

### 3.1 Gender Issues

1 NCAA Operating Principle 3.1 requires an institution to 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 specific timetables. In order to demonstrate conformity with this operating principle, an institution must include specific steps for completing the work. After reviewing Page Nos. 144 through 150 of your institution's self-study report, the NCAA Division I Committee on Athletics Certification (hereafter referred to as "committee") noted your institution created maintenance plans for several program areas to remain equitable in the future. Further, your institution stated it will "continue to monitor" these program areas as its steps to achieve your stated goal of gender equity. However, in the following program areas, there is no action step(s) that state what your institution will do to continue to remain equitable should a deficiency be identified in the future:

- a. Accommodation of interests and abilities;
- b. Equipment and supplies;
- c. Scheduling of contests and practice time;
- d. Travel allowance;
- e. Academic support services;
- f. Coaches;
- g. Locker rooms, practice and competitive facilities;
- h. Medical and training facilities and services;
- i. Housing and dining facilities and services;
- j. Publicity and awards;
- k. Support services;
- l. Recruitment of student-athletes; and
- m. Retention.

The committee expects institutions to implement specific steps in gender-issues maintenance plans to ensure equity is maintained should a deficiency develop in the future. Therefore, your institution must provide evidence demonstrating the revision of your gender-issues plan to include specific steps to achieve its goals in the aforementioned program areas. Further, your institution must provide evidence that its revised gender-issues plan was developed using broad-based participation and has received formal institutional approval.

#### **Institution Response to CAC Analysis**

The Gender-Equity Plan was revised in response to the issue raised using broad-based participation and has received formal institutional approval.

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- 2 Operating Principle 3.1 requires an institution to 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 specific timetables. After reviewing Page No. 145 of your institution's self-study report, the committee noted in the program area of coaches that your step to achieve the goal to "increase awareness of the importance of gender and racial diversity hiring" is not specific, nor does it include a specific timetable for implementation. Therefore, your institution must provide evidence demonstrating the revision of your gender-issues plan to include specific steps to achieve the goal and specific timetables for completing the work in the program area of coaches. Further, your institution must provide evidence that its revised gender-issues plan was developed using broad-based participation and has received formal institutional approval.

### **Institution Response to CAC Analysis**

The Gender-Equity Plan was revised in response to the issue raised using broad-based participation and has received formal institutional approval.

- 3 Operating Principle 3.1 requires an institution to 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 specific timetables. After reviewing Page No. 149 of your institution's self-study report, the committee noted in the program area of programs and activities (coaches and staff) that your second step to achieve the goal to "promote campus programming and training" does not include a specific timetable for completing the work. Further, the fifth step to achieve the goal to "encourage female staff and coaches to participate in professional development opportunities" is not specific. Therefore, your institution must provide evidence demonstrating the revision of your gender-issues plan to include specific steps to achieve the goal and specific timetables for completing the work in the program area of programs and activities (coaches and staff). Further, your institution must provide evidence that its revised gender-issues plan was developed using broad-based participation and has received formal institutional approval.

### **Institution Response to CAC Analysis**

The Gender-Equity Plan was revised in response to the issue raised using broad-based participation and has received formal institutional approval.

# Athletics Certification Committee Analysis Report with Institution Responses

## University of Wisconsin, Madison

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
1. Accommodation of interests and abilities.	No issues identified.	Maintain current state of proportionality.	Retain and monitor roster management philosophy.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Monitor and evaluate roster management philosophy and set forth roster size goals on an annual basis.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Maintain acceptable participation rates of female-to-male student-athletes that reflect gender distribution of student campus enrollment.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
2. Athletics scholarships.	No issues identified.	Continue to provide the NCAA maximum number of scholarships allowable in all sponsored sports programs.	Fully fund all women's sports sponsored to the NCAA maximum allowable limit.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Add additional scholarships for women when NCAA legislation permits.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Monitor and evaluate on an annual basis. Adjust as determined necessary by the annual review.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
3. Equipment and supplies.	No issues identified.	Continue to provide access to equipment and supplies of comparable quality without regard to gender or sport.	Monitor EADA and NCAA financial reports.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Associate Athletic Director with oversight of equipment room.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to monitor apparel/shoe allotment and spending.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Associate Athletic Director with oversight of equipment room.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

