

POSTSCRIPT

In January 2015, the United States Department of Education's Office for Civil Rights (OCR) contacted the University stating a Title IX complaint was filed against the University alleging discrimination on the basis of gender (University of Minnesota, 2015a). In particular, the complaint argued the University had failed to provide women with the same opportunities as men in areas including equipment and supplies, scheduling, facilities, and athletic scholarships. The complaint was also related to the University's building of a \$190 million facilities plan ("Athletic Village") that is currently under construction on the site of the outdoor track, which houses 136 student athletes, of which 87 participate on the women's track team. The new Village would have left the outdoor track and field team without an outdoor facility and thus their practices would take place off the main campus. Until recently, no plan within the facilities upgrade included a replacement outdoor track on the main campus. Early October 2015, the Board of Regents approved a revised financing plan including a new, competition-level track on the University's main campus.

The University has repeatedly pledged its commitment to Title IX, however, the University continues to experience complaints relating to gender. In addition to the Civil Rights complaint explained above, the University also experienced a gender discrimination situation in August 2015. Norwood Teague, the former athletic director, resigned after admitting he had sexually harassed two female colleagues (University of Minnesota, 2015b). Following investigations of Teague's behavior the University learned of two gender

discrimination complaints filed against him in 2012 and 2013.¹ The University was heavily criticized for hiring an individual to lead the athletic department who did not appear to treat women equitably (Lerner & Stahl, 2015). The Title IX complaint in addition to the gender discrimination case raised further questions about the University's commitment to gender equity.

Prior to the filing of the Title IX complaint, the University had hired a gender equity consultant to review the practices of the athletics department (Kaler, 2015). The review was recommended following a five-year (2008–2013) Title IX gender equity plan overseen by the University Senate's Advisory Committee on Athletics (ACA). In 2013, the Subcommittee of the ACA on Gender Equity recommended an external review of the athletics department in an effort to develop a new gender equity plan. However, a physical report was not submitted until two years later after it was learned that the former athletic director had not requested a written report. The University then requested a written report, which was submitted to the Board of Regents October 2, 2015 (Kaler, 2015). The report outlined the University's "ongoing work on its Title IX equity plan" relating to the three compliance areas of participation, financial aid, and other benefits/treatment.

The current status of the OCR investigation and the University's equity plan is that the OCR contacted the University in late 2015 and offered the University a resolution. As of January 2016, the OCR and the University are currently working on a resolution agreement. May 11, 2016 Mark Coyle was named Minnesota's director of athletics. A former administrator under Joel Maturi's leadership team, Coyle reportedly has a track record of success in working in intercollegiate athletic's business model (i.e., hire good coaches and fundraise substantial monies) and demonstrating a commitment to gender equity (University of Minnesota, 2016). It remains to be seen to what extent the principles of the business model will be implemented in comparison to the values and principles of gender equity.

NOTE

1. In 2012, Virginia Commonwealth University women's basketball head coach filed a gender discrimination complaint against the then athletic director Norwood Teague. The case was settled for \$125,000 in the same year as the complaint was filed (O'Conner, 2015). In 2013, a University of Minnesota female senior associate AD filed a gender discrimination complaint after she was fired. The complaint alleged Teague fired her after she questioned his commitment to Title IX. The case was settled in 2014 for \$175,000 (ESPN.com news services, 2015).

METHODOLOGICAL APPENDIX

INTERVIEW GUIDES

2004–2005 Interview Guide

Preliminary Questions:

1. We are examining the management and leadership practices used during transition and integration stages of the merger between the men's and women's athletic programs. What was your position/role during the transition stage?
2. What were your duties and responsibilities during this stage?
3. How long were you in that position/role?
4. What was your position/role during integration?
5. What were your duties and responsibilities during this stage?
6. How long have you been in that position/role?
7. How long have you worked with the University and with athletics?

Transition Questions:

1. What happened from the point the merger was announced and the *President's Athletics Financial Plan* was released by the University administration until Joel Maturi was hired?
2. What management decisions were made during the transition stage?

3. What kinds of management challenges did you experience during the transition stage?
4. How did you address those challenges?
5. What was your experience like during the transition stage?
6. What was your perception of the leadership used by various stakeholders, including yourself, during the transition stage?
7. Describe the various approaches of leadership used by different stakeholders during the transition stage.

Integration Questions:

1. What management decisions were made during the integration stage?
2. Describe your experience of the integration stage.
3. What kinds of management challenges did you experience during the integration stage?
4. How did you address those challenges?
5. What was your perception of the leadership used by various stakeholders, including yourself, during the integration stage?
6. Describe the various approaches of leadership used by different stakeholders during this stage.
7. What have you learned from your experience with the merger? What would you recommend to other people who were about experience a merger?

2013–2014 Interview Guide

1. I would like to start with having you reflect over the past 10 years and describe what the merger means to you now?
2. Describe the culture of the department of intercollegiate athletics.
 - (a) To help bring some unity to the two departments, the phrase “We are Minnesota” was created. What do you think “We are Minnesota” means/represents?
3. In our previous work, people foresaw various difficulties such as fear of the unknown, fear of loss of identity, fear of loss resources, and fear of loss of gender equity. To what extent do you think these fears played out?
4. Were there any positive outcomes from the merger that people did not foresee?

5. Were there any negative outcomes from the merger that were not foreseen??
6. What have you learned from your experience with the merger?
7. What would you recommend to other programs (such as TN) contemplating a merger?
8. Anything else you would like to add?

ETHICAL CONSIDERATIONS

University of Minnesota Institutional Review Board ethics approval was obtained in 2004 that included a confidentiality agreement stating the researchers would only identify the interview participants' quotations by general position (e.g., a coach, a student athlete, or an administrator). Where possible, no demographic information (gender, specific title, sport affiliation, athletic department affiliation) was therefore included. Where someone has been named in the book this was because we retrieved their quotation from an archival source (e.g., newspaper, newsletter, or website) or the individual granted permission. Both the first author and the participants wanted this confidentiality because with the unique, highly contentious and political nature of the case, the context and the participants might be identifiable. If certain participants' identities were revealed they might have been subject to harmful repercussions. Thus, where possible, participants' identities needed protecting.

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