

Weber State University

Annual NCAA Equity and Well-Being Report

2009-2010

Athletic Equity Committee Members:

Kamaal Ahmad
Jerry Bovee
Forrest Crawford
Amy Crosbie
Tom Davidson
Bruce Davis
Alex Filiaga
Barry Gomberg
Michael Hernandez
Jessica Hickmott
Steve Jones

Abel Mkina
Craig Oberg
Carl Porter
Will Pridemore
Randy Rahe
Mary Schwab
Molly Smith
Carla Taylor
Meagan Thunell
Natalie Weber
Vikki Vickers

INTRODUCTION

In 2007-08, Weber State University (WSU) undertook a self-study and external peer review of its Department of Athletics in accordance with the requirements of the NCAA Certification Policies and Procedures (NCAA Administrative Bylaw, Article 33). Three committees were formed to evaluate each of the broad areas involved in NCAA certification: 1) Governance and Compliance, 2) Academic Integrity, and 3) Equity and Well-Being. The Equity and Well-Being committee conducted an exhaustive review of three specific areas: 1) Gender Equity, 2) Minority Concerns, and 3) Student-Athlete Well-Being.

The Equity and Well-Being Committee reviewed the commitments WSU made to the NCAA ten years earlier and the progress the institution made in achieving those commitments. It also reviewed other areas that had not been identified as problematic in the previous self-study/peer review to determine whether new potential issues had emerged. The Committee detected some areas of continuing concern. While only relatively minor concerns were discovered in these areas, they were identified and action plans were devised to address them. These action plans were incorporated into the institution's final submissions to the NCAA.

The most pervasive theme of the self-study identified by the Equity and Well-Being Committee was the need to improve the annual self-evaluation process. The self-study had documented improvements in that process, which were noted in the Minority Concerns section of WSU's NCAA Self-Evaluation:

Data is gathered through key personnel, including senior athletics administrators and coaches, as a part of their annual performance evaluations. Student-athletes have the opportunity to identify problems, including those that are related to minority status, through the student-athlete welfare survey, written exit surveys and exit interviews. Informal avenues for raising minority concerns are available through department personnel such as the Manager of Academic Services and the Assistant Athletics Director for Compliance.

Formal grievances based on discrimination and harassment may be filed with the Affirmative Action/Equal Opportunity office. There has been significant progress in monitoring, assessing and evaluating the institution's athletics program since the last self-study. The exit interview process has been significantly improved with both in person interview and written and online survey options now available. The student-athlete welfare survey has been developed and refined and the method of administering the survey is yielding much higher response rates. Further, the Student Athlete Advisory Committee also fosters feedback about the challenges student-athletes face.

However, there were also weaknesses. The self-study noted, "The process of periodically reviewing the Department of Athletics operations to assure that minority issues are identified should be more formally structured. The evaluation and data collection processes described above should be reformatted to better elicit information specific to minority concerns." The concern of the Committee was that, as a result of ineffective information gathering, the ability of the Department of Athletics' administration to quickly recognize potential trouble spots in the areas of minority concerns as well as gender equity and student-athlete well-being was limited. This, of course, could undermine the Department's effectiveness in responding to such problems, should they materialize.

The Committee focused on this need in its action plan by recommending the University develop a coordinated evaluation system that would integrate minority, gender, and student-athlete well-being concerns. Several tools and processes had already been available for studying these areas. Some, such as the student-athlete well-being survey, seemed to be used more effectively than others, such as student-athlete exit interviews and surveys. Further, the data needed to track gender issues were not combined with those necessary to track minority and student-athlete well-being concerns. In other words, there were multiple opportunities for improvement in this area.

The approach recommended by the Committee was to appoint a team to design and execute an on-going evaluation that would include gender, minority, and well-being in a single, unified approach. The Athletic Equity Committee (AEC) was appointed during the summer 2008, and on September 10, 2008, first met to carry out this mandate. Its membership included coaches, student-athletes, administrators both from the Department of Athletics and other departments across campus that support student-athletes, faculty and a former trustee. Membership was determined to assure gender and ethnic diversity.

2008-09: During its first year, the AEC designed a process for conducting a comprehensive review of equity and student-athlete well-being in athletics. The AEC carefully considered the nature of the data it was to seek and pondered the question of how participation in WSU athletics should change a student-athlete. Mission statements from the university and the Department of Athletics were reviewed. The committee ultimately decided to measure the equality and well-being of WSU student-athletes against the four goals in the Department of Athletics' mission statement. These, in essence, are to: 1) support the intellectual development and graduation of student-athletes, 2) help student-athletes pursue excellence through personal development and teamwork, 3) enhance student-athletes' health and safety, and 4) develop student-athletes' respect for themselves and others. The AEC committed to issuing a report annually to the administration marking the progress and the continuing goals in the three areas of the NCAA certification: 1) Gender Equity, 2) Minority Concerns, and 3) Student-Athlete Well-Being. The committee accomplished its overall goal that year, and the evaluation process was established to begin the following year.

2009-2010: In fall 2009, the evaluation process was formally launched. Information was systematically gathered from student-athletes regarding their experiences as students at WSU and their experiences as athletes at WSU. Student-athletes were queried on topics such as their relationships with their faculty and advisors, the adequacy of the academic support available to them, the opportunities they had to participate in the variety of academic programs such as internships, co-ops, etc., other students enjoy. In addition, they were asked about the quality of their campus social lives. In the realm of athletics, information was gathered on student-athletes' satisfaction with the coaching they received, equipment and facilities provided, and medical and training services furnished. Importantly, student-athletes were polled about the impact of their athletic participation upon personal qualities (such as integrity, leadership, and self-reliance).

