. Sports Scholar Award for student-athletes-of color excelling in the classroom: 52 recipients since 2002 including 25 first team selections. (17 winners in 2006, 16 winners in 2007) Note: 27 of the 52 recipients were female student-athletes
- The John McClendon Minority Postgraduate Scholarship
- The NCAA Minority & Women’s Enhancement Scholarship

d. The institution’s written, stand-alone plan will contain a provision requiring annual review of media guides, staff support, and additional promotional materials and broadcasting opportunities by sport to maintain the level of parity that currently exists. The plan should include a measure providing additional resources to promote equestrian and women’s tennis, if needed. The committee found no deficiencies in the awards area that need to be addressed.

12. Support Services

a. In the self-study of support services, the committee reviewed the gender equity consultant’s reports from 2000 to 2007 including sections related to annual interviews with head coaches regarding access to support services and office space. In addition, the committee reviewed university and Athletic Department organizational charts.

b. Administration
The Vice President of Athletics Programs/Director of Intercollegiate Athletics (VPAP/AD) reports directly to the President and meeting regularly as the President’s cabinet. Three of the Associate Athletic Directors report to administrators in divisions outside athletics:

- The Associate AD for Compliance reports directly to the President;
- The Associate AD for Academic Services reports to the Provost/Vice President for Academic Affairs (Provost/VPAA); and
- The Associate AD for Business Operations reports to the Director of Accounting/Assistant Controller.

These external reporting relationships were developed to strengthen institutional control and ensure the legal, academic, and fiscal integrity of Athletic Department operations.

Direct reports to the VPAP/AD include:
- Senior Associate AD/Chief Operations Officer
- Associate AD for Administration and Facilities
- Associate AD for Media Relations
- Associate AD/Senior Woman Administrator (SWA)
- Associate AD for Development
- Head women’s basketball coach
- Head men’s and women’s golf coaches

Direct reports to the Senior Associate AD include:
- Head equestrian coach
- Head football coach
- Head wrestling coach
- Head men’s basketball coach
- Head men’s track/cross country coaches
- Head soccer coach
- Director of Sports Medicine
- Coordinator of athletic facilities
• Spirit group coordinator
The remainder of women’s sports, except tennis, report to the SWA. Men’s and women’s tennis reports to the Associate AD for Business Operations. Sports Medicine, Film and Video Management, Athletic Equipment, and Computer Services report to the Associate AD for Administration and Facilities.

Directors of Operations (DO) who handle day-to-day administration exist for:
• Three men’s sports (baseball, basketball and football)
• Four women’s sports (basketball, track/cross country, equestrian, and softball)

Secretarial/Clerical Support
• Football, which has ten fulltime coaches, a DO and two graduate assistant coaches, is supported by a four person secretarial/clerical staff.
• Men’s and women’s basketball coaching staffs are each supported by one secretarial/clerical staff member
• Wrestling has one secretarial/clerical staff member
• Men’s and women’s track/cross country and soccer share one secretarial/clerical staff member located in the soccer area.
• The coaches/DOs of the other teams do their own clerical work or utilize student assistants.

Coaches have recorded no complaints about the secretarial/clerical support they receive. All coaches who want computers have one in order to perform clerical/administrative work.

Office Space
• Two men’s sports (basketball and football) have private offices for all fulltime coaches
• Two women’s sports (basketball and soccer) have private offices for all fulltime coaches.
• The head coaches for men’s and women’s tennis have private offices but their assistants do not.
• All golf coaches share a large office at Karsten Creek Golf Club.
• The two assistant softball coaches share an office based on a decision by the head softball coach when the office space was designed.
• The equestrian coaches are all in one room at the Saddling Barn with no private space.
• The women’s track/cross country coaches are all in the same office space at the Droke Track Complex.

Administration:
All head coaches report to an administrator at the Associate AD level or higher. All Associate AD’s have responsibilities that affect both men’s and women’s programs.

Secretarial/Clerical Support:
According to EADA reports from 2005 to 2007, the Athletic Department spends an average of 83% of the support staff budget on positions that support both men’s and women’s programs, 14% on men’s only programs and 3% on women’s only programs. Most of the disparity between genders is directly attributable to the support staff requirements for football—representing roughly 8% of the total clerical support budget.

