

7 MAY 2021

Field Studies: NCAA Athletic  
Director Hiring Criteria and  
Career Pathways from 2010-19

Volume 3 Issue 1

working paper  
series

**Preferred Citation:** Brooks, S.N., Gallagher, K.L., Lofton, R., Brenneman, L. (2021). *Field Studies: NCAA Athletic Director Hiring Criteria and Career Pathways from 2010-19*. Retrieved from Global Sport Institute at Arizona State University (GSI Working Paper Series Volume 3 Issue 1): <https://globalsport.asu.edu/resources/field-studies-ncaa-athletic-director-hiring-criteria-and-career-pathways-2010-19>

## Abstract

---

Black, Indigenous, and people of Color leaders in sport face an uphill battle when trying to reach the highest levels of leadership. There are related outcomes for White women as well. Previously, we have found that collegiate and professional head football coaches who are Black men are required to have more and better success in directly relevant experiences. The purpose of this field study was to examine hiring patterns for athletic directors over a ten-year window between 2010 and 2019. Data were analyzed to compare total numbers and percentages of athletic directors hired across race/ethnicity and gender. We found what we expected: race/ethnicity and gender continue to serve as mediating factors in athletic director hires. Results provide evidence that race/ethnicity and gender do matter, but not in isolation – there is an intersection of race/ethnicity and gender that favors men over women and Whites over BIPOC athletic directors. More research is needed to understand the experiences of Black women, as well as Asian Americans, Latinos, and Native and Indigenous men and women, who are nearly or wholly absent.

## Introduction

---

Black, Indigenous, and people of Color leaders in sport face an uphill battle when trying to reach the highest levels of leadership (Shropshire, 1996). There are related outcomes for White women as well (Walker et al., 2017). White head coaches who are men, on the other hand, have had a broader range of experiences, including no collegiate or professional playing experience, and are able to navigate to the head coach/manager position from a variety of prior jobs and sport experiences (Madden, 2004; Madden & Ruther, 2010). In our past research, the Global Sport Institute found that head coaches who are White men have equal or longer tenures and more second chances at equivalent head coaching positions than coaches of Color. We also found that collegiate and professional head football coaches who are Black men are required to have more and better success in directly relevant experiences (Brooks et al., 2019; Brooks et al., 2020). They are also overwhelmingly former athletes, and moreover, former elite athletes.

In short, head coaches who are White men have the freedom to develop their own pathways to becoming a leader, while BIPOC head coaches and managers who are men have limited pathways, more criteria to meet, and fewer opportunities. We, at the Global Sport Institute, want to know if race/ethnicity is a mediating factor for athletic directors. Similarly, but uniquely, we consider intersectionality by looking at gender and

race/ethnicity. We consciously provide data for women, which are often mischaracterized to describe the fate of all women (including Asian Americans, Blacks, and Latinas). In addition, we consider all colleges and universities, then disaggregate Historically Black Colleges and Universities in the data.

Our study finds that race/ethnicity and gender do matter, but not in isolation – there is an intersection of race/ethnicity and gender that favors men over women and Whites over BIPOC athletic directors (and candidates). More specifically, we see (an adaptation from the classic Black feminist saying), “most of the BIPOC are men and most of the women are White.”

## Method

---

We analyzed the hiring patterns of athletic directors over a ten-year window between 2010 and 2019. Years are based on individual calendar years (January through December) rather than an academic calendar as to control variability. The changes were tracked based on the year in which the outgoing athletic director left his or her position. In our analyses, we defined "hires" as officially-hired athletic directors who were not designated as interim. We excluded interim athletic directors because by definition they were temporary and transient in nature and therefore may add variability to the data that were not representative of actual hiring patterns. The only interim athletic directors included were those immediately hired as the permanent athletic director for that position. The outgoing and incoming athletic directors included in this study can be found in Appendix A.

All of the data presented were gathered from publicly-accessible sources, such as news articles that report on athletic directors' entrance into and exit from positions, school bios, resumes, and public professional profiles. The data include information on the race/ethnicity and gender of both hired and fired athletic directors. We categorized gender (man/men or woman/women) based upon the pronouns used in the school bios of each athletic director. Race/ethnicity was determined by information gathered from bios, resumes, minority-specific awards, and interviews. There were no athletic directors within this timeframe that identified as Indigenous/Native American or Pacific Islander.

For outgoing athletic directors, we studied their tenure, whether they were fired, and their immediate next opportunity. “Fired” was defined as a termination not mutually agreed upon. For incoming athletic directors, we tracked their immediate previous position, previous athletic director experience, their highest degree obtained, the school from which they received their bachelor's degree, and that school's division. In addition,

the data include whether they were an NCAA athlete or coach and the division of that school, and if they were a professional athlete (including Olympic athletes).

There were 73 universities that had no athletic director changes between 2010 and 2019 (Appendix B). These schools were not reflected in the data presented here. The schools analyzed were all NCAA Division I Football Bowl Subdivision and Football Championship Division institutions (Appendix C). In addition, we included the accompanying non-football membership institutions in their corresponding conferences if there were three or more teams in that conference.

## Results

---

Data were analyzed to compare total numbers and percentages of athletic directors hired across race/ethnicity and gender. Given the small numbers of women, Black, Latino/Latina, and Asian Americans, inferential statistics were not done for some analyses. For some comparison of means, racial groups were combined to delineate White and people of Color subgroups. Table 1 shows the number of athletic director changes per year for the years included in this study.

Table 1

*Number of Athletic Director Changes by Year for 2010-19*

Year	Number of Changes
2010	33
2011	34
2012	40
2013	37
2014	44
2015	39
2016	41
2017	44
2018	48
2019	25
Total	385

Across the decade from 2010-19, there were 385 changes across 30 conferences, which included 248 schools. Table 2 shows the number and percentage of changes in each conference included in this study.