Two of the strategies used that year for collecting the data from student-athletes were revised versions of surveys that had been used previously:

- 1) Student-Athlete Welfare Survey - (Renamed: Student-Athlete Equity and Well-Being Survey)
The Student-Athlete Welfare Survey had been administered for several years to all student-athletes during the academic year. The surveys had very low response rates, however, until 2008, when the method of administering the survey was changed from online to pencil-and-paper surveys administered during mandatory team meetings.

During the 2008-2009 academic year, these surveys were completely rewritten and formatted for computerized compilation and analysis. They were redesigned with an eye to providing data applicable to all three areas of relevance (sex, race, and well-being). Better demographic data enable the AEC to analyze the survey results by gender and race to determine whether student-athletes' levels of perceived satisfaction correlated to those demographics.

- 2) Student-Athlete Exit Survey - In recent history, most student-athletes who were leaving the University because they graduated, completed their eligibility, or were ending their athletics careers at WSU for any other reason were either interviewed by the Director of Athletics, or they were offered the opportunity to complete a written survey, or both. The AEC opted not to interfere with the Director of Athletics' exit interview process. The AEC did, however, revise, the survey administered to exiting student-athletes. These revisions reflected the changes that had also been incorporated into the Student-Athlete Welfare Survey. The AEC also endeavored to see that as many exiting student-athletes complete the survey as possible.

In addition to the surveys, the AEC gained insight into student-athletes' perceptions through Exiting Student-Athlete Focus Groups. Three focus groups were conducted in March 2009, with a cross-section of student-athletes from all but one of WSU's varsity sports programs. In both the SAAC and exiting student-athlete focus groups, broad, open-ended questions were posed, and students were encouraged to share suggestions for improving the experience of student-athletes who would be following them.

In addition to these means of garnering student-athletes' perspectives, the AEC used other strategies to gather the information necessary to assess equity and well-being. These included interviews with coaches and other Department of Athletics personnel, reviews of institutional demographic data, examination of budgets, physical inspections of facilities and review of the EADA and other institutional reports.

2009-2010: During the 2009-10 academic year, the Student-Athlete Equity and Well-Being Survey was administered, again. As with the results from the previous year, these were analyzed by looking for any statistically significant patterns of responses based on the race and/or gender of the student-athlete respondents. Three focus groups were conducted based on homogeneous groupings of female and minority student-athletes to explore issues those groups might be experiencing disproportionately. In addition, the exit survey for departing student-athletes was overhauled and distributed online beginning spring of 2010. Finally, the Director of Athletics and the Associate Athletic Director/Senior Woman Administrator personally interviewed student-athletes leaving the institution or exhausting their eligibility each semester that year.

NCAA EQUITY AND WELL-BEING REPORT 2009-2010

The following report will examine gender, minority, and well-being issues of student-athletes at Weber State University (WSU). Within each section, the progress made on the commitments WSU made to the NCAA during recertification through the self-study and peer review process in fall 2007 will be described. In addition, continuing needs will be identified and action-steps to address those needs will be suggested for next year.

1. GENDER EQUITY ISSUES

A. NCAA ACTION PLAN COMMITMENTS FOR 2009-2010

1) Athletics Scholarships

- a. **GOAL:** To achieve equally competitive programs for both female and male intercollegiate athletics teams by providing comparable athletic scholarship support to both genders when controlling for in-state versus out-of-state status.

- b. **Steps taken to achieve this goal in 2009-2010:**
 - Women's teams were encouraged to recruit both in-state and out-of-state student-athletes, as needed to be competitive.
 - With the 2010 fiscal year (FY10) being the inaugural season for softball, the softball team utilized an equivalency of only 2.27 of their maximum 12 full scholarships. This number was slightly lower than expected because that program took advantage of institutional aid that does not count toward their equivalency number. This equivalency number is expected to continue to grow in coming years as the softball program grows.
 - The percentage of athletics scholarship dollars given to men was 62% (\$1,338,114) while women received 38% (\$820,012) in FY10. The ratio of unduplicated male student-athletes to female, by comparison, is 56% to 44%. This leaves a gap of 6%. Part of this disparity is explained by the difference between the percentages of male student-athletes who were awarded out-of-state scholarships compared to female student-athletes. (The tuition cost for an out-of-state student was \$10,825 compared to \$3,358 for an in-state student.) Fifty-one percent of men's scholarships were awarded to out-of-state student-athletes compared to only 30% for women.

Goals for 2010-2011: opportunity

- The Athletics Department will complete a comprehensive analysis of all scholarship aid provided to male and female student-athletes from any/all university sources to determine if there is a disparity in the overall level of scholarship support provided to male and female student-athletes, aside from the difference between the educational costs for in-state versus out-of-state students.
- All eligible student-athletes will be encouraged to apply for in-state residency, as well as for the Western Undergraduate Exchange Program (WUE) eligibility.
- Coaches of women's teams will be encouraged to recruit athletes, whether in or out-of-state, as needed to be competitive in the Big Sky Conference.

2) Accommodations of Interests and Abilities

- a. **GOAL:** Achieve substantial proportionality in participation of men and women within 3 years.

- b. **Steps taken to achieve this goal in 2009-2010:**
 - The accommodation of interests and abilities was monitored through the efforts of the AEC and the administration within the Department of Athletics.
 - In 2008-09, the ratio of athletes was 42% female to 58% male. That compared to the university's student body of 52% female to 48% male. By contrast, during the 2009-10

academic year, female student-athlete participation rates jumped to 47%, compared to 53% of athletic opportunities being used by males. This was largely because women's softball became fully operational and had a roster of 19 student-athletes. That still leaves a gap of 5%.

- The softball coaches were encouraged to increase their roster to 23. Unexpected turnover from 2009-10 to 2010-11 prevented softball from meeting that goal. Softball has projected a squad of 17 for the 2010-2011 season.
- All women's teams are encouraged to recruit both in-state and out-of-state student-athletes, as needed to be competitive.
- Football's practice participants were held at 90.