Office Space:
Given that equestrian and track/cross country participants comprise approximately 71% of the institution’s female student-athletes, the lack of any private offices for their coaches is clearly a hardship not shared by the majority of men’s programs. When the west end zone construction is completed in summer 2009, the football staff and athletics administration will move there. The newly available space in the Athletic Center will allow private offices for all fulltime coaches who do not have them, creating an equivalency in the assignment of office space for all coaching staffs.

d. The institution’s written, stand-alone plan for gender issues requires an annual review of office space assignments for coaches to ensure that all fulltime coaches have private offices. Exceptions are at the discretion of the head coach. Additionally, head coaches are surveyed annually regarding the adequacy of secretarial clerical support so that inequities do not develop between men’s and women’s sports.

13. Recruitment of Student-Athletes
a. In order to study the resources available to recruit student-athletes, the committee reviewed EADA reports for the past three years, the EADA Summary Reports for the Big 12 for 2002-03 to 2007-08, the most recent EADA Big 12 Tracker report, and annual reports prepared by the gender equity consultant from 2000-2007. In addition, interviews with coaches and student-athlete exit interviews were reviewed.

b. Beginning in 2000, the consultant reports noted problems in this area. Early on, an inequity in the opportunity to receive coaching was also deemed an inequity in the opportunity for coaches to recruit. That issue was resolved, but in every year except one since 2003, the coach for women’s track/cross country has indicated an inadequate recruiting budget. In the two most recent reports, men’s track and women’s golf coaches also articulated insufficient funds for recruiting. The ongoing issue for women’s track/cross country is of special concern due to the large number and percentage of female student-athletes who participate in this sport.

The EADA reports from 2005 to 2007 show women’s teams at the institution received from 21 to 23.6% of the total recruiting budget. An August 1, 2008 article in the Chronicle of Higher Education reviewing Division 1 EADA data reported OSU had the fifth lowest women’s recruiting budget in the cohort based on 2007 data. EADA Summary reports for the Big 12 Conference and the most recent EADA Big 12 Tracker report shows OSU consistently spends the least of all conference schools to recruit female athletes. However, it also shows that OSU also spends near the bottom of the conference to recruit men.

The committee also reviewed 65 student-athlete exit surveys dating from April 2006 to June 2008. Five topics regarding the recruitment experience were addressed in the survey, including:

- Whether questions were adequately answered
- Whether coaches and administrators were honest
- Whether the athlete involved would encourage other student-athletes to attend OSU

On a scale of 1 to 5 with 5 representing strong agreement with a positive statement, student responses averaged 4.2 on recruiting issues with the greatest number rating their experience as a 5. Of the four areas covered in the survey (recruiting, academics, athletics and welfare), recruiting received the highest overall score. So, at least the student-athletes responding to the survey had a positive recruiting experience.

What the data doesn’t show is a unique set of competition venues and a world-class master plan underway—thanks to an unprecedented private gift to the athletic program—to create an Athletic Village that’s a major recruiting asset. In addition, the program has had a series of storied coaches and winning traditions in men’s basketball, wrestling, baseball and golf that allow the institution to recruit beyond a strictly financial budget. The recent academic successes of student-athletes thanks to an outstanding staff and facilities in the Connie and Joe Mitchell Academic Enhancement Center also make a strong impression on recruits who tour the center. The recent successes of former OSU student-athletes in the World Series and Super Bowl are also an incalculable asset to recruitment.

c. Under Title IX, there is no formula determining spending equivalencies between genders on the issue of recruiting. The standard is whether the needs, which change annually, of the men’s and women’s program overall are met on an equivalent basis. The need for more money to recruit women’s track/cross country athletes (the sport which fields the largest number of female participants at OSU) appears annually in reports from the gender equity consultant. Complaints from the coaches in men’s track/cross country and field have surfaced more recently.

While comparing expenditures between the genders in recruiting does not address the standard for equivalency, it is interesting. First, when football recruiting is removed from the men’s sports recruiting budget, equivalency is approached with women getting between 40.9 % and 44.8% of the recruiting budget.

Comparing the men’s and women’s track/cross country recruiting budgets, the women’s total is larger only in 2007. With 153 female participants versus 61 men, however, per-participant spending is 75% higher for men. The men’s teams consistently tally more official visits (i.e. for the 2006-07, 2007-08 and 2008- Feb 09, the men have had 63 visits to the women’s 45 or 40% more visits for men’s recruits). Given the length of time that there have been complaints and the fact that
women’s track/cross country accounts for 53.3% of all female student-athletes, the committee is concerned about equivalence.