Table 2

*Number and Percentage of Changes by Conference for 2010-19*

Conference	Number of Changes	Percentage of Changes
America East	11	2.9
American Athletic	19	4.9
Atlantic 10	15	3.9
ACC	20	5.2
Atlantic Sun	7	1.8
Big 12	10	2.6
Big East	10	2.6
Big Sky	15	3.9
Big South	15	3.9
Big Ten	17	4.4
Big West	17	4.4
Colonial Athletic Association	11	2.9
Conference USA	18	4.7
FBS Independent	1	0.3
Horizon League	1	0.3
Ivy League	5	1.3
Mid-American	16	4.2
Mid-Eastern Athletic	13	3.4
Missouri Valley	12	3.1
Missouri Valley Football	7	1.8
Mountain West	16	4.2
Northeast	7	1.8
Ohio Valley	14	3.6
Pac-12	18	4.7
Patriot League	12	3.1
Pioneer Football League	1	0.3
SEC	21	5.5
Southern	11	2.9
Southland	15	3.9
Southwestern Athletic	16	4.2
Sun Belt	14	3.6
Total	385	100.0

*Note.* ACC = Atlantic Coast Conference; SEC = Southeastern Conference.

In looking at the numbers across all the years, athletic directors who were hired and who left their positions were mostly White and men. However, the number of Black,

Latino/Latina, and Asian American athletic directors hired exceeded the number leaving their positions. A total increase in numbers were observed in women as a whole as well. Figure 1 shows the percentage of incoming and outgoing athletic directors for all years in this study broken down by race/ethnicity. Figure 2 shows the percentage broken down by gender.

Figure 1

*Percentage of Outgoing and Incoming Athletic Directors by Race/Ethnicity for 2010-19*

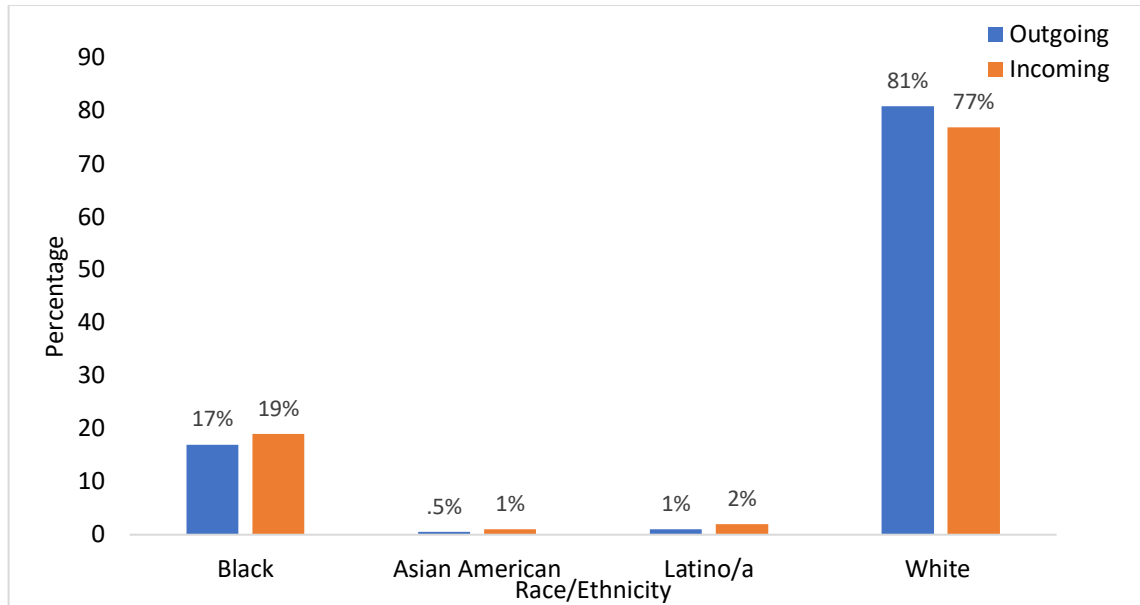
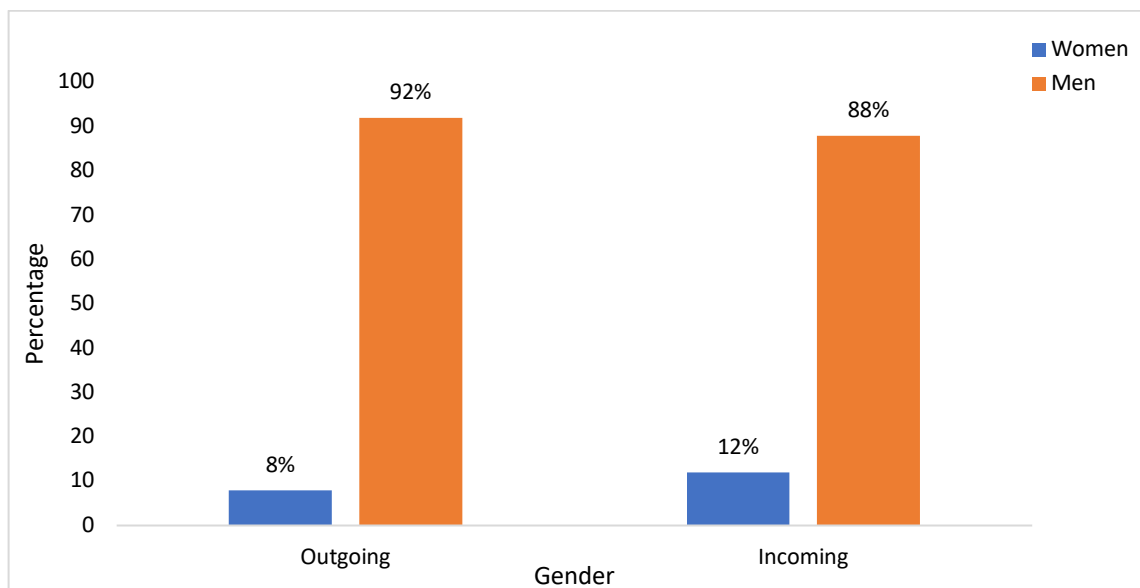


Figure 2

*Percentage of Outgoing and Incoming Athletic Directors by Gender for 2010-19*



## Incoming Athletic Directors

In a year-to-year comparison of athletic directors hired during this timeframe, there was a small rise in the numbers of Black men hired around 2015, but the numbers decreased again. Women of Color did not enjoy the same rise, maintaining a 0-4 person per year hire rate. Asian Americans had the lowest hiring rates compared to other race/ethnicities, making up only 4% of women hired and less than 1% of men hired across the 10-year timeframe.