Goals for 2010-2011:

- The Department of Athletics should achieve a participation ratio that is within 3% of the gender proportion of the general campus.
- Softball should continue to expand its roster to at least 23 members for 2011-2012.
- Men's programs should continue to closely monitor "walk-on" student-athletes.

3) Equipment and Supplies

a. **GOAL:** Provide equipment of comparable quality to men's and women's teams by annually reviewing the distribution of equipment to female and male student-athletes.

b. **Steps taken to achieve this goal in 2009-2010:**

- The provision of equipment and supplies was found to be equitable by gender.
- Volleyball and softball requested additional storage space. In response, volleyball received extra storage space in the Stromberg Gymnasium. The softball program has been able to use an additional office space in the Dee Events Center, and has access to storage next to the third base dugout at its field.
- Weber State athletics continues to have an exclusive contract with Adidas where all teams use Adidas products (defined as apparel, accessories, and/or footwear products). This contract has been extended through 2016.

c. **Goals for 2010-2011:**

- The administration should explore further options to increase storage space for the softball program.
- The distribution of equipment to men and women should continue to be monitored annually.

4) Scheduling of Games and Practice Times

a. **GOAL:** Provide equivalent opportunities for women's and men's teams in all aspects of competition and practice times including: number of contests, practice opportunities, and time of day for each and pre-season and post-season competition.

b. **Steps taken to achieve this goal in 2009-2010:**

- All coaches reported that scheduling for their program was adequate.
- In those rare instances where conflicts arose between men's and women's sports (e.g. use of the outdoor synthetic turf field), the coaches involved reported that the conflicts were resolved quickly and fairly.
- Because volleyball plays in an academic facility, scheduling conflicts inevitably arise with non-athletic uses, but are always resolved.
- This year the women's basketball team received priority practice scheduling at the Dee Events Center.
- Historically, the women's basketball team has played the earlier game before the men's team in a doubleheader. Three doubleheader games are on the 2010-2011 men's and women's basketball schedules. The women's basketball team plays at the prime time after the men, two of the three doubleheaders of the season.

c. Goals for 2010-2011:

- With the addition of the new team room in the Dee Events Center, steps should be taken to allow softball to utilize that team room during their season for team meetings.
- Stewart Stadium is scheduled to have artificial turf installed in spring 2011 which should help ease future scheduling conflicts among teams that currently share the practice field.

5) Travel and Per Diem Allowance

a. GOAL: Provide equitable travel and per diem allowances.

b. Steps taken to achieve this goal in 2009-2010:

- All teams have access to the same modes of transportation (air and ground) and make travel arrangements based on distance, safety, comfort and cost.
- Men's and women's team sports (football, men's basketball, women's basketball, soccer, softball, volleyball,) do not provide per diem to athletes because they eat as a team. For individual sports (cross country, golf, tennis, track & field), coaches determine per diem amount based on location and meal. Per Diem ranges from \$7 to \$15 per meal and is dispersed at the discretion of the head coach.

c. Goals for 2010-2011:

- The Department of Athletics should establish policies and procedures on team travel beginning spring 2011 to include standards for equitable travel and per diem allowances.

6) Tutors

a. GOAL: Provide equitable tutoring services.

b. Steps taken to achieve this goal in 2009-2010:

- The Department of Athletics provides tutoring services to all student-athletes without regard to gender.
- The Department of Athletics' study hall program has equal offerings for male and female student-athletes.

c. Goals for 2010-2011:

- The Department of Athletics should continue to offer study hall and access to tutors on a basis unrelated to gender.

7) Coaches

a. GOAL: Review salaries annually to continue to identify and address any salary inequities discovered.

b. Steps taken to achieve this goal in 2009-2010:

- Thus far in its evaluation and monitoring process, the AEC has not reviewed the salaries of personnel in the Athletics Department for salary equity.
- The Vice President for Administrative Services reports that he reviews salaries within the Department of Athletics annually using a salary equity model unique to the department that measures factors such as experience, position grade, revenue-generating expectations, win/loss ramifications, national exposure, and team size. The model predicts a salary for each coach based on these factors and compares it against the coach's actual salary. Statistics are then run to measure potential gender-bias in salary administration. Output from the model is used to help determine salary increases on an annual basis.
- Because of the state fiscal crisis during the 09-10 academic year, no funding was available for salary equity adjustments.

c. Goals for 2010-2011:

- The Department of Athletics personnel's salaries should be reviewed annually and the results should be shared with the AEC.

8) Locker Rooms, Practice and Competitive Facilities

a. GOAL: Provide women's and men's programs with comparable facilities for practice and competition and comparable locker rooms.

b. Steps taken to achieve this goal in 2009-2010:

- Sixty percent of exiting student-athletes reported that men's and women's sports are treated equitably at WSU. Fifty-eight percent of female student-athletes reported this, compared to 67% of male student-athletes.
- Practice time is still a problem for both the men's and women's tennis teams because the Ogden Athletic Club is the only option when weather requires those programs to practice inside.
- The outdoor tennis courts were in disrepair, which created other scheduling conflicts.
- The track was reported as being in poor condition with resurfacing needed. With the 2010 Big Sky Outdoor Track and Field Championships in May, urgent action was needed to repair the track.
- The Department of Athletics took the following actions to address these and other issues:
 - The tennis courts were rebuilt and reopened in late August of 2010. Both the men's and women's team have access to the new courts.
 - Portions of the track and long-jump runway were resurfaced, removable poles and new underground wiring were installed to allow for photo-finish timing equipment to be used, new hurdles and new high-jump pits were purchased, and a new hammer field was built behind University Village. All new and improved facilities/equipment are available to all student-athletes regardless of gender.
 - The men's and women's basketball locker rooms were updated equally with televisions and audio equipment.
 - The weight room received a new stationary bike, elliptical machine, and treadmill that are available to all student-athletes regardless of gender (through a donation from ICON Health & Fitness).
 - Stewart Stadium received new lights that benefited both the football team as well as the men's and women's track and field teams.
 - The Dee Events Center installed a new video scoreboard. The video scoreboard is in full operation for both men's and women's basketball games.
 - Long-term plans include a complete resurfacing of the track and installing field turf in the football stadium in the spring of 2011.
 - Volleyball has received a second scoreboard, which was installed midway through the fall 2010 volleyball season. The previous scoreboard should be relocated to another spot in the gym to provide two scoreboards for volleyball matches.