Other women’s teams at the institution are finding conference and national success in soccer, equestrian and women’s basketball -- all sports where head coaches report adequate recruiting budgets.

d. The institution’s written stand-alone plan requires the Athletic Department to monitor recruiting budgets for all sports to ensure the needs of all sports are being met and to monitor the provision of courtesy cars or car allowances to all recruiting coaches in all sports. Further, the plan recommends an in-depth review of recruitment be undertaken by the gender equity consultant during the fall 2009 annual visit with special attention to those coaches who have indicated they are not satisfied with their recruiting budgets during interviews with the consultant in the past three years.

14. Retention

a. The self-study committee reviewed statistics submitted to the NCAA on student-athlete retention as well as coach/staff retention figures, contract information and HR policies received from the Associate AD for Business Operations and the Human Resources staff assigned to the Athletic Department.

b. The institution’s Athletic Department uses competitive, market-based contracts as a primary strategy to retain key coaches and staff. All contracts run concurrently with the institution's fiscal year, July 1 to June 30, with the exception of football contracts which run March 1 to February 28 to reflect the competition/recruitment timing of that sport. As noted previously, in three men’s sports including football and in two women’s sports, head coaches are awarded multi-year contracts.

As noted in item 7 of this question, a number of annual market studies are utilized to evaluate competitive compensation and employees are expected to cite their own research during contract negotiations. Athletic Department staff members classified as exempt are not subject to the university’s salary plan but are covered by the merit raise program which provides an additional vehicle for rewarding and retaining outstanding performers.

Measures used by coaches and the institution to retain student-athletes who are successful in the classroom and in competition include:

- Competitive scholarship/grant-in-aid packages at NCAA maximum levels and numbers
- Opportunities to compete at the highest levels and, in most cases, at the NCAA maximum number of events
- Quality facilities for competition and practice
- Academic support services that facilitate graduation and positioning for conference and national awards/recognition

The committee noted that the Athletic Department has made significant progress in implementing a plan to develop an Athletic Village where all teams have the opportunity to play and practice in an environment that maximizes performance and encourages fan attendance.

Staff turnover rates for 2007 in the Athletic Department were 26.1% compared to 18% for the general university on the Stillwater campus. The committee attributed the variance to a cultural difference in that the departure of a head coach in athletics generally leads to a complete turnover of assistant coaches as well. In academic or general university units the departure of a department head rarely triggers the departure of other department members or staff.

Each sport and unit within the Athletic Department has a budget line designated for professional memberships and travel to professional/leadership development events for student-athletes, staff and coaches. An informal online survey of coaches and administrative staff and a review of travel reports show a majority of coaches do belong to and attend meetings of their professional associations. Under university policy, staff members are evaluated on professional development activities undertaken. And staff members are encouraged to develop a network of professional relationships with colleagues on and off campus. While the institution does not have a formal mentoring program, staff members are encouraged to attend the ongoing leadership development certificate program offered by the Human Resources department. Many of the department’s administrative staff are required to attend institutional program workshops annually regarding key
legal and policy issues. Most supervisors encourage staff members to participate in relevant training from benefits administration to budget software to computer classes.

Student-athletes are made aware of leadership programs and recognition/development opportunities by Academic Services for Student-Athletes through flyers, e-mail and personal contacts with individual facilitators. A brief list of recent national and conference award winners and student-athletes sent as representatives to conference and NCAA events is posted on the Athletic Department website. Comprehensive lists of student-athlete accomplishments since the last self-study will be available for the review team.

Some of the most recent accomplishments by female student-athletes include:

- Danielle Green (women’s basketball): ESPN/Co-SIDA Academic All-American 1st team, ESPN, Verizon, GTE Academic All-American, Arthur Ashe Jr. Sports Award first team (2008)
- Lauren Simmons (women’s tennis): Big XII Postgraduate Scholarship (2007)
- Deleanor Kirkpatrick (women’s track): Big 12 Student Advisory Council (2007), NCAA Ethnic Minority Postgraduate Scholarship (2009)
- Nicole Grimaldi (soccer): ESPN/Verizon Academic All-District, 1st team, ESPN/Co-SIDA Academic All-American, 2nd team. Prentice Gautt Big XII Postgraduate Scholarship, NCAA Postgraduate Scholarship (2008)
- Moira Steyn (women’s track): ESPN/Verizon Academic All-American (2007)
- Yolanda Odenyo (soccer): NSCAA Women’s Scholar All-America Team (2006)

