

Gender Typing of Managerial Subroles: Examination of Job Descriptions in Intercollegiate Athletic Administration

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Despite significant increases in the number of girls and women participating in sports since the passage of Title IX, there is continued evidence of a decline in women's roles within the administration of athletic programs at the intercollegiate level (Acosta & Carpenter, 2006). In 2006, only 18.6% of universities have a female athletic director. At the Division I level, only 9.3% of the athletic programs are headed by women. Women are most often an associate or assistant level administrator in intercollegiate athletic departments, working with a male senior level administrator and a male associate level administrator (Acosta & Carpenter, 2006). Men have developed institutionalized control over the most senior levels of intercollegiate athletic administration (Whisenant, Pedersen, & Obenour, 2002). Current female athletic directors report negative stereotypes regarding their ability to lead as one of the most significant barriers they face (Grappendorf & Lough, 2006). Despite the recognition of constraints to women's succession to senior administrative positions, researchers have not specifically explored the way in which senior level administrative positions are constructed that may be biased toward women. The role of athletic director has evolved from a position that included a requirement of previous coaching experience into a position that requires skills in administration and management more closely aligned with managers in traditional business settings (Whisenant & Pedersen, 2004). Therefore, in attempting to understand why there are so few women in intercollegiate athletic administration it is appropriate to apply theoretical frameworks that examine the lack of women in leadership positions within business management.

Underrepresentation of women in senior executive positions in business management has been explored from the perspective of gender role theory, including examination of gender stereotypes of managerial roles as masculine roles, attitudes toward women as managers, and negative perceptions of women in managerial roles (Atwater, Brett, Waldman, DiMare, & Hayden, 2004). Further research has examined if managerial roles can be divided into subroles, and whether those subroles are gender-typed. Specifically, Atwater et al. (2004) examined if there are feminine and masculine subroles within the overarching management role. Findings indicated that managerial roles were gender typed. Subroles identified as masculine included allocating resources, delegating and punishing; feminine subroles included providing corrective feedback, planning and organizing, and supporting employees (Atwater et al., 2004).

The purpose of this study is to evaluate job descriptions of senior level and associate level athletic administration positions to examine if there are more gender typed masculine or gender typed feminine managerial subroles included in the different job descriptions. Evaluation of the job descriptions of interscholastic athletic directors has uncovered systematic barriers preventing women from qualification for those positions (Whisenant, Miller, & Pedersen, 2005). The lack of women represented in senior athletic administration positions, as compared to associate level positions, may indicate gender bias in the job descriptions as written, which may constrain women to particular associate level positions. Specifically, are job descriptions at the most senior athletic director positions including managerial subroles that are more gender typed as masculine, further constraining women's opportunities for advancement?

This project will follow content analysis procedures as detailed by Neuendorf (2002). Using the available search engines for positions in intercollegiate athletics (e.g., NCAA, Chronicle of Higher Education, NACDA) position posting announcements for Division I, II, and III athletic administration positions have been and are continuing to be collected. To date, seventy-four positions have been collected from Division I, II and III ($n = 74$). To be included in the evaluation, the position title must include director of athletics, senior administrator of athletics, associate director, or assistant director of athletics.

The job description announcements will be analyzed based on content of the specific descriptions of the position, the qualifications that were required of the candidate, and the qualifications that were preferred of the candidate. Job announcements will be separated by type of position (e.g., compliance, development, operations) and then specific duties and responsibilities will be identified in order to develop frequencies of responsibilities by positions.

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Those duties and responsibilities will then be coded into general managerial subrole categories as defined by Yukl (2002). Intercoder reliability testing will occur throughout the process, to ensure consistency in coding. In an effort to validate the process, the coding of the job descriptions will also be reviewed by two outside experts with experience in content analysis and athletic administration. Results will be discussed within the framework of gender role theory, including specific examination of the importance of masculine and feminine managerial subroles for specific administration positions.