c. Goals for 2010-2011:

- The Dee Events Center team room, which both men's and women's basketball teams utilize, should be remodeled.
- Permanent bleachers, a press box, scoreboard and crowd's nest should be installed at the Wildcat Softball Field in time for the spring 2011 season.
- The locker rooms, practice and competitive facilities of men and women should continue to be monitored annually.

9) Medical and Training Facilities Services

- a. **GOAL:** Provide female and male student-athletes with comparable medical training facilities and services.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - All coaches reported that the medical services, training facilities and training staff provided for their programs were adequate.
 - For most teams, trainer continuity and “off-season” support was marginal. There was a need expressed for an additional full-time trainer.
 - Coaches reported that the “fall crunch” was still a challenge during which fall sports are still in season while winter sports are beginning to practice.
 - A team physician is available to all student-athletes regardless of gender on a first-come, first-served basis on Wednesdays from 2-6 p.m.
 - A full-time employee (FTE) was added to the Department of Athletics’ training staff in spring 2010. The new FTE is a full-time trainer for the women’s basketball team. The addition of that FTE allowed for a full-time trainer to be assigned to the women’s softball team.
- c. **Goals for 2010-2011:**
 - Using students from the masters program in an internship for credit should be considered.
 - Continue to monitor and improve the trainer’s core numbers by utilizing graduate students to bolster support during the in-season and off-season.

10) Housing and Dining Facilities and Services

- a. **GOAL:** Provide female and male student-athletes with comparable housing and dining facilities and services.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - All student-athletes have equal access to campus housing and dining facilities. The Department of Housing and Residence Life gives out student-athlete housing assignments.
 - The majority of female student-athletes that live on campus live in the newest facility available (University Village) while some male student-athletes live in older buildings.
- c. **Goals for 2010-2011:**
 - The Department of Athletics should continue to ensure that the Department of Housing and Residence Life assigns housing to student-athletes on a basis unrelated to gender.

11) Publicity

- a. **GOAL:** A detailed marketing plan for all sports should be developed each season with the support of the marketing department.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The marketing department within the Department of Athletics hired two new interns to help with the marketing of sporting events and game day responsibilities. Their goal is to increase involvement and awareness around the community of women’s sports on campus. They developed a clear strategy for women’s athletics for the 2010-2011 seasons. (*See APPENDIX 4: detailed marketing plan for the sports mentioned above*)
- c. **Goals for 2010-2011:**
 - The Department of Athletics should maintain the marketing internship program and continue to focus a majority of their efforts towards improving the marketing and promotions of women’s sports.

12) Support Services

- a. **GOAL:** Provide equivalent support services for men's and women's sports.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The SWA position was redefined as an Associate Athletics Director/SWA and a new hire was made in March of 2010. The SWA oversees Academics, Compliance, the weight room, and the equipment room, and maintains sport supervision with men's and women's golf, men's and women's track, men's and women's tennis, soccer, and softball. The SWA has significant involvement in hiring, training, and the supervision of athletics personnel.
 - The distribution of support services to the women's and men's programs were monitored for gender equity and were found to be equitable given the size of the programs involved.
- c. **Goals for 2010-2011:**
 - The Department of Athletics should continue to monitor the distribution of support services to men's and women's programs.

13) Recruitment of Student-Athletes

- a. **GOAL:** The women's basketball budget will be increased to provide equitable resources for recruiting student-athletes compared to men's basketball.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The women's basketball budget was increased \$15,000 in 2009-2010. Women's basketball received an increase of \$2,130 in their budget for 2010-2011 to help with recruiting.
- c. **Goals for 2010-2011:**
 - Administration should continue to evaluate recruiting resources allocations and increase resources for the women's teams for recruiting where needed to provide equity.

2. MINORITY CONCERNS

TABLE – PERCENTAGES OF MINORITY POPULATIONS OF WSU UNDERGRADUATE STUDENTS & STUDENT-ATHLETES (FALL 2009)

Undergraduate Minority Students	General Population	Student-Athletes
U.S. Citizens	99.1 %	95.1 %
Non-U.S. Citizens	0.9 %	4.9 %
TOTAL	100 %	100 %

Undergraduate Minority Students	General Population	Student-Athletes
Minority*	13.7 % **	32.5 % **
Non-Minority	86.3 %	67.5 %
TOTAL	100 %	100 %

* Includes American Natives, Asians, Pacific Islanders, African Americans, Hispanics, and no Aliens.

** The statistics on the general population excludes 32% who did not declare their ethnicity. The figures on student-athletes are complete with all student-athletes' ethnicity declared.

A. NCAA ACTION PLAN COMMITMENTS FOR 2009-2010:

1) Institutional and Athletics Department Commitment

a. **GOAL:** Continue to communicate commitment of the University and the Department of Athletics to equity, diversity, and inclusivity.

b. **Steps taken to achieve this goal in 2009-2010:**

- Review the mission statements, strategic plans, and policies of the university and the Department of Athletics for commitment to equity, diversity, and inclusivity during the 2008-09 academic year.

c. **Goals for 2010-2011:**

- Monitor the mission statements, strategic plans and policies of the university for continued commitment to equity, diversity, and inclusivity during the 2010-2011 academic year.
- The Department of Athletics should review its mission statement, strategic plans and policies for commitment to equity, diversity, and inclusivity during 2010-2011 academic year.
- The Department of Athletics should continue to build a strong working relationship with the Multicultural Student Center and the Center for Diversity and Unity.