c. Based on the review of data and interviews, the committee ascertained the institution’s efforts to retain coaches, staff and student-athletes are generally meeting the needs of both genders in an equitable manner. The goal of providing student-athletes an opportunity “to compete in the NCAA maximum number of events” however, is not being accomplished in equestrian (14 of 15 allowed events) or in men’s and women’s track (on average, only 66% of maximum allowed.) The committee feels these numbers are significant since, in 2007, the women’s teams involved represented 73% of all female student-athletes. This issue is fully discussed in Item 4 on Scheduling of Competition and Practice.

The Athletic Department budget supports professional membership fees and travel for coaches, administrators and staff as well as recognition and leadership development programs for student-athletes. Participation in personal and professional growth through Big 12 and NCAA grants, continuing education, and internships is encouraged. Athletic Department records reveal staff and coach memberships in 15 to 20 professional associations including sport specific groups and functional area divisions of the National Association of Directors of Athletics (NADA). In addition, the department’s open door policy encourages career and personal development for both employees and student-athletes.

d. The institution’s written, stand-alone plan for gender issues recommends that an employee handbook be created and revised at least annually to inform employees of relevant institutional policies and procedures in addition to employee responsibilities pertaining to their jobs, training opportunities, and professional development. Additionally, a new employee orientation program should be developed to help welcome and retain new hires. The department should also review the
retention of student-athletes compared to retention of the general undergraduate student population to ensure that issues that may arise in this area do not go unaddressed.

15. Programs and activities (staff and coaches)

a. The committee reviewed activities undertaken by the institution and the Athletic Department over the past three years related to programs and activities for staff and coaches.

b. In 2006, the institution required all deans, directors and department heads to attend a two-hour training seminar on sexual harassment and the university’s gender discrimination policy. After the Athletic Department administrative team attended the seminar, the department arranged an attendance-required version of the program for all coaches and staff. No other unit on the campus took such an inclusive approach to providing gender-related training to staff at all levels. In 2007, the Athletic Department invited educator Elaine Penn to provide training to all coaches and staff for women’s sport on issues dealing with communication with female athletes, sexual orientation, diversity, and emotional identifiers of behavioral disorders common in female athletes.

c. Although females are not underrepresented among OSU’s student-athlete population, the Athletic Department is to be commended for more aggressively seeking out training in this area than other areas of the institution. In addition to assuring that all administrators, coaches and staff have received basic training in this area, they have brought in at least one educational program to assist those who work with female student-athletes on a day-to-day basis. The NCAA has developed a template for policies addressing the needs of student-athletes who become pregnant, whose partners become pregnant or who become parents while participating in athletics.

d. The stand-alone plan for gender issues requires that all new employees in the Athletic Department attend the two-hour seminar on Sexual Harassment/Gender Discrimination Policy offered through OSU Human Resources so that new administrators, coaches and staff receive this training. Additionally it is recommended that all Athletic Department employees attend this training at least every five years or more often if there are significant changes in the law or revisions to university policy in this area. In addition, the Athletic Department Handbook needs to include written policies concerning the treatment of student-athletes who are affected by pregnancy or parenting. Furthermore, the SWA needs to monitor any issues in the entire area of gender issues so that preemptive or corrective training can be provided individually or to coaches and staff as a whole.

16. Programs and activities (student-athletes)

a. The self-study committee reviewed annual Student-Athlete Opportunity Fund (SAOF) data regarding departmental spending on enrichment opportunities for student-athletes, the annual survey of student-athletes, The OSU Student-Athlete Handbook, the syllabus for the life skills course (SDVE 1113, Orientation to Student Athletics) and lists of student-athletes who have been selected for recognition lists, scholarships and awards on campus, in the community, in the conference and nationally in order to assess programming related to gender-issues for student-athletes.

b. The OSU Student-Athlete Handbook, which is revised and distributed annually to all student-athletes, specifically addresses the departmental mission and policies regarding equitable treatment of all athletes without regard to gender. In addition, specific gender-related statements appear in policies or statements related to sexual behavior, on-line social networking sites and weight room policies and dress code.