Women as a whole saw an increasing trend in hiring numbers until the numbers dropped again in 2019. The spike in numbers between 2016 and 2018 was driven by the hiring of women who are White, a group that comprised 70% of all women athletic directors hired during this timeframe. Asian American women and Latinas were excluded from hiring in all but three years. Table 3 shows the number of hires by race/ethnicity and gender for each year. Table 4 details total numbers and percentages within each race/ethnicity by gender for new hires across all years.

Table 3

*Number of Women and Men Athletic Directors Hired Each Year by Race/Ethnicity for 2010-19*

	Year	Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	2010	0	0	0	2	2
	2011	3	0	0	1	4
	2012	1	1	1	0	3
	2013	1	0	0	3	4
	2014	0	0	0	3	3
	2015	1	0	0	0	1
	2016	1	0	0	4	5
	2017	1	0	2	7	10
	2018	3	1	0	8	12
	2019	0	0	0	2	2
Total		11	2	3	30	46
Men	2010	4	0	0	27	31
	2011	5	0	0	25	30
	2012	6	1	0	30	37
	2013	6	1	1	25	33
	2014	8	0	1	32	41
	2015	11	0	0	27	38
	2016	4	0	1	31	36
	2017	5	1	2	26	34
	2018	8	0	0	28	36
	2019	6	0	0	17	23
Total		63	3	5	268	339

Table 4

*Total Numbers and Percentages of Incoming Women and Men Athletic Directors by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Gender	Women	11 (15%)	2 (40%)	3 (38%)	30 (10%)	46 (13%)
	Men	63 (85%)	3 (60%)	5 (62%)	268 (90%)	339 (87%)
Total		74 (19%)	5 (1%)	8 (2%)	298 (78%)	385 (100%)

*Note.* Percentages of each gender within each race/ethnicity and of each total race/ethnicity are in parentheses and are rounded.

The general breakdown of experience showed that most athletic directors held athletic director positions or a position directly below that of athletic director immediately prior to being hired. This was true across races/ethnicities as well as across men and women. Table 5 provides the total numbers of incoming women and men athletic directors broken down by previous position and race/ethnicity.



Table 5

*Immediate Previously-Held Position of Incoming Women and Men Athletic Directors by Race/Ethnicity for 2010-19*

	Immediate Previous Position	Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	AD	2	1	0	7	10
	AD Other	6	1	2	17	26
	AT	1	0	0	2	3
	BE	0	0	0	1	1
	CE	2	0	0	2	4
	CO	0	0	0	0	1
	Other	0	0	0	1	0
	Retired	0	0	0	0	0
	SBE	0	0	0	0	1
	Unemployed	0	0	0	0	0
	Total Women	11	2	3	30	46
Men	AD	23	1	3	106	133
	AD Other	26	2	2	112	142
	AT	3	0	0	8	11
	BE	2	0	0	10	12
	CE	1	0	0	16	17
	CO	3	0	0	6	9
	Other	0	0	0	5	5
	Retired	1	0	0	0	1
	SBE	3	0	0	5	8
	Unemployed	1	0	0	0	1
	Total Men	63	3	5	268	339

*Note.* AD = athletic director; AD Other = a step down from head athletic director as indicated by an additional descriptor such as “assistant”; AT = athletic trainer; BE = business executive; CE = collegiate executive; CO = other non-athletic college position; SBE = sports business executive.

A comparison of experience as an athletic director, regardless of whether it was recent (as shown in Table 5) or more distant, showed similar patterns across race/ethnicity and gender. Across groups, 84-88% had previous athletic director experience at some time.

In looking at the education levels of incoming athletic directors, 89% of Black athletic directors had a graduate degree compared to 79% of White athletic directors. At the doctoral degree level, 27% of Black athletic directors held these degrees compared to 19% of their White peers. All Asian American and Latino/a athletic directors held graduate degrees.

The degree-attainment gap was present for men and women as well. More than 89% of women athletic directors held graduate degrees compared to 80% of athletic

directors who were men. Women and men held doctoral degrees at 28% and 17% respectively. Within just women athletic directors, 94% of athletic directors of Color had graduate degrees compared to 87% of women athletic directors who were White. The contrast was even greater among men, with 90% of athletic directors who were men of Color having graduate degrees compared to 78% of athletic directors who were White men. For PhD degrees specifically, a disproportionately high percentage of women who were Black earned these doctorates (27%) compared to women who were White (10%). Table 6 shows the total numbers of women and men athletic directors broken down by degree and race/ethnicity.

Table 6

*Incoming Women and Men Athletic Directors' Highest Degree Obtained by Race/Ethnicity for 2010-19*

	Highest Degree Obtained	Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	Bachelor's	1	0	0	4	5
	EdD	0	0	2	0	2
	JD	0	0	1	4	5
	Master's	7	2	0	19	28
	PhD	3	0	0	3	6
Total Women		11	2	3	30	46
Men	Bachelor's	7	0	0	60	67
	EdD	2	0	0	8	10
	JD	6	0	0	24	30
	Master's	42	3	5	164	214
	PhD	6	0	0	12	18
Total Men		63	3	5	268	339

*Note.* EdD = Doctorate in Education; JD = Juris Doctor; PhD = Doctor of Philosophy.

A deeper dive into the educational backgrounds showed different gender and race/ethnicity patterns regarding whether degrees were obtained at Division I schools. All women athletic directors obtained their undergraduate degrees at a Division I, II, or III school. All athletic directors who were Asian American or Latina women obtained their bachelor's degrees at Division I schools. The only women athletic directors who obtained their degree at a Division III school were White women (13%).