2) Evaluation

a. **GOAL:** Develop a coordinated evaluation system that integrates minority, gender, and student-athlete well-being concerns.

b. **Steps taken to achieve this goal in 2009-2010:**

- The Athletic Equity Committee completed its second year of operation.
- During the past year, the AEC focused more specifically on minority concerns during focus groups and survey analysis. Both the Student-Athlete Equity and Well-Being Survey and the Student-Athlete Exit Survey results were cross-tabulated to identify any statistically significant difference between the responses of minority student-athletes and their non-minority counterparts.
- Similarly, the feedback received during student-athlete exit interviews were studied for such difference.

- Finally, focus groups based on ethnicity were conducted and analyzed. Insights from these minority-specific evaluation strategies are included in the sections below, as appropriate.

c. Goals for 2010-2011:

- The Student-Athlete Equity and Well-Being Survey should be administered again during the 2010-2011 academic year in a slightly revised form.
- The Student-Athlete Exit Survey should continue to be administered every year.
- The results from both surveys should, again, be cross-tabulated to identify any statistically-significant difference between the responses of minority student-athletes and their non-minority counterparts
- Focus groups should be conducted again during the 2010-2011 academic year based on demographic categories (minority, female).
- Exit interviews should continue to be conducted every year by the Director of Athletics and the Associate Athletic Director with efforts made to reach as many exiting student-athletes as possible.

3) Organization Structure:

a. GOAL: Assure that policies and procedures of the institution promote equity and diversity.

b. Steps taken to achieve this goal in 2009-2010:

- Review the university's policies and procedures to see that they promote equity and diversity.
- The Administrative Services division of the University, in which the Department of Athletics resides, sponsored cultural diversity training for all employees in the division in the Opening of School Meetings in August 2009. Athletics personnel were strongly encouraged to participate.
- The Administrative Services division's overall strategic plan continued to include an extensive strategic objective on creating a diverse and inclusive environment.
- The Administrative Services division continued to sponsor the Administrative Services Diversity Action Team, which was co-chaired by the Associate AD/SWA.

c. Goals for 2010-2011:

- Encourage the Division of Administrative Services to conduct annual diversity training for its employees, and strongly encourage all Department of Athletics personnel to participate in that training.
- Continue to review and monitor the university's policies and procedures to see that they promote equity and diversity.

4) Enrollment

a. GOAL: Include comparison of the ethnic composition of student-athletes compared to the general minority student population.

b. Steps taken to achieve this goal in 2009-2010:

- The University monitors the ethnicity of student-athletes to assure that group is at least as diverse as the overall WSU student population.
- The ethnic composition of the domestic student-athlete population during the 2009-10 academic year contained 32.5% ethnic minorities compared to 13.7% of ethnic minorities in the overall student population.

c. Goals for 2010-2011:

- Continue monitoring the ethnic demographics of the student-athlete population in comparison to the demographics of the overall student population.

5) Comparison of Populations:

- a. **GOAL:** Include comparison of populations in the evaluation process described above.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The University also continues to monitor the ethnic breakdown of each team and develop targeted recruiting strategies where diversity is lacking.
 - Five of the thirteen athletics programs did not have any student-athletes identify themselves as ethnic minorities. These included the four programs that reported having no ethnic diversity in their programs the year before: men's and women's cross country and men's and women's golf.
 - In addition, no student-athletes on the men's tennis team identified as ethnic minority.
 - No specific recruitment efforts were reported to add ethnic diversity to these programs.
- c. **Goals for 2010-2011:**
 - The AEC again suggests those programs lacking ethnic diversity employ affirmative efforts to diversify their recruiting practices, even if this prompts greater out-of-state recruitment.

6) Participation in Governance and Decision-Making:

- a. **GOAL:** Selection criteria for student-athlete leadership positions, such as SAAC, will promote diversity.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The advisor to the SAAC encouraged coaches to identify minority student-athletes in their programs to provide opportunities to develop their leadership skills.
 - During the 2009-2010 academic year, the SAAC included four domestic ethnic minority student-athletes of the 22 members of the committee, including one member of the Executive Board.
 - The Multicultural Student Center appointed an advisor for guidance and direct support services to African-American student government senators. This same advisor currently works to recruit student-athletes to participate in the activities and organizations within the Multicultural Student Center.
 - Dr. Crawford supports diversity initiatives and has supported the Multicultural Center in reaching out to and retaining student-athletes.
- c. **Goals for 2010-2011:**
 - Coaches should be encouraged to help identify and cultivate leadership among ethnic minority student-athletes.

7) Employment Opportunities

- a. **GOAL:** Increase the number of ethnic minorities on the senior administrative staff.
- b. **Steps taken to achieve this goal in 2009-2010:**
 - The position of Associate Athletics Director was filled during the past year. During that search, affirmative actions were undertaken to recruit highly qualified minority candidates. These efforts produced an ethnic minority finalist, though that candidate did not prevail.
 - During the 2009-10 academic year, WSU employed 39 athletic administrative personnel. Two of those individuals are ethnic minorities, including one of two Assistant Athletics Directors.
 - All head coaches of men's programs during 2009-2010 are non-minority, and all but one head coach of women's programs are non-minority.
 - Four of 24 (17%) assistant coaches are ethnic minorities.

c. Goals for 2010-2011:

- The AEC recommends that as coaching positions, and especially head coaching positions, come open, targeted recruitment strategies be employed to recruit highly qualified ethnic minority applicants.