# Athletics Certification Committee Analysis Report with Institution Responses

## University of Wisconsin, Madison

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Continue to monitor and evaluate equipment and supplies purchases, and Athletic Equipment Department Policies and Procedures Manual on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Associate Athletic Director with oversight of equipment room.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
4. Scheduling of contests and practice time.	No issues identified.	Continue to provide equitable access to facilities for practices and games without regard to gender or sport.	Continue to monitor and evaluate scheduling process for contests and practice time on an annual basis and include updates in the sports profiles.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Continue to offer the opportunity for all sports to schedule up to the maximum amount of contests allowed per NCAA.	Continue to monitor and evaluate the number of contests scheduled per sport.	Athletic Director and Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
5. Travel allowance.	No issues identified.	Continue to provide equitable modes of transportation, housing and dining allowances without regard to gender or sport.	Continue to monitor and evaluate modes of transportation, housing and dining allowances on an annual basis and include updates in the sports profiles.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
6. Academic Support Services	No issues identified.	Continue to provide equitable access to all academic support services without regard to gender or sport.	Continue to monitor and evaluate the use of academic support services on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Assistant Athletic Director for Student Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Increase review of tutorial spending to a three-year period.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Assistant Athletic Director for Student Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
7. Coaches.	No issues identified.	Continue to provide coaching opportunities and salaries on an equitable basis without regard to gender.	Continue to monitor and evaluate hiring processes and coaches compensation packages on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Beginning in 2009, increase awareness of the importance of gender and racial diversity hiring by disseminating information via department new employee orientation handbook, AthInfo, UWBadgers.com, all-staff meeting and department meetings.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
8. Locker Rooms, Practice and Competitive Facilities.	No issues identified.	Continue to provide equitable use of locker rooms, practice and competition facilities without regard to gender or sport.	Continue to monitor and evaluate capital projects and facility improvements plans on an annual basis to ensure upgrades are equitable within sports programs.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare, Associate Athletic Director for Capital Projects, Associate Athletic Director for Facilities and Events and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to monitor and evaluate that all facilities are being provided on an equitable basis without regard to gender or sport on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student- Athlete Welfare, Associate Athletic Director for Capital Projects, Associate Athletic Director for Facilities and Events and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
9. Medical and Training Facilities and Services.	No issues identified.	Continue to provide equitable medical and training facilities and services without regard to gender or sport.	Continue to monitor and evaluate equitable delivery of medical services and training facilities on an annual basis through updates from Assistant Athletic Director for Sports Medicine.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, Assistant Athletic Director for Student Services, the Assistant Athletic Director for Sports Medicine, and Assistant Athletic Director for Strength and Conditioning.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Continue to provide equitable access to strength facilities and staff, without regard to gender or sport.	Continue to monitor and evaluate equitable access to strength facilities and staff on an annual basis through updates from the Assistant Athletic Director for Strength and Conditioning.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, Assistant Athletic Director for Student Services, the Assistant Athletic Director for Sports Medicine, and Assistant Athletic Director for Strength and Conditioning.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
10. Housing, Dining Facilities and Services.	No issues identified.	Continue to provide comparable housing and dining services to all student-athletes without regard to gender or sport.	Continue to monitor and evaluate housing, dining facilities and services on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Assistant Athletic Director for Student Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to work with and expand relationship with campus housing and increase housing options for student-athletes.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Assistant Athletic Director for Student Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to offer comparable dining options to student-athletes receiving training table.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Assistant Athletic Director for Student Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
11. Publicity and Awards.	No issues identified.	Continue to provide equitable publicity and awards without regard to gender or sport.	Continue to monitor and review equitable distribution of publicity and awards on an annual basis. Adjust as determined necessary by the annual review.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, Sr. Associate Athletic Director for External Affairs, Assistant Athletic Director for Communications, Assistant Athletic Director for Student Services, Assistant Athletic Director for Academic Services, CHAMPS/Life Skills Director and Marketing Director.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.