Similarly, all athletic directors who were men of Color attended Division I or II schools compared to 88% of White athletic directors. The only athletic directors hired during this timeframe who earned their bachelor degrees at non-NCAA schools were White men. Table 7 shows the total numbers of degrees received by incoming men and women athletic directors broken down by athletic division and race/ethnicity.

Table 7

*Division of Institution Conferring Bachelor's Degree for Incoming Women and Men Athletic Directors by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	I	8	2	3	24	37
	II	3	0	0	2	5
	III	0	0	0	4	4
	NAIA	0	0	0	0	0
	N/A	0	0	0	0	0
Total Women		11	2	3	30	46
Men	I	60	3	5	218	286
	II	3	0	0	18	21
	III	0	0	0	29	29
	NAIA	0	0	0	2	2
	N/A	0	0	0	1	1
Total Men		63	3	5	268	339

*Note.* NAIA = National Association of Intercollegiate Athletics; N/A = Not applicable.

Exploration of coaching experience showed different patterns across gender, but similar patterns across race/ethnicity within gender. The majority of women athletic directors had NCAA coaching experience, with the exception of Latinas, none of whom did. Conversely, all Asian American women athletic directors had NCAA coaching experience.

Coaching experience among men athletic directors hired over the last decade starkly contrasted that of women athletic directors. The majority of men across all races/ethnicities did not have NCAA coaching experience (82%), while the portion of women athletic directors with coaching experience (52%) was nearly equal to those who did not (48%). This same approximate ratio held when women athletic directors with coaching experience were broken down between White women (53%) and women of Color (50%). When comparing Black athletic directors and their White peers, 28% of Black athletic directors hired had NCAA coaching experience, while only 21% of White athletic directors did. No Asian American or Latino athletic directors in our sample had NCAA coaching experience. Table 8 shows total number of incoming women and men athletic directors with and without NCAA coaching experience broken down by race/ethnicity.

Table 8

*Incoming Women and Men Athletic Directors' NCAA Coaching Experience by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	NCAA Coaches	6	2	0	16	24
	Not NCAA Coaches	5	0	3	14	22
Total Women		11	2	3	30	46
Men	NCAA Coaches	15	0	0	46	61
	Not NCAA Coaches	48	3	5	222	278
Total Men		63	0	5	268	339

*Note.* NCAA = National Collegiate Athletic Association.

There has often been discussion about playing experience being a prerequisite to coaching and athletic director positions. Indeed, the majority of athletic directors were NCAA athletes. Looking within women athletic directors, all Asian Americans were NCAA athletes and the majority of Black and White women were as well and at similar percentages. Only Latinas had a majority of athletic directors who did not come from NCAA athlete backgrounds.

There were differences across race/ethnicity within the athletic backgrounds of the athletic directors who were men. No Asian Americans were NCAA athletes while all Latinos were NCAA athletes. Among athletic directors who were Black men, 71% were NCAA athletes compared to only 50% of athletic directors who were White men.

Comparing men to women (collapsed across race/ethnicity), a higher percentage of women athletic directors (74%) were NCAA athletes compared to men (56%). Table 9 provides total numbers of incoming women and men athletic directors who were and were not NCAA athletes.

Table 9

*Total Number of Women and Men Athletic Directors Who were NCAA Athletes by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	NCAA Athlete	8	2	1	23	34
	Not NCAA Athlete	3	0	2	7	12
Total Women		11	2	3	30	46
Men	NCAA Athlete	45	0	5	140	190
	Not NCAA Athlete	18	3	0	128	149
Total Men		63	3	5	268	339

Of those who were NCAA athletes, the majority across race/ethnicity and genders played Division I. Table 10 provides the Division in which incoming athletic directors played sports broken down by race/ethnicity and gender.

Table 10

*Division of Institution where Incoming Women and Men Athletic Directors were NCAA Athletes by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
Division		Black	Asian American	Latino/a	White	
Women	I	7	2	1	19	29
	II	1	0	0	1	2
	III	0	0	0	3	3
	N/A	3	0	2	7	12
Total Women		11	2	3	30	46
Men	I	44	0	5	109	158
	II	1	0	0	14	15
	III	0	0	0	17	17
	N/A	18	3	0	128	149
Total Men		63	3	5	268	339

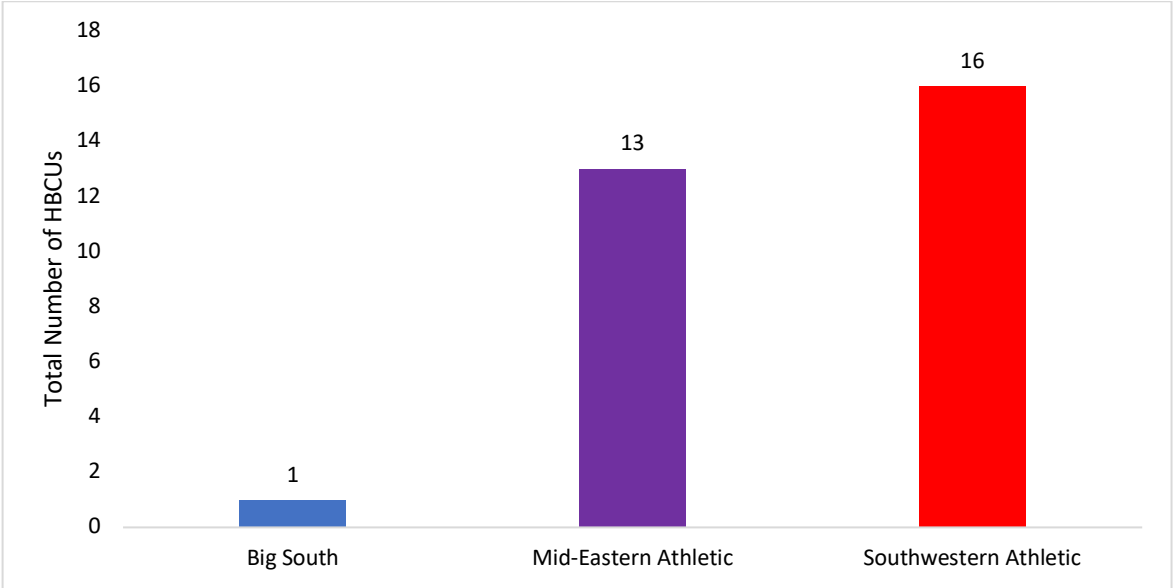
Note. N/A = Not applicable.