8) Programs and Activities

a. GOAL: Improved communication between sponsoring organizations and minority student-athletes.

b. Steps taken to achieve this goal in 2009-2010:

- The Multicultural Student Center (MSC) participated in the annual new student-athlete orientation 2009 and again in 2010.
- Over twenty student-athletes attended a spring new student-athlete orientation on February 16, 2010, organized by the Services for Multicultural Students Center in cooperation with assistant football coach Kamaal Ahmad.
- The Peer Mentor Program within the MSC has a component titled the Alliance of Cultures Collaborating and Educating Students for Success (ACCESS). This program reaches out to students in need of financial resource assistance and information, retention support, advocacy, tutoring and referrals in finding jobs on- and off- campus to offset financial needs. A former WSU female student-athlete was hired to implement this program and plans to reach out to athletes in the coming semesters to encourage student-athletes to take advantage of the ACCESS program.
- The MSC hired two former student-athletes as peer mentors in May and December 2009 and hired a student-athlete peer mentor in March 2010.
- Throughout the 2010 spring and summer semesters, student-athletes participated in Black Scholar Union meetings, socials, cultural events, and two retreats.
- Student-athletes were invited and encouraged to attend the Twelfth Annual Diversity Conference on October 7-8, 2010. Nikki Giovanni, world-renowned poet, activist and educator, was the keynote speaker.
- President Millner and Provost Mike Vaughn met with representatives of the Ogden branch of the NAACP to address institutional issues involving minorities, specifically including the Department of Athletics. This effort led to a "Meet & Greet" reception to promote and provide greater information to the community about the initiatives Weber State University is undertaking to enhance diversity across the campus. Athletics played a prominent role at the reception as many student-athletes, coaches and athletic administration attended.

c. Goals for 2010-2011:

- Continue to involve and serve student-athletes in programs and activities of the Multicultural Students Center, the Center for Diversity and Unity and other partners in Student Affairs.

3. STUDENT-ATHLETE WELL-BEING

The NCAA uses the term “student-athlete well-being” in reference to an assortment of issues that focus on the health, safety, and overall wellness of student-athletes. This includes establishing, communicating, and abiding by health, safety, travel, and sports medicine policies for student-athletes. During the 2008 NCAA peer-review team visit, the NCAA evaluated the adequacy of written emergency medical plans for both practices and games for the athletics program, and specific coverage for out-of-season workouts, strength training, and skills sessions.

The WSU Athletic Equity Committee annually evaluates the department’s commitment to student-athletes’ access to educational enhancement programs, which includes career guidance counseling, personal counseling, and alcohol and drug abuse education are included under student-athlete well-being. Moreover, the effectiveness of grievance and appeals procedures available to student-athletes for issues such as financial aid, transfers, harassment, hazing, abusive behavior, and sexual orientation is evaluated. Scrutiny of the effectiveness of the exit interview process in gathering and utilizing information is also mandated under student-athlete well-being. The NCAA requires special attention be given to ensure the provision of a safe environment for all student-athletes, including those who are members of sexual minorities.

A. NCAA ACTION PLAN COMMITMENTS FOR 2009-2010

1) Effectively educate and inform student-athletes, coaches, and Department of Athletics staff regarding department of athletics travel policies and emergency medical plans.

a. Steps taken to achieve this goal in 2009-2010:

- The Athletic Department administration communicated travel and emergency medical plans for practices, games, and out-of-season workouts, strength training, and skills workouts to all student-athletes and Department of Athletics staff members by including them in the student-athlete handbook, which was distributed to all student-athletes and staff in conjunction with fall squad meetings and rules education sessions.
- Emergency medical plans for each sport were posted in their respective training rooms. A master copy of each sport’s emergency plan was also available in the offices of the Director of Athletics, Senior Woman Administrator, and Head Athletic Trainer.
- The Department of Athletics Grievance Procedure was discussed with student-athletes and coaches during the initial squad meetings for each sport. The grievance procedures were also listed in the student-athlete handbook and on the WSU Athletics website.

b. Goals for 2010-2011:

- Formalize travel polices into a written document that can be distributed to student-athletes, coaches, and department staff.

B. OTHER WELL-BEING ISSUES for 2009-2010:

1) Athletic Trainers

- a.** During the 2008 NCAA self-study, there were numerous expressions of concern regarding the quantity and quality of athletic training services made available to student-athletes. The 2008 self-study included the following:
- The Athletic Training Program at WSU is primarily responsible for the delivery of health care to all student-athletes participating in Weber State University Intercollegiate Athletics Programs. This health care includes prevention, evaluation, treatment, and rehabilitation of injuries and illness sustained during practices or games.
 - There are two certified full-time athletic trainers on staff, namely the head athletic trainer and assistant head athletic trainer. Additionally, there are two part-time certified athletic trainers on staff (one is half-time and one is quarter-time).
 - Although this level of staffing compares favorably to other institutions in the Big Sky Conference, when the seasons overlap, the athletic training staff at WSU is challenged to

comply with requirements to cover all practices and competitions. During those peak seasons, practices may be covered by a trainer arriving to a practice and leaving early to go to another practice while being replaced by a different trainer. Even though there is always an athletic trainer present at practices for the more physical sports, the same trainer does not necessarily stay for the duration of the practice.

b. Goals for 2010-2011:

- Continue to improve and enhance the Weber State athletic training department.
- Currently, the WSU Athletic Training Program consists of 3 full-time athletic trainers and 3 part-time athletic trainers. The Head Athletic Trainer is housed at Stewart Stadium, one Assistant Head Athletic Trainer is housed at the Dee Events Center, and the other Assistant Athletic Trainer is housed at the weight training facility in the football stadium and assists the Head Strength and Conditioning Coach in addition to other athletic training functions. The three part-time athletic trainers are assigned by the Head Athletic Trainer to assist their respective sports. This action has improved sport coverage and enhanced the effectiveness of the athletic training staff.