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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Continue to recognize teams at football, basketball or men's ice hockey games to ensure exposure to all teams.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic for Business Operations, Sr. Associate Athletic Director for External Affairs, Assistant Athletic Director for Communications, Assistant Athletic Director for Student Services, Assistant Athletic Director for Academic Services, CHAMPS/Life Skills Director and Marketing Director.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
12. Support services.	No issues identified.	Continue to provide equitable and quality support services to all programs without regard to gender or sport.	Continue to monitor and evaluate equitable distribution of support services on an annual basis.	Athletic Director, Athletic Department senior staff committee on Equity, Diversity and Student-Athlete Welfare, and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
13. Recruitment of Student-Athletes.	No issues identified.	Continue to provide equal opportunities to recruit student-athletes without regard to gender or sport.	Continue to monitor and evaluate recruiting expenditures and opportunities on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Associate Athletic Director for Business Operations.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
14. Retention.	No issues identified.	Continue to retain female staff, coaches and student-athletes.	Continue to monitor and evaluate retention of female staff, coaches and student-athletes on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director of Business Operations and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
		Continue to conduct comprehensive salary reviews.	Continue to gather salary information from Big Ten and State of Wisconsin on similar positions and review each position.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director of Business Operations and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Provide professional development and mentoring opportunities for female staff, coaches and student-athletes.	Continue to develop and grow Badger Connection to facilitate a welcoming environment for all.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director of Business Operations and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to promote campus and national training opportunities for female staff members.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director of Business Operations and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to offer a variety of topics and presenters for "Lessons Learned...or Not" to promote communication and discussion among staff and coaches.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director of Business Operations and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
15. Programs and Activities (staff and coaches).	No issues identified.	Continue to provide programming and activities for staff and coaches regarding gender issues.	Provide information and opportunity to discuss gender-specific issues among coaches and staff members.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to promote campus programming and training through athletic department web page and a monthly newsletter 1440 Report.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to connect with campus on gender issues.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue and augment the "Lessons Learned... or Not Program" by inviting coaches from all programs. Provide gender-specific topics when necessary.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

# Athletics Certification Committee Analysis Report with Institution Responses

## University of Wisconsin, Madison

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Continue to encourage female staff and coaches to participate in professional development opportunities through department meeting, email and gender-based programming (i.e., "Lessons Learned").	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Continue to sponsor and encourage membership and participation in national organizations.	Continue to support and provide funding to female staff and coaches to allow for participation in professional development opportunities and membership in national organizations.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
16. Programs and activities (student-athletes).	No issues identified.	Continue to provide programming and activities for student-athletes regarding gender issues.	Continue to develop and enhance programs related to gender issues for student-athletes. Monitor and evaluate on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Student Services, and Assistant Athletic Director for Academic Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to monitor and discuss concerns raised to coaches, medical staff, and administration via student-athletes. Offer programming to address concerns.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Student Services, and Assistant Athletic Director for Academic Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Continue to provide information on campus and department resources relating to gender issues. Revise the student-athlete handbook to include additional programming available on campus or within the Athletic Department.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Student Services, and Assistant Athletic Director for Academic Services.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
17 . Participation in governance and decision making.	No issues identified.	Continue to provide female staff, coaches and student-athletes opportunities to participate in governance and decision-making.	Continue to provide leadership opportunities for female staff, coaches and student-athletes at the institutional, conference and national level. Monitor and evaluate on an annual basis.	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			The following committees and or meetings will be available to provide opportunity for involvement of Athletic Department staff, coaches, and student-athletes in the governance and decision-making processes: Committee on Academic Staff Issues (CASI), Coaches meetings, "Lessons Learned...or Not" presentations and the Student-Athlete Advisory Committee (SAAC).	Athletic Director, Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Goal being achieved. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