**Historically Black Colleges and Universities’ Impact on Incoming Athletic Directors**

In our sample there were 17 Historically Black Colleges and Universities (HBCU) across three conferences where athletic director changes took place. Figure 3 shows the total number of hiring changes in HBCUs within each of the three conferences.

Figure 3

*Total Number of Hiring Changes in Historically Black Universities and Colleges by Conference for 2010-19*



Note. HBCU = Historically Black Colleges and Universities.

In order to examine whether or not HBCUs impacted hiring patterns, additional analyses were completed comparing hiring patterns at HBCUs to those at non-HBCUs. After removing the HBCUs from the study, different hiring patterns emerged with regard to both race/ethnicity and gender. Indeed, of the 30 White women, two Asian American women, and three Latinas included in the original data set, none of them were hired by HBCU institutions. Of the 11 Black women counted in the full data set, 36% were hired by HBCU institutions.

There was a similar pattern for men. Three of the 268 White men hired as athletic directors in this timeframe were hired by HBCUs, while no Latino or Asian American men were hired by HBCUs. Of the 63 Black men hired during this decade, 23 (37%) were hired by HBCUs. Table 11 shows the total numbers of athletic directors hired at HBCUs and non-HBCUs broken down by race/ethnicity and gender.

Table 11

*Total Numbers of Incoming Athletic Directors at HBCU and Non-HBCU Institutions by Gender and Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total		
		Black	Asian American	Latino/a	White			
Non-HBCU	Gender	Women	7	2	3	30	42	
		Men	40	3	5	265	313	
		Total	47	5	8	295	355	
<hr/>								
HBCU Only		Gender	Women	4	0	0	0	4
		Men	23	0	0	3	26	
		Total	27	0	0	3	30	

*Note.* HBCU = Historically Black Universities and Colleges.

### Outgoing Athletic Directors

The majority of outgoing athletic directors were White men followed by Black men. Although women comprised the smaller percentage of gender within each race/ethnicity, White women comprised the smaller proportion compared to representation of women within other races/ethnicities. However White women were overrepresented among the total number of women athletic directors in general, making up 66% of outgoing women athletic directors. Table 12 provides the total numbers of outgoing men and women athletic directors broken down by race/ethnicity.

Table 12

*Total Numbers and Percentages of Outgoing Women and Men Athletic Directors by Race/Ethnicity for 2010-19*

		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Gender	Women	8 (12%)	1 (33%)	1 (17%)	19 (6%)	29 (8%)
	Men	57 (88%)	2 (67%)	5 (83%)	292 (94%)	356 (93%)
Total		65	3	6	311	385

*Note.* Percentages for each gender are represented below the total number in parentheses.

When leaving athletic director positions, the numbers were varied across several next opportunity options. White men (33%) and Black men (33%) both moved on to another athletic director position at similar rates. White women moved on to another athletic director position at a higher proportion than Black women did (26% and 0%

respectively). Both Asian American women and Latinas in our sample moved on to another athletic director position. Asian American men in this timeframe also moved on to athletic director positions, but only two out of the five Latinos did.

Of note, White men and women retired in higher proportions than athletic directors of other races or ethnicities. Retirement was second only to another athletic direction position for White men (23%), while Black men were nearly as likely to be unemployed (14%) as retired (12%) after departing. For women athletic directors, 21% of White women went on to retirement, while only 10% of women of Color did. Table 13 shows the immediate next opportunity for outgoing athletic directors broken down by race/ethnicity and gender.

Table 13

*Immediate Next Opportunity for Outgoing Directors by Race/Ethnicity and Gender for 2010-19*

Gender			Race/Ethnicity				Total
			Black	Asian American	Latino/a	White	
Women	Next Opportunity	AD	0	1	1	5	7
		AD Other	1	0	0	2	3
		BE	0	0	0	1	1
		CE	2	0	0	0	2
		CO	1	0	0	2	3
		Other	1	0	0	1	2
		Retired	1	0	0	4	5
		SBE	0	0	0	3	3
		Unemployed	2	0	0	1	3
	Total Women		8	1	1	19	29
Men		AD	19	2	2	95	118
		AD Other	4	0	1	26	31
		AT	1	0	0	9	10
		BE	2	0	0	14	16
		CE	10	0	0	17	27
		CO	2	0	0	22	24
		Deceased	1	0	0	0	1
		Other	3	0	0	16	19
		Retired	7	0	0	67	74
		SBE	0	0	0	15	15
Unemployed	8	0	2	11	21		
Total Men		57	2	5	292	356	

*Note.* AD = athletic director; AD Other = a step down from head athletic director as indicated by an additional descriptor such as “assistant”; AT = athletic trainer; BE = business executive; CE = collegiate executive; CO = other non-athletic college position; SBE = sports business executive.



How an athletic director's tenure ends can be variable. We examined whether or not there were differences in firing rates based on gender and race/ethnicity. In our sample most were not fired. However, the highest proportion of athletic directors fired in the decade included in this study was among Black men (11%). Table 14 provides the total numbers of athletic directors fired broken down by race/ethnicity and gender. Data collected regarding termination status was based on publicly-available data. The data should be interpreted with caution, given that reasons and circumstances of termination may not have allowed for public access to the details.