Nevertheless, surveys of student-athletes indicate there has been a sense of inequity in the weight rooms. Previously female athletes were prohibited from participation wearing sports bras yet male athletes were allowed to train without shirts in violation of the policy. The disparity has been addressed and corrected. The wearing of t-shirts in the weight room is now strictly enforced for both genders.

The syllabus of the life skills course (SDVE 1113, Orientation to Student Athletics), encouraged for all first semester student-athletes, deals with gender issues specifically in the “behavior unit” which
divides class members into teams, allows the teams to choose four behavior dilemmas from a
prescribed list and then requires each team to design a role-play complete with props and
costumes to explore good and bad behavior choices in a given scenario. Topics from date rape to
eating disorders to pregnancy to bias are addressed in this highly interactive and engaging format.

Occasional speakers on gender related issues present programs in the Academic Enhancement
Center and the center’s new digital message ticker system continually provides information on
campus speakers on issues that include gender-related topics.

While no sports team at the institution is composed of members of both genders, the Student-
Athlete Advisory Council (SAAC), is composed of two members from each team sport. Female
student-athletes have taken a particularly strong interest in leadership roles in the past five years,
giving athletes of both genders an opportunity to explore leadership-based gender dynamics. In
addition, gender issues are raised by this body and departmental issues, including those related to
gender, are brought before SAAC for review and recommendations. From the SAAC, one male
and one female student-athlete is selected each year for participation in the Big 12 Conference
SAAC, further providing exposure to leadership styles for both genders.

Opportunities for awards, recognition and scholarships are provided equally to both genders in the
Center for Academic Support to Student Athletes, and success has come to athletes from both
men’s and women’s teams. For instance, in 2007, the wrestling team captured 9 of the 17 spots on
the All-Big 12 Academic team and the same year the women’s equestrian program won the
Academic Team award from the new Equestrian Coaches Association after placing 48 members on
the Association’s Scholar-Athlete list. The institution has produced 52 national Arthur Ashe award
winners since 2002 and 27 of the 52 were female athletes. In 2008, Brittany Meyers of equestrian
won the Prentice Gault, Big 12 Post-graduate scholarship.

The naming of an outstanding male and female student-athlete at the Athletic Department’s
academic awards banquet each spring is another venue where the accomplishments of athletes of
both genders are displayed for an audience of their peers. Across the campus, student-athletes,
particularly female student-athletes, are active in academic units and campus organizations to the
point that they have been named seniors of significance by the Alumni Association, outstanding
graduates of the institution’s academic colleges and to national Academic All-American lists.
Academic award lists by sport will be available for the review team during their visit and the OSU’s
All-Time Scholar-Athlete, Coaches Academic All-American list is posted on the Athletic Department
website. Roughly half the list is composed of female student-athletes.

The Athletic Department has made a strong commitment to providing leadership and personal
development opportunities to all student-athletes. A review of the most recent SAOF data shows
$18,404 spent to send 26 female athletes to educational programs for an average per-athlete
investment of $708 per sponsored-female-athlete. The same year, 13 male student-athletes
received grants totaling $3,429 averaging $264 per sponsored athlete.

Gender-related issues such as eating disorders and pregnancy are covered through personal
discussions with sport counselors, in team meetings, through referral to community and campus
counseling resources and in private discussions or presentations by the Athletic Department team
physician or trainers.

c. A review of the Student-Athlete Handbook revealed two noticeable omissions. It does not address
the issue of student-athletes on aid who become pregnant or become parents while on aid. The
NCAA has developed a template policy to guide institutions in the development of a policy
statement for the student-athlete handbook, for Athletic Department administrative policies and for
the sports medicine/training handbook. Additionally, the handbook does not provide any definition
of sexual harassment nor does it make a reference to the university’s policy in this area. Both
issues are significant and should be addressed in the next revision of the handbook. In addition, it
would productive for the department to develop programs to address gender issues and to use the
new digital ticker in the AEC to inform student-athletes of campus programming on gender issues.

d. The institution’s written, stand alone plan on gender issues requires the Athletic Department to add
a policy statement to the Student-Athlete Handbook regarding student-athletes on aid who become
pregnant or become parents while on aid. A definition of sexual harassment should also be added
to the Student-Athlete Handbook including appropriate references to university policy on sexual
harassment. Finally, the SWA should maintain a record of annual speakers and programs developed to address gender issues as well as campus programming that would benefit student-athletes.