2) Practice and Competition Facilities:

- a.** Focus group participants raised concerns about the safety of the tennis courts (slippery when wet and especially when covered with wet leaves), the football practice field (slippery when wet/snowy), the volleyball court (when the roof leaks), the indoor track (not properly banked and danger of running into others who use the facility for basketball, weight lifting, etc.) and the outdoor track (running on a path cleared by shoveling away snow).

b. Goals for 2010-2011:

- The Department of Athletics should continue to address facility concerns and issues.
- The tennis courts were resurfaced in the fall of 2010. The project included court surfacing and reconfiguration, nets, fencing, and landscaping.
- The Department of Athletics continues to work with the staff at the Swenson Gym and Stromberg Complex to address issues related to the volleyball courts and indoor track. The indoor track was resurfaced in 2009-2010 and improvements to the Stromberg Complex are continually on the agenda from a campus initiative.
- There is a plan to resurface the track and replace the football turf at Stewart Stadium in 2011.

APPENDIX 1

EQUIPMENT

EQUIPMENT		
SPORT	WOMEN’S	MEN’S
BASKETBALL	Provided: uniforms (3 years), items necessary for competition and practice	Provided: uniforms (3 years), items necessary for competition and practice
TRACK	Provided: uniforms, items necessary for competition and practice	Provided: uniforms, items necessary for competition and practice
TENNIS	Provided: racquets, uniforms, items necessary for competition and practice	Provided: racquets, uniforms, items necessary for competition and practice
GOLF	Provided: uniforms (4 sets/yr), items necessary for competition and practice	Provided: uniforms (4 sets/yr), items necessary for competition and practice
FOOTBALL	NA	Provided: uniforms (3 years), items necessary for competition and practice
VOLLEYBALL	Provided: uniforms (2 years), items necessary for competition and practice	NA
SOCCER	Provided: uniforms, items necessary for competition and practice	NA

APPENDIX 2

TRAVEL

	WOMEN'S BASKETBALL	MEN'S BASKETBALL
NUMBER WHO TRAVEL	17	17
MODE	Air & ground	Air & ground
HOUSING	Hotels (2 per room)	Hotels (2 per room)
MEALS	Team meals	Team meals
LENGTH OF STAY	1 day prior, leave same day	1 day prior, leave same day

	WOMEN'S TENNIS	MEN'S TENNIS
NUMBER WHO TRAVEL	10	7-10
MODE	Air & ground	Air & ground
HOUSING	Hotels (2-3 per room)	Hotels (4 per room)
MEALS	\$25	Team meals, but occasional \$25 per diem during competitions
LENGTH OF STAY	1 day prior, leave day after	1 day prior, leave day after

	WOMEN'S GOLF	MEN'S GOLF
NUMBER WHO TRAVEL	6-9	5
MODE	Air & ground	Air & ground
HOUSING	Hotels (2-3 per room)	Hotels (2-3 per room)
MEALS	\$25-30 per diem	\$25 per diem
LENGTH OF STAY	2 days prior, leave same day	1 day prior, leave same day

	WOMEN'S TRACK	MEN'S TRACK
<i>Women's and Men's Track travel together and have access to comparable accommodations.</i>		
NUMBER WHO TRAVEL	20-25	24-31
MODE	Air & ground	Air & ground
HOUSING	Hotels (2 per room)	Hotels (2-3 per room)
MEALS	\$25/day	\$25 per diem
LENGTH OF STAY	Same day in and out, if air, then 1 day prior	1 day prior, leave same day

APPENDIX 2 continued

TRAVEL

	VOLLEYBALL	SOCCER	SOFTBALL	FOOTBALL
NUMBER WHO TRAVEL	15	22	20	80
MODE	Air & ground	Air & ground	Air & ground	Air & ground
HOUSING	Hotels (2 per room)	Hotels (2-3 per room)	Hotels (2-3 per room)	Hotels (2 per room)
MEALS	Team meals	Team meals	Team Meals	Team meals, but occasionally \$10 per diem for breakfast
LENGTH OF STAY	0-1 day prior, leave 0-1 day after	1 day prior, leave same day	1 day prior, leave same day	1 or 2 days prior, leave same day

APPENDIX 3

RECRUITMENT

SPORT	WOMEN'S	MEN'S
BASKETBALL	\$20,488 West and Midwest Other subsidized visits	\$50,786 USA Other subsidized visits
TRACK	\$2,821 Mostly phone calls Subsidized visits	\$1060 Falling behind in-state rivals Subsidized visits
TENNIS	\$682 World Subsidized visits	\$1,744 World Subsidized visits
GOLF	\$2,211 Utah & Idaho No subsidized visits	\$1,159 Utah & Idaho No subsidized visits
FOOTBALL	NA	\$61,596 West and Midwest Subsidized visits
VOLLEYBALL	\$14,483 Western U.S., Midwest and Canada Some subsidized visits	NA
SOCCER	\$2,155 Utah & West (California) Subsidized visits	NA
SOFTBALL	\$8,593 West & Midwest Subsidized visits	NA

APPENDIX 4

Marketing Department

Our goal is to increase involvement and awareness around the community of women's sports on campus.

Volleyball

Goal: Increase student attendance by 15% and total attendance by 10%.

Steps:

- We worked with the coaches on fun in-game promotions.
- We found a sponsor to give out prizes during the timeouts.
- We held pep rallies on campus to promote the games.
- We posted flyers all around the campus to promote upcoming games.
- Offered group discounts to junior high teams around the area.
- Used Facebook and a text messaging system to remind fans of games.
- Distributed 40,000 schedule cards around the community.

Women's Basketball

Goal: Have the highest single game attendance in history.

Goal: Increase overall attendance by 10%.