Table 14

*Total Numbers of Women and Men Athletic Directors Fired and Not Fired for 2009-19*

Gender		Race/Ethnicity				Total
		Black	Asian American	Latino/a	White	
Women	Fired	0	0	0	2	2
	Not Fired	8	1	1	17	27
	Total Women	8	1	1	19	29
Men	Fired	6	0	1	21	28
	Not Fired	51	2	4	271	328
	Total Men	57	2	5	292	356

It was important to look beyond simple hiring and firing to examine tenure. We asked whether or not the duration of one's tenure as athletic director was related to race/ethnicity or gender. Given the low numbers of athletic directors of Color, we combined Black, Asian American, and Latino/Latina athletic directors to allow for meaningful comparisons. Table 15 shows range, mean, and standard deviation for years with a team by race/ethnicity and gender for outgoing athletic directors.

Table 15

*Range, Mean, and Standard Deviation of Years with the Team for Outgoing Athletic Directors by Race/Ethnicity and Gender for 2010-19*

	N	Range	Mean	Standard Deviation
White ADs	311	1-40	9.22	6.77
ADs of Color	74	1-17	5.54	3.98
Women ADs	29	1-28	7.41	5.99
Men ADs	356	1-40	8.60	6.53

*Note.* AD = athletic director.

Independent sample *t*-test was used to determine if there was a difference in tenure between White athletic directors and athletic directors of Color. White athletic directors had a significantly longer tenure than athletic directors of Color ( $t(383)=4.50$ ,  $p<.001$ ). Given the unequal variances and sample sizes, interpretation should be made with caution. However, even when the outlier in the White athletic director group was removed, the results were still statistically significant.

An independent *t*-test was also run to determine if there was a statistically significant difference in tenure between men and women athletic directors. None was found ( $t<1$ ). There were also no statistically significant differences in tenure between athletic directors who were White women and women athletic directors of Color ( $t(27)=1.54$ ,  $p=.134$ ).

## Conclusion and Future Directions

---

Historically, the position of athletic director was the apex of an athletic coach's trajectory. Not that every coach aspired to be more than a coach, but athletic directors were, by and large, former college coaches, and sometimes held both positions simultaneously. And often, the athletic director was a former football or basketball coach and the most successful or visible coaching figure on campus. With the increasing revenue potential of collegiate sport, particularly in the 1990s, athletic administrators had to become more market oriented. There was a shift away from hiring former coaches toward finding more business-focused professionals and professionalized, educated sport administrators. The athletic director role grew to include negotiating with apparel companies and sponsors, marketing the team, engaging in public relations, and raising funds. Now, in most large, Division I universities, athletic directors are a part of the President's (or equivalent office) cabinet and athletics is no longer a separate entity of little concern to the school's leadership.

For this study, we gathered the race/ethnicity and gender data of athletic director hirings and departures over a 10-year span. Based on history and the "eye-test" we expected to see large racial and gender disparities in hiring. It is important to keep in mind that our research looks at what has happened and who it has happened to/for. We documented the replacement of athletic directors and the prior and next experiences of athletic directors. We also recorded academic preparation through degree attainment and college athletic backgrounds for every athletic director. With these data, we established a baseline, a historical record of athletic director selection and can identify patterns. Also, knowing that colleges and universities generally conduct a national search for athletic directors, we look at our findings as generalizable: patterns that we find enable us to create profiles of the "normal" candidates and look closely at how

different criteria may be operating in selecting athletic directors by college and university decision-makers.

We found what we expected: race/ethnicity and gender continue to serve as mediating factors in athletic director hires. There is a convergence for White and Black athletic directors. Black and White athletic director hires come from various past positions, including working outside of higher education and sports. This particular convergence does not hold as well when looking at Black and White women and we see this pattern is racialized and gendered. We found important insights and nuances that were intersectional – Black athletic directors seemingly have their unique qualifications as they, across gender, are former NCAA Division I athletes, and are more likely by percentage to have earned a PhD than athletic directors from other racial and gender groups. This is magnified for Black women. We also found a significant shift in the data by the inclusion or exclusion of HBCUs. HBCUs are responsible for hiring roughly 40% of the Black women and men. This means that the overall data is inflated by the inclusion of HBCUs. In addition, HBCUs did not hire any Native and Indigenous, Latino or Asian American women and men. More research is needed to understand the unique experiences of Black women, as well as Asian Americans, Latinos, and Native and Indigenous men and women who are nearly or wholly absent.

## References

- Brooks, S.N., Harrison, C.K., Gallagher, K.L., Bukstein, S., Brenneman, L., Lofton, R. (2019). *Field Studies: A 10-Year Snapshot of NFL Coaching Hires*. Retrieved from Global Sport Institute at Arizona State University (GSI Working Paper Series Volume 1 Issue 1); <https://globalsport.asu.edu/resources/field-studies-10-season-snapshot-nfl-coaching-hires>
- Brooks, S.N., Gallagher, K.L., Brenneman, L., Lofton, R. (2020). *Field Studies: A 10-Year Snapshot of NCAA Power Five Coaching Hires*. Retrieved from Global Sport Institute at Arizona State University (GSI Working Paper Series Volume 2 Issue 1): <https://globalsport.asu.edu/resources/field-studies-10-season-snapshot-ncaa-power-five-head-coaching-hires>
- Madden, J. F. (2004). Differences in the Success of NFL Coaches by Race, 1990-2002. *Journal of Sports Economics*, 5(1), 6–19. <https://doi.org/10.1177/1527002503257245>
- Madden, J.F., Ruther, M. (2010). Has the NFL's Rooney Rule Efforts “Leveled the Field” for African American Head Coach Candidates? *Journal of Sports Economics*, 12(2), 127– 142. <https://doi.org/10.1177/1527002510379641>
- Shropshire, K. L. (1996). In *Black and White: Race and Sports in America*. New York University.
- Walker, N. A., Schaeperkoetter, C., & Darvin, L. (2017). Institutionalized practices in sport leadership. In L. J. Burton & S. Leberman (Eds.), *Women in Sport Leadership: Research and practice for change* (pp. 33–46). Taylor and Francis.