17. Participation in governance and decision making

a. The committee reviewed minutes of meetings of Athletic Department administrators and coaches, as well as minutes of the Student-Athlete Advisory Council (SAAC) and the Athletic Council, two bodies that facilitate student-athlete participation in governance and decision making. In addition, the Senior Associate Athletic Director and a student-athlete who participated in the Big 12 Conference SAAC and in the NCAA Leadership Convention were interviewed in order to study participation in governance and decision making.

b. Senior administrative staff meets at least weekly in a meeting chaired by the Associate AD for Development to discuss operational issues. During football season this group holds additional meetings during the week of home football games to discuss pre-game issues and for post-game review and debriefing.

Head coaches and senior administrative staff meet monthly at a meeting chaired by the Associate AD for Compliance. The meeting consists of a compliance update, reports from the Associate ADs, issues introduced by the coaches, and a wrap-up by the VPAP/AD.

Support staff used to meet monthly at a meeting convened by the Senior Associate AD to hear updates and discuss issues introduced by staff or administrators, but these meetings have not taken place recently.

The Student-Athlete Advisory Council is convened by the Senior Associate AD and serves in an advisory capacity to the VPAP/AD. It is comprised of two representatives from each team sport but the most active members and nearly all officers in recent years have been female athletes. The council brings issues of concern to student-athletes to the attention of the VPAP/AD and reviews policies and reports referred to it by the Athletic Department. Two students each year are selected from the SAAC to serve on the Big 12 Student-Athlete Advisory Council and one SAAC member is selected to serve on the Athletic Council providing a liaison between the SAAC and ongoing compliance review.

Every six to seven years, the NCAA Leadership Conference is held in this region and attendance by a student-athlete is sponsored by the Athletic Department. In 2007, Deleanor Kirkpatrick, women’s track, and Richetti Jones, football, attended the meeting focused on developing leadership skills. Kirkpatrick, also served as a representative to the Big 12 SAAC in 2007. Julie Radar, women’s track, attended the 2009 NCAA conference. Erin Prutrow, equestrian, attended the NCAA Leadership conference in 2008.

c. The Athletic Department encourages participation in governance and decision-making by the traditionally under-represented gender in student-athletes to the point that female athletes are actually over-represented in leadership roles in the Student-Athlete Advisory Council. Student-athletes are encouraged to apply for and attend conference and national leadership opportunities and when selected are given allowable financial support. Coaches and staff of both genders are encouraged to participate in conference and national professional organizations and professional development/leadership opportunities and are provided financial support to do so within limits allowed by the NCAA.

d. The committee recommends three additions to the institution’s written, stand alone plan on participation in governance and decision making:

1. The Assistant to the VPAP/AD should serve as custodian for the minutes of the weekly meetings with senior administrative staff, the monthly meeting of administrators and coaches, and the monthly meetings with support staff as a resource for future studies.

2. The Travel Coordinator should maintain the list of all Athletic Department staff or coaches who attend or serve in leadership roles at conference or national events and the level of financial support provided by the department as a resource for annual
review. The list of student-athletes supported or selected for similar activities should be submitted to the Senior Associate AD by the Associate AD for Academic Services for inclusion in the master file.

3. The Senior Associate AD should resume regular monthly meetings with the support staff to appropriately involve them in Athletic Department governance and decision making.

4. The department should initiate a semi-annual staff meeting led by the VPAA/AD to share information, provide recognition, and provide opportunities to ask questions.

9. Using the plan for improvement section, provide an institutional gender-issues plan that addresses all 17 aforementioned program areas for the athletics department. The plan must include all required elements of a plan as noted by the committee (Appendix D). If a deficiency does not exist in a program area(s), the institution must include an evaluation mechanism to monitor the institution’s status in that program area(s).

Within gender-issues and diversity-issues written plans, specific numerical targets may place an institution at legal risk and are not expected in an institution’s written plan, particularly as it relates to hiring practices. In the program area of hiring practices, institutions may submit plans that have broad, flexible non-numeric hiring goals. As it relates to other program areas, including but not limited to participation rates and budget increases, specific numerical targets may be appropriate.

The plan is available in electronic version through the NCAA Self Study software. The following is a brief summary:

1. Accommodation of Interests and Abilities -
   Maintain proportionality between student-athletes and the undergraduate student population in terms of gender representation.