Steps:

- Worked with recreation departments on getting kids to the games as a team.
- Working on getting a Jazz player to a game.
- Have a Wildcat Club night where everyone in the club gets in free.
- We are getting fun half-time entertainment.
- Work with the student fan organization (Purple Pak) to increase attendance from members.
- Athletics should provide in-game promotional items for women's teams.
- Meeting with coaches regularly to figure out what the coaches would like and use any ideas they have.
- Use Facebook and a text messaging system to remind fans of games.

Softball

Goal: Increase collegiate sporting event atmosphere at all games.

Steps:

- Work with the Purple Pak to come up with cheers.
- Give out a free item to the first 100 students in attendance at selected games.
- Put out flyers around campus.
- Used Facebook and a text messaging system to remind fans of games.

Soccer

Goal: Increase collegiate sporting event atmosphere at all games.

Steps:

- Used Facebook and a text messaging system to remind fans of games.
- Promoted the games at other sporting events.
- Had a youth soccer day.
- Distributed 40,000 schedule cards around the community.

APPENDIX 5

Summary of Recommended Goals for 2010-2011

1. Recommended focus goals regarding gender issues:

- Diminish the disproportionate scholarship dollars allocated to men's and women's student-athletes.
- The Department of Athletics will make a push to head coaches of men's teams to encourage out-of-state student-athletes to apply for residency as well as apply for the Western Undergraduate Exchange Program (WUE) to bring the percentages closer together.
- Softball will continue to grow their roster to improve the proportionality of male and female student-athletes by meeting a goal of at least 23 members for 2011-2012.
- Attain a proportionality that is within 3% of the gender proportion of the general campus. Our proportionality numbers for 2009-2010 were 52.74 male, 47.26 % female.
- The distribution of equipment to men and women will continue to be monitored annually.
- With the addition of the new team room in the Dee Events Center, steps will be taken to allow softball to utilize that team room during their season for team meetings.
- Stewart Stadium is scheduled to have artificial turf installed in spring 2011 which will help ease future scheduling conflicts among teams that currently share the practice field.
- The Department of Athletics will establish policies and procedures on team travel that will include standards for equitable travel and per diem allowances. This travel policy should be in effect for the spring 2011 semester.
- The Department of Athletics will continue to offer study hall and access to tutors on a basis unrelated to gender.
- The Department of Athletics will continue to have the Vice President for Administrative Services annually review the coaches' salaries using the salary equity model.
- The locker rooms, practice and competitive facilities of men and women will continue to be monitored annually.
- Continue to monitor and improve the trainer's core numbers by utilizing graduate students to bolster support during the in-season and off-season.
- The Department of Athletics will continue to ensure that the Department of Housing and Residence Life assigns housing to student-athletes on a basis unrelated to gender.
- The Department of Athletics will maintain the marketing internship program and will continue to focus a majority of their efforts towards improving the marketing and promotions of women's sports.
- The Department of Athletics will continue to monitor the distribution of support services to men's and women's programs.
- Administration will invest in an ongoing effort to continue to evaluate and increase resources for the women's teams in regards to recruiting.

2. Recommended focus goals regarding minority issues:

- Monitor the mission statements, strategic plans and policies of the university for continued commitment to equity, diversity and inclusivity during the 2010-2011 academic year.
- The Department of Athletics should review its mission statement, strategic plans and policies for commitment to equity, diversity and inclusivity during 2010-2011 academic year.
- The Department of Athletics will continue to build a strong working relationship with the Multicultural Student Center and the Center for Diversity and Unity.
- The Student-Athlete Equity and Well-Being Survey should be administered again during the 2010-2011 academic year, because changes were made that should be tracked a second year before moving to an every other year schedule.
- The Student-Athlete Exit Survey should continue to be administered every year.
- The results from both surveys should, again, be cross-tabulated to identify any statistically-significant difference between the responses of minority student-athletes and their non-minority counterparts

- Focus groups should be conducted again during the 2010-2011 academic year based on demographic categories (minority, female)
- Exit interviews should continue to be conducted every year by the Athletic Director and the Associate Athletic Director with efforts made to reach as many exiting student-athletes as possible.
- Encourage the Division of Administrative Services to conduct annual diversity training for its employees, and strongly encourage all Athletics Department personnel to participate in that training.
- Continue monitoring the ethnic demographics of the student-athlete population in comparison to the demographics of the overall student population.
- The AEC again suggests those programs lacking ethnic diversity employ affirmative efforts to diversify their recruiting efforts, even if this prompts greater out-of-state recruitment.
- The AEC recommends that as coaching positions, and especially head coaching positions, come open, targeted recruitment strategies be employed to recruit highly qualified ethnic minority applicants.
- Continue to involve and serve student-athletes in programs and activities of the Services for Multicultural Students Center, the Diversity and Unity and other partners in Student Affairs.

3. Recommended focus goals regarding student-athlete well-being:

- Formalize travel polices into a written document that can be distributed to student-athletes, coaches and department staff.
- Continue to improve and enhance the Weber State athletic training department.
- Currently the WSU Athletic Training Program consists of 3 full-time athletic trainers and 3 part-time athletic trainers. The Head Athletic Trainer is housed at Stewart Stadium, the Assistant Head Athletic Trainer is housed at the Dee Events Center and the Assistant Athletic Trainer is housed at the Weight Training facility and assists the Head Strength and Conditioning Coach in addition to other athletic training functions. The three part-time athletic trainers are assigned by the Head Athletic Trainer to assist their respective sports.
- Continue to address facility concerns and issues.
- The tennis courts were resurfaced in the spring of 2010. The project included court surfacing and reconfiguration, nets, fencing and landscaping.
- The athletics department continues to work with the staff at the Swenson Gym and Stromberg complex to address issues related to the volleyball courts and indoor track. The indoor track was resurfaced in 2009-2010 and improvements to the Stromberg Complex are continually on the agenda from a campus initiative.
- There is a plan in 2011 to resurface the track and install football turf at Stewart Stadium.