### 3.2 Diversity Issues

1 Operating Principle 3.2 requires an institution to 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 expands equitable treatment of all student-athletes and athletics personnel with diverse racial, ethnic and other backgrounds. The plan shall include measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and specific timetables. After reviewing Page Nos. 186 through 191 of your institution's self-study report as well as supplemental information provided by your institution June 1, 2009, the committee noted your institution modified its plan for improvement to provide greater specificity in the program areas of recruitment of staff and student-athletes, and hiring practices. Therefore, using the Web-based Athletics Certification System (ACS), your institution must formally submit its revised plan for improvement.

#### **Institution Response to CAC Analysis**

The Diversity Plan was revised in response to the issue raised and was developed using broad-based participation and has received formal institutional approval.

2 Operating Principle 3.2 requires an institution to 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 expands equitable treatment of all student-athletes and athletics personnel with diverse racial, ethnic and other backgrounds. The plan shall include measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and specific timetables. After reviewing Page Nos. 185 through 191 of your institution's self-study report, the committee noted specific timetables were not established for plans in the following program areas:

- a. Institutional and athletics department commitment and organization;
- b. Assessment;
- c. Recruitment of staff and student-athletes;
- d. Retention of staff and student-athletes;
- e. Partnerships;
- f. Programs and activities (staff and coaches); and
- g. Programs and activities (student-athletes).

Therefore, your institution must provide evidence demonstrating the revision of your diversity-issues plan to include specific timetables for completing the work in plans for the aforementioned program areas. Further, your institution must provide evidence that its revised diversity-issues plan was developed using broad-based participation and has received formal institutional approval.

#### **Institution Response to CAC Analysis**

The Diversity Plan was revised in response to the issue raised and was developed using broad-based participation and has received formal institutional approval.

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- 3** Operating Principle 3.2 requires an institution to 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 expands equitable treatment of all student-athletes and athletics personnel with diverse racial, ethnic and other backgrounds. The plan shall include measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and specific timetables. After reviewing Page Nos. 185 through 191 of your institution's self-study report, the committee noted your institution created maintenance plans for certain program areas to remain equitable in the future. However, in the following program areas, there is no action step(s) that state what your institution will do to continue to remain equitable should a deficiency be identified in the future: a. assessment; and b. participation in governance and decision making.

The committee expects institutions to implement specific steps in diversity-issues maintenance plans to ensure equity is maintained should a deficiency develop in the future. Therefore, your institution must provide evidence demonstrating the revision of your diversity-issues plan to include specific steps to achieve its goals in the aforementioned program areas. Further, your institution must provide evidence that its revised diversity-issues plan was developed using broad-based participation and has received formal institutional approval.

### **Institution Response to CAC Analysis**

The Diversity Plan was revised in response to the issue raised and was developed using broad-based participation and has received formal institutional approval.

# Athletics Certification Committee Analysis Report with Institution Responses

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
1. Institutional and athletics department commitment and organization.	No issues identified.	Increase the visibility of diversity efforts.	Disseminate information describing the Department's diversity efforts and programming via the Athletic Department website UWBadgers.com, AthInfo, the Student-Athlete Handbook and the CHAMPS/Life Skills Academy.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, Director of Human Resources, Athletic Communications, and Diversity Integration Group.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
2. Assessment.	No issues identified.	Continue to implement assessment tools and annually review diversity hire and retention rates.	Continue to monitor staff diversity initiatives on annual basis. Human Resources will continue to collect diversity and retention rate information.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Gain meaningful feedback from program participants, coaches, and staff.	Continue to evaluate student-athlete diversity programs on a consistent basis and utilize student-athlete exit interviews, feedback from student-athletes involved in diversity programming, feedback from participants in the Academic Athletic Mentor Partnership (AAMP), interviews with minority student-athletes, and online coaches survey to further evaluate the commitment to diversity.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Director of Inclusion & Life Skills Programming.	Fall of 2009 and ongoing each subsequent year-The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.