   Continue to monitor proportionality and need for roster management.

2. Athletics Scholarships -
   Continue to monitor awarding of grants-in-aid to women to ensure un-awarded aid does not become excessive.

3. Equipment and Supplies –
   Continue annual monitoring to maintain current level of parity in provision of uniforms, equipment and supplies.

   Monitor results of new contract with a major equipment supplier to ensure men’s and women’s teams are equitably served.

   Resolve the issue of copy machine placement as it affects the appearance of spending disparity between men’s and women’s basketball.

   Centralize the management of all equipment for all sports from one facility.

   Centralize hiring and supervision of student managers under the equipment manager

   Review laundry services for Olympic sports.
4. Scheduling of Contests and Practice Times -
   Monitor the number of competitions scheduled versus allowed with particular attention to women’s track and field.

   Monitor coaches’ surveys for concerns regarding practice venue access with particular attention to women’s basketball.

5. Travel Allowance –
   Continue annual monitoring of equity in both modes of transportation and travel time for all sports.

   Seek in-depth review of travel for all sports especially women’s track/cross country to ensure the needs of all sports are being met.

6. Academic Support Services –
   Ensure that the required external review happens every four years.

   Ensure review and circulation of the annual report by the Athletic Council regarding this area.

7. Coaches –
   Continue to utilize the National Association of Collegiate Women’s Athletic Administrators as a resource for attracting female candidates for open positions.

8. Locker Rooms, Practice and Competitive Facilities –
   Remodel vacated football locker room to accommodate soccer when the west end zone is completed.

   Monitor laundry situation for women’s track/cross country and other women’s sports when the remodeled facilities are occupied following the west end zone completion.

   Monitor progress of Athletic Village and provision of equitable facilities for men’s and women’s sports.

   Monitor practice schedules on a monthly basis to ensure that inequities do not develop.

9. Medical and Training Facilities and Services –
   Monitor access to weight training facilities in the new west end zone.

   Add materials on pregnancy/parenting to the Student Athlete Handbook and the Oklahoma State Athletic Training Manual

   Improve identification of wellness needs and provision of training/education that addresses those needs.

10. Housing, Dining Facilities and Services -
   Continue annual monitoring of provision of dining/training tables for men’s and women’s sports.

   Continue annual monitoring of provision of meals on game days for women’s teams.

11. Publicity and Awards–
   Continue annual monitoring of media guides to ensure equity between genders and timely release.
Increase cross promotion of women’s tennis and equestrian home competitions at other sports.

Increase print advertising for women’s tennis and equestrian home competitions.

Continue posting student-athlete successes on website and in media guides/programs.

12. Support Services -
Continue the annual review of assignment of office space to ensure that all fulltime coaches have private offices and that this is applied equally to women’s sports.

Continue the annual survey of coaches to ensure women’s team coaches are equally satisfied with the provision of support services.

13. Recruitment of Student-Athletes -
Continue annual monitoring of recruitment budgets for all sports to ensure the recruitment needs of all sports are being met.

Seek an in-depth review of recruitment budgets for all sports by the gender equity consultant with special attention to women’s track/cross country to ensure the needs of all sports are being met.

Monitor provision of courtesy cars/car allowances for all sports.

14. Retention –
Develop an employee handbook containing information on professional development as well as departmental policies and procedures.

Develop a new employee orientation program.

Review retention of student-athletes vs the general undergraduate student population to ensure that issues that may arise in this area do not go unaddressed.

15. Programs and Activities (staff and coaches) –
Develop departmental policy requiring all new employees to attend the two-hour seminar on Sexual Harassment/Gender Discrimination Policy offered through OSU Human Resources.

Require all employees to attend sexual harassment/gender discrimination training every five years or sooner if there is a change in the law.

Provide access to existing university policy regarding harassment and gender discrimination in an employee handbook.

Develop written policies in the employee handbook on dealing with pregnancy or parenting as it affects student-athletes.

Monitor gender equity issues so that corrective training/actions can be implemented with individuals or coaches and staff as a group.

16. Programs and Activities (student-athletes) –
Develop written policies and resources for student-athletes affected by pregnancy or parenting in the Student-Athlete Handbook.

Include copies of university policies regarding sexual harassment and gender discrimination as well as resources for dealing with sexual harassment in Student-Athlete Handbook. Keep records of speakers on gender issues brought to the AEC or to Athletic Department staff and be proactive in encouraging groups of student-athletes to attend campus programming on gender issues.