## Appendix A

### Outgoing and Incoming Athletic Directors

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2014	Abilene Christian University	Jared Mosley	Lee De León
2018	Abilene Christian University	Lee De León	Allen Ward
2011	Alabama A&M University	Betty Austin	Bryan Hicks
2012	Alabama State University	Stacy Danley	Melvin Hines
2018	Alabama State University	Melvin Hines	Jennifer Lynne Williams
2011	Alcorn State University	Brenda Square	Patric Simon
2014	Alcorn State University	Patric Simon	Derek Horne
2012	American University	Keith Gill	William "Billy" Walker
2014	Appalachian State University	Charlie Cobb	Doug Gillin
2012	Arizona State University	Lisa Love	Steve Patterson
2014	Arizona State University	Steve Patterson	Ray Anderson
2012	Arkansas State University	Dean Lee	Terry Mohajir
2018	Auburn University	Jay Jacobs	Claude "Allen" Greene IV
2015	Austin Peay State University	Dave Loos	Ryan Ivey
2018	Austin Peay State University	Ryan Ivey	Gerald Harrison
2012	Ball State University	Tom Collins	Bill Scholl
2015	Ball State University	Bill Scholl	Mark Sandy
2018	Ball State University	Mark Sandy	Beth Goetz
2016	Baylor University	Ian McCaw	Mack B. Rhoades IV
2016	Belmont University	Mike Strickland	Scott Corley
2011	Binghamton University	Jim Norris	Patrick Elliott
2011	Boise State University	Gene Bleymaier	Mark Coyle
2015	Boise State University	Mark Coyle	Curt Apsey
2012	Boston College	Gene DeFilippo	Brad Bates
2017	Boston College	Brad Bates	Martin Jarmond
2014	Boston University	Michael Lynch	Drew Marrochello
2013	Bowling Green State University	Greg Christopher	Chris Kingston
2016	Bowling Green State University	Chris Kingston	Bob Moosbrugger
2015	Bradley University	Michael Cross	Chris Reynolds
2011	Brown University	Mike Goldberger	Jack Hayes
2017	Bucknell University	John P. Hardt	Jermaine Truax
2011	California Polytechnic State University	Alison Cone	Don Oberhelman
2010	California State University, Bakersfield	Rudy Carvajal	Jeff Konya
2014	California State University, Bakersfield	Jeff Konya	Kenneth Siegfried
2014	California State University, Fresno	Thomas Boeh	Jim Bartko

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2018	California State University, Fresno	Jim Bartko	Terrance J. "Terry" Tumey
2012	California State University, Fullerton	Brian Quinn	Jim Donovan
2013	California State University, Northridge	Rick Mazzuto	Brandon Martin
2018	California State University, Northridge	Brandon Martin	Michael Izzi
2014	California State University, Sacramento	Terry Wanless	Bill Macriss
2017	California State University, Sacramento	Bill Macriss	Mark Orr
2011	Campbell University	Stan Williamson	Bob Roller
2019	Campbell University	Bob Roller	Omar Banks
2017	Central Connecticut State University	Paul Schlickmann	Brian Barrio
2017	Central Michigan University	Dave Heeke	Michael Alford
2018	Charleston Southern University	Hank Small	Jeff Barber
2012	Clemson University	Terry Don Phillips	Dan Radakovich
2014	Coastal Carolina University	Hunter Yurachek	Matt Hogue
2012	Colgate University	David Roach	Victoria M. "Vicky" Chun
2018	Colgate University	Victoria M. "Vicky" Chun	Nicki Moore
2016	College of Charleston	Joe Hull	Matt Roberts
2014	College of the Holy Cross	Richard M. Regan, Jr.	Nathan Pine
2019	College of the Holy Cross	Nathan Pine	Marcus Blossom
2011	Colorado State University	Paul Kowalczyk	Jack Graham
2014	Colorado State University	Jack Graham	Joe Parker
2015	Columbia University	M. Dianne Murphy	Peter Pilling
2015	Coppin State University	Derrick K. Ramsey	Derek Carter
2018	Davidson College	Jim Murphy	Chris Clunie
2012	Delaware State University	Derek Carter	Candy Young
2015	Delaware State University	Candy Young	Lew Perkins
2017	Delaware State University	Lew Perkins	D. Scott Gines
2017	Drake University	Sandy Hatfield Clubb	Brian Hardin
2016	Duquesne University	Greg Amodio	Dave Harper
2018	East Carolina University	Michael Holland	Jon Gilbert
2013	East Tennessee State University	Dave Mullins	Richard Sander
2017	East Tennessee State University	Richard Sander	Scott Carter
2014	Eastern Illinois University	Barbara Burke	Tom Michael
2015	Eastern Kentucky University	Mark Sandy	Stephen Lochmueller
2013	Eastern Michigan University	Derrick Gragg	Heather Lyke
2017	Eastern Michigan University	Heather Lyke	Scott Wetherbee
2018	Eastern Washington University	Bill Chaves	Lynn Hickey
2018	Fairleigh Dickinson University	David Langford	Bradford Hurlbut

