

Pitching a Level Playing Field

Women and Leadership in Sports

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Background materials

- Barbara Kotschwar, “Women, Sports, and Development,” PIIE, Policy Brief 14-8
- Barbara Kotschwar and Tyler Moran, “Pitching a Level Playing Field: Women and Leadership in Sports,” PIIE Policy Brief, forthcoming
- Kotschwar, Moran, and Noland, “Balancing the Board: A Global Survey of Women in Corporate Leadership,” PIIE, forthcoming
- Generously supported by EY



Evidence on beneficial impact of female sports participation abundant

- Associated with staying in school and higher graduation rates, better health status, not getting pregnant under inauspicious circumstances, science achievement, higher labor market participation rates, improved labor market outcomes
- Evidence not limited to the US, but observable throughout the world
- Ideational effects—role models



Women, sports, and leadership

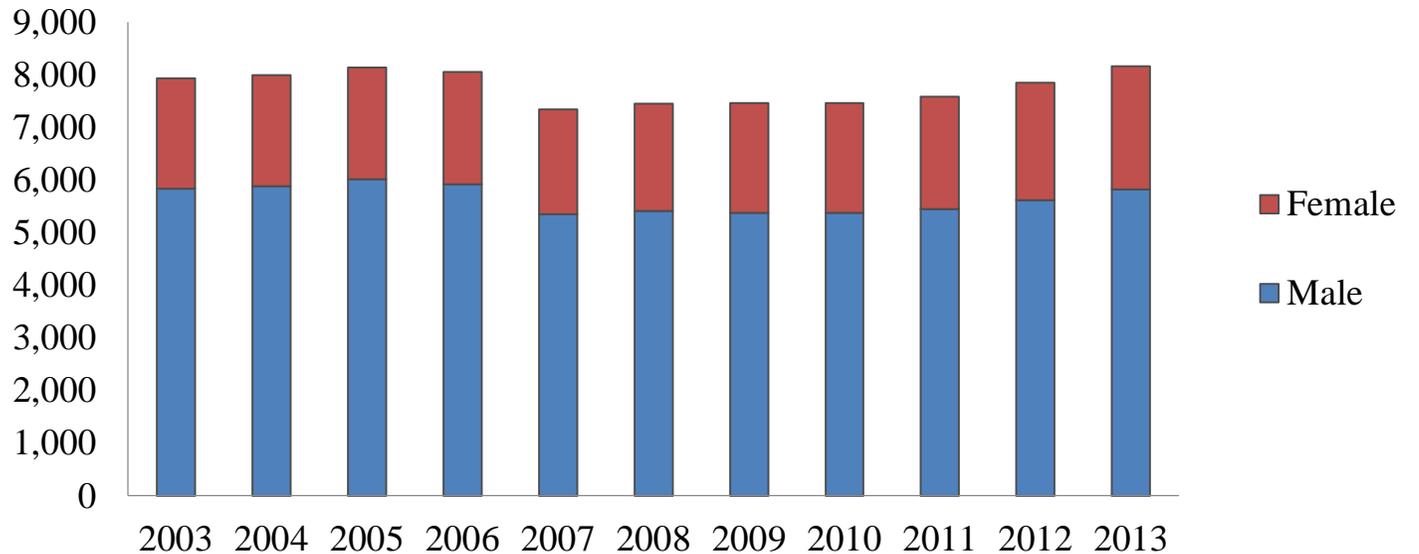


- Corporate leadership: majority of female C-level management played sports at university level; myriad anecdotal evidence of female world leaders with sports background.
- Impact on organizational performance
- Participation and the pipeline
 - Evidence from US
 - Evidence globally

Uneven progress in the United States

- Title IX and participation
 - Girls 40% of athletes at the high school and college level
 - Majority if single-sex sports excluded
- Less progress in coaching, administration
 - Roughly half female team head coaches, roughly nil men's teams
 - WNBA outlier in professional sports
 - Yet its share of senior women managers simply mirrors corporate world (43%)
- Exception: female representation on USOC (38%) double that on corporate boards (16%)

Number of coaches



Head coaches at US universities	NFL	MLS	MLB	NBA	WNBA
League office: Professional employees	30	37	30	41	79
Majority owners	0	0	16	6	36
Head coaches	0	0	0	0	42
Assistant coaches	0	0	n.a.	0	68
CEO/President	0	0	0	7	36
General manager	0	0	0	0	40
Vice president	15	14	18	17	23
Senior administration	19	20	27	21	37
Professional administration	27	25	27	35	42
Head athletic trainers	0	0	4	0	54

Similar uneven pattern at the international level

- Participation: women now more than 40% of Olympic athletes
- Leadership: Lagging, uneven by region and sport
 - Average NOC board is 21% female, half participation
 - 11 percent of accredited coaches at the London Olympics
 - Picture a bit better for NSOs
 - International federation experience varies—
 - Overall, less than 15 IF directors women
 - IBU and ITU progressive, as is International Cycling Union; FIFA....
- “Culture,” both national and sports discipline, seems to matter

Remedies



- The pipeline matters: participation, coaching, administration
- The Brighton Declaration 20% target NSO boards, same as IOC target for NOCs
- Quota, targets, and incentives
 - Evidence on “golden skirts” mixed at best
 - IBU and ITU innovations