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Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Create and implement a Student-Athletes Equally Supporting Others (SAESO) evaluative measure.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, Director of Inclusion & Life Skills Programming, and Student-Athletes Equally Supporting Others (SAESO)	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
3. Recruitment of staff.	Number of minorities in candidate pool.	Increase number of minority candidates.	Ensure diverse candidate pool and use networks to generate names of diverse applicants who may be interested.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			The Assistant Vice Chancellor/ Director of Affirmative Action signs off on all recruitment plans for administrators and head coaches. These plans vary depending upon the recruitment but may include using recruitment websites, listserves and networking connections with Minority Opportunities Athletic Association (MOAA), National Association for Athletics Compliance (NAAC), National Association of Athletic Development Directors (NAADD), National Association of Collegiate Marketing Administrators (NACMA), Black Coaches and Administrators (BCA), and Senior Women's Administrators (SWAs).	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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## University of Wisconsin, Madison

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			To ensure that female coaches are considered for head coaching positions overseeing women's teams, the Athletic Director initially requires a national list of qualified female candidates. This list is developed from outreach efforts from organizations such as NCAA, MOAA and BCA and networking connections including SWA's and other professional contacts within the industry.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
4. Recruitment of student-athletes.	No issues identified.	Continue to maintain and discuss programs and activities available for minority student-athletes during recruiting visits.	Maintain a commitment to consistently making prospective student-athletes aware of the programs and services available to them. Diversity and inclusion programs will be promoted during prospect visits. Create a resource for Athletic Academic Advisors for their use when communicating available diversity programs to prospects.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Assistant Athletic Director for Academic Services.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
5. Hiring practices.	Minority hiring rate.	Increase minority hiring rate.	Ensure diverse candidate pool and use networks to generate names of diverse applicants who may be interested.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Director of Human Resources, Hiring Supervisors, and Diversity Integration Group.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Forward hiring and retention procedures and date to the Senior Staff Committee on Gender, Diversity and Student-Athlete Welfare as well as the Athletic Board committee on Equity, Diversity and Student-Athlete Well Being for review and analysis to ensure commitment to diversity when hiring staff.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Director of Human Resources, Hiring Supervisors, and Diversity Integration Group.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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			When the head coach of a women's team is male, the directive given to the head coach is to undergo extensive efforts to locate a qualified female assistant coach for the staff to provide a well balanced experience for student-athletes. These efforts may include requesting assistance from the senior staff to network with their professional connections within the industry, placing a recruitment ad on the NCAA website, connecting with counterparts in the National Association of Collegiate Women Athletics Administrators (NACWAA) the Big Ten Conference and other Senior Women's Administrators around the country.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Director of Human Resources, Hiring Supervisors, and Diversity Integration Group.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
6. Retention of staff.	Retention rate of minority employees.	Increase retention rate of minority employees.	Gather information from Big Ten and State of Wisconsin on similar positions and review each position. Complete a comprehensive salary survey.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Work with cultural linguistic services to review resources available and best practices on campus. Provide additional job aids for employees and supervisors where English is not their primary language.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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			Insert a respect and diversity statement in the new employee orientation handbook. Diversity Integration Group (DIG) can generate a statement.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Gather information on potential ideas and places for events. Increase number of Badger Connection events held each year.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Associate Athletic Director for Business Operations, and Director of Human Resources.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
7. Retention of student-athletes.	Retention and graduation rates of minority student-athletes.	Increase the retention rates of minority student-athletes.	Annually evaluate services and programming for minority student-athletes and make adjustments and improvements as necessary. Annually evaluate retention rates of minority student-athletes.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Assistant Athletic Director for Academic Services, Assistant Athletic Director Sports Medicine, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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		Increase graduation rates of minority student-athletes relative to those of non-minority student-athletes.	Annually evaluate graduation rates and APR. Evaluate Departmental efforts which focus on increasing graduation rates of minority student-athletes.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, and Office of Academic Services, Office of Academic Services, Assistant Athletic Director for Academic Services, Office of Sports Medicine, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