Recognize and celebrate the success of female student-athletes in campus, conference and NCAA awards and competition for publication in media guides and on the department website.

17. Participation in Governance and Decision Making –

The Assistant to the VPAP/AD should serve as custodian for the minutes of the weekly meetings with senior administrative staff, the monthly meeting of administrators and coaches, and the monthly meetings with support staff as a resource for future studies.

The Travel Coordinator should maintain the list of all Athletic Department staff or coaches who attend or serve in leadership roles at conference or national events and the level of financial support provided by the department as a resource for annual review.

The Associate Athletic Director for Academic Services should prepare and maintain a list of student-athletes supported or selected for events and the level of financial support provided by the department which should be submitted to the SWA and Senior Associate Athletic Director for inclusion in the master file.

The Senior Associate AD should resume regular monthly meetings with the support staff to appropriately involve them in Athletic Department governance and decision making.

The VPAA/AD should initiate a semi-annual all-staff meeting to share information, provide recognition, and provide opportunities to ask questions.

18. General Recommendations –

Continue use of consultant and add his/her recommendations to the plan for improvement.

Following review by the SWA and VPAP/AD, add appropriate recommendations from the gender equity consultant’s annual report to the improvement plan so that potential Title IX issues are addressed and monitored in a timely manner.

Circulate the Athletic Council’s annual report on the stand-alone plan for review and discussion not only to the President (as required in the Athletic Council By-Laws) but also to the Athletic Department administration, the Student-Athlete Advisory Council and the Athletic Committee of the Faculty Council.

10. Describe how the institution will review its gender-issues plan on an annual basis, including how it will compare the plan with its EADA reports and NCAA financial reports. Further, please provide the names and titles of those individuals who will be responsible for this review.

The institution has designated the Associate Athletic Director for Compliance as its NCAA Certification Liaison. Reporting directly to the President, he will work with the Athletic Council in its designated role to conduct an annual review of compliance issues. In this case, the Committee for Equity and Student-Athlete Well-Being shall, according to the Athletic Council By-Laws (revised in January 2009): “act as a source of strategic review of the Intercollegiate Athletic Program’s established policies and procedures regarding gender issues, minority issues, student-athlete welfare, and sportsmanship issues.”
The by-laws also specify the make-up of the committee to include: a chair, three voting members, (one of which shall be the student-athlete member) and the Senior Woman Administrator.

The committee will be provided EADA reports and NCAA financial reports by the Compliance Officer in order to complete the review and will compile a report and recommend revisions or additions to the plan. The report will be reviewed and approved by the entire Athletic Council before submission to the President. After review by the President, the plan will be circulated to the Athletic Director for review at the administrators and coaches meeting and departmental staff meeting as well as review by the Athletic Committee of the Faculty Council, and the Student-Athlete Advisory Council.

Individuals with responsibility for this review include:
Burns Hargis, President and CEO
Mike Holder, Vice President for Athletic Program and Director of Intercollegiate Athletics (VPAP/AD)
Scott Williams, Associate Athletic Director for Compliance
Chair, Athletic Council Committee for Equity and Student-Athlete Well-Being (changes annually)
Chair, Athletic Council
Chair, Athletic Committee of Faculty Council
Chair, Student-Athlete Advisory Council

11. Describe the institution’s efforts to ensure the gender-issues plan for improvement was developed through and involving broad-based campus participation and has received formal institutional approval. Further, please identify the length (e.g., five years) of this plan, including the specific years this plan will be active.

The institution’s plan for improvement on gender-issues was developed through the self-study process by the Committee on Equity and Student-Athlete Well-Being in consultation with the OSU Athletic Council Committee on Equity and Student-Athlete Well-Being.

The draft plan was then reviewed, commented on, revised, and expanded with input from the full membership of the Self-Study Steering Committee, the Athletic Council, the Executive Team, the Faculty Council, Dean’s Council, Staff Advisory Council, Student Government Association, Graduate and Professional Student Association, and the Student-Athlete Advisory Council. In addition, the plan was made available for review on the university website and for review and discussion in campus and community forums in order to receive community input. Formal institutional approval was granted by the OSU/A&M Board of Regents in April 2009.

The initial plan runs for five years beginning in 2009 but contains provisions for review and revision that will extend it until the next self-study in 2018.