8. Partnerships.	No issues identified.	Investigate additional community partnerships that would assist in promoting diversity to staff and student-athletes.	Increase and strengthen number of partnerships related to diversity and build stronger partnerships with the connections we currently have. Identify community resources. Seek out membership in diverse organizations. Discuss possible partnerships and identify Athletic Department employees responsible to build relationship.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, Director of Human Resources, Diversity Integration Group, National W-Club (Athletic Alumni group), Student-Athletes Equally Supporting Others (SAESO)	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
		Increase partnership with campus groups/members with regard to diversity.	Strengthen partnerships with campus groups. Explore possibilities of: partnering, co-hosting, and sponsoring events with the Multicultural Student Center, Multicultural Student Coalition, and the First Wave program; promoting campus events to the student-athlete population including the Multicultural Orientation and Reception (MCOR); representation in the Student Organization Office; student-athlete participation at Minority Student Orientation, Advising and Registration (MSOAR).	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, Director of Human Resources, Diversity Integration Group, National W-Club (Athletic Alumni group), Student-Athletes Equally Supporting Others (SAESO)	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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9. Programs and activities (staff and coaches).	No issues identified.	Increase diverse programming and activities. Continue to encourage coaches, staff and student-athletes to participate in diverse programs and activities.	Identify potential employees to attend conference each year. Encourage them to participate. Encourage football staff to participate in the American Football Coaches Association (AFCA) & all staff to participate in the (NCAA) Minority Coaches Forum.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Work to identify staff to take part in NCAA professional development enhancement programs (i.e. NCAA Fellows, Ethnic minority male/female program. Identify potential employees to attend each year. Encourage them to participate.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Hold a diversity session for all staff on site. Identify topic and locate qualified instructor.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Better promotion of campus programs aimed at diversity (i.e. Leadership Institute). Search out campus diversity programs and initiatives and advertise on Department Intranet System (AthInfo) and the monthly department newsletter (1440 Report).	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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			Increase number of Badger Connection events held each year. Hold a diversity session for all staff on site.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Coaching Staff.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
10. Programs and activities (student-athletes).	No issues identified.	Increase participation in current programming and evaluate when additional programming and adjustments are needed.	Continue to strengthen current and future diversity initiatives. Increase the number of students and sports who participate in the Academic Athletic Mentor Partnership (AAMP) program.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services and National W-Club (Athletic Alumni group).	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Initiate programming for non-resident alien student-athletes.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services and National W-Club (Athletic Alumni group).	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Increase programming for minority student-athletes.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services and National W-Club (Athletic Alumni group).	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.

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			Increase career development opportunities for minority student-athletes.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services and National W-Club (Athletic Alumni group).	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
11. Participation in governance and decision making.	No issues identified.	Increase the number of minority student-athletes who participate in governance and decision-making groups.	Maintain minority representation on the Student-Athlete Advisory Committee (SAAC); through organization bylaws; continue Student-Athletes Equally Supporting Others (SAESO) President on SAAC Officer Board and SAESO representative to DIG.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Director of Inclusion & Life Skills Programming.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to increase participation in Student-Athletes Equally Supporting Others (SAESO) group by disseminating information via coaches meetings, team meetings, Student-Athlete Handbook, and the CHAMPS/Life Skills Academy.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Director of Inclusion & Life Skills Programming.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.
			Continue to work with coaches to promote diverse representation on SAAC and SAESO.	Athletic Department senior staff committee on Gender, Diversity and Student-Athlete Welfare, Assistant Athletic Director for Academic Services, and Director of Inclusion & Life Skills Programming.	Fall of 2009 and ongoing each subsequent year. The measurable goals and steps to achieve will be monitored and evaluated on an annual basis. Adjust as determined necessary by the annual review.