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2013	Florida A&M University	Derek Horne	Kellen Winslow
2014	Florida A&M University	Kellen Winslow	Milton Overton
2017	Florida A&M University	Milton Overton	John Eason
2019	Florida A&M University	John Eason	Kortne Gosha
2012	Florida Atlantic University	Craig Angelos	Pat Chun
2018	Florida Atlantic University	Pat Chun	Brian White
2010	Florida Gulf Coast University	Carl McAloose	Ken Kavanagh
2013	Florida State University	Randy Spetman	Stan Wilcox
2018	Florida State University	Stan Wilcox	David Coburn
2012	Fordham University	Frank McLaughlin	David Roach
2015	Furman University	Gary Clark	Mike Buddie
2014	George Mason University	Tom O'Connor	Brad Edwards
2011	George Washington University	Jack Kvancz	Patrick Nero
2018	George Washington University	Patrick Nero	Tanya Vogel
2013	Georgia Institute of Technology	Dan Radakovich	Mike Bobinski
2016	Georgia Institute of Technology	Mike Bobinski	Todd Stansbury
2012	Georgia Southern University	Sam Baker	Tom Kleinlein
2014	Georgia State University	Cheryl Levick	Charlie Cobb
2011	Grambling State University	J Lin Dawson	Aaron James
2015	Grambling State University	Aaron James	Paul Bryant
2019	Grambling State University	Paul Bryant	David Ponton
2011	Hampton University	Lonza Hardy Jr.	Keshia Campbell
2012	Hampton University	Keshia Campbell	Novelle Dickenson
2014	Hampton University	Novelle Dickenson	Eugene Marshall Jr.
2013	High Point University	Craig Keilitz	Dan Hauser
2013	Hofstra University	Jack Hayes	Jeff Hathaway
2018	Hofstra University	Jeff Hathaway	Rick Cole Jr.
2015	Howard University	Lew Perkins	Kery Davis
2018	Idaho State University	Jeff Tingley	Pauline Thiros
2010	Illinois State University	Sheahon Zenger	Gary Friedman
2013	Illinois State University	Gary Friedman	Bernard Muir
2015	Indiana State University	Ron Prettyman	Sherard Clinkscales
2011	Jackson State University	Robert Braddy	Vivian L. Fuller
2015	Jackson State University	Vivian L. Fuller	Ashley Robinson
2011	Jacksonville State University	Oval Jaynes	Warren Koegel
2014	Jacksonville State University	Warren Koegel	Greg Seitz
2012	Jacksonville University	Alan Verlander	Brad Edwards
2014	Jacksonville University	Brad Edwards	Donnie Horner
2016	Jacksonville University	Donnie Horner	Alex Ricker-Gilbert
2017	Kansas State University	John Currie	Gene Taylor
2010	Kennesaw State University	Dave Waples	Vaughn Williams
2017	Kennesaw State University	Vaughn Williams	Milton Overton

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2010	Kent State University	Laing Kennedy	Joel Nielsen
2016	La Salle University	Thomas "Tom" M. Brennan	Bill Bradshaw
2019	La Salle University	Bill Bradshaw	Brian Baptiste
2018	Lafayette College	Bruce E. McCutcheon	Sherryta Freeman
2011	Lamar University	Billy Tubbs	Jason Henderson
2017	Lamar University	Jason Henderson	Marco Born
2016	Liberty University	Jeff Barber	Ian McCaw
2017	Long Beach State University	Vic Cegles	Andy Fee
2017	Long Island University	Bryan Collins	Debbie DeJong
2019	Long Island University	Debbie DeJong	William E. Martinov, Jr.
2018	Longwood University	Troy Austin	Michelle Meadows
2019	Louisiana State University	Joe Alleva	Scott Woodward
2010	Louisiana Tech University	Derek Dooley	Bruce Van De Velde
2013	Louisiana Tech University	Bruce Van De Velde	Tommy McClelland
2011	Loyola University Chicago	John Planek	M. Grace Calhoun
2014	Loyola University Chicago	M. Grace Calhoun	Steve Watson
2010	Loyola University Maryland	Joseph Boylan	Jim Paquette
2017	Loyola University Maryland	Jim Paquette	Donna M. Woodruff
2011	Marquette University	Steve Cottingham	Larry Williams
2013	Marquette University	Larry Williams	Bill Scholl
2013	McNeese State University	Tommy McClelland	Bruce Hemphill
2010	Mercer University	Bobby Pope	Jim Cole
2012	Merrimack College	Glenn Hofmann	Jeremy Gibson
2013	Miami University (Ohio)	Brad Bates	David Saylor
2018	Michigan State University	Mark Hollis	Bill Beekman
2010	Mississippi State University	Greg Byrne	Scott Stricklin
2016	Mississippi State University	Scott Stricklin	John Cohen
2013	Mississippi Valley State University	Ashley Robinson	Dianthia Ford-Kee
2016	Montana State University	Peter Fields	Leon Costello
2019	Morehead State University	Brian Hutchinson	Jaime Gordon
2016	Morgan State University	Floyd Kerr	Edward Scott
2018	Murray State University	Allen Ward	Kevin Saal
2014	New Mexico State University	McKinley Boston	Mario Moccia
2016	Nicholls State University	Rob Bernardi	Matt Roan
2010	North Carolina A&T State University	Wheeler Brown	Earl M. Hilton III
2010	North Carolina State University	Lee Fowler	Debbie Yow
2019	North Carolina State University	Debbie Yow	Eugene "Boo" Corrigan
2014	North Dakota State University	Gene Taylor	Matt Larsen
2018	Northeastern University	Peter Roby	Jeff Konya



<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2012	Northern Arizona University	Jim Fallis	Lisa Campos
2017	Northern Arizona University	Lisa Campos	Mike Marlow
2013	Northern Illinois University	Jeff Compher	Sean T. Frazier
2019	Ohio University	Jim Schaus	Julie Cromer
2010	Old Dominion University	James Jarrett	Camden Wood Selig
2015	Oregon State University	Bob De Carolis	Todd Stansbury
2016	Oregon State University	Todd Stansbury	Scott Barnes
2011	Pennsylvania State University	Timothy Curley	David Joyner
2014	Pennsylvania State University	David Joyner	Anne Saunders "Sandy" Barbour
2014	Portland State University	Torre Chisholm	Mark Rountree
2016	Portland State University	Mark Rountree	Valerie Cleary
2010	Presbyterian College	William Carlton	Brian Reese
2017	Presbyterian College	Brian Reese	Danny Sterling
2019	Presbyterian College	Danny Sterling	Robert Acunto
2014	Princeton University	Gary Walters	Mollie Marcoux Samaan
2016	Purdue University	Morgan Burke	Mike Bobinski
2010	Rice University	David Saylor	Rick Greenspan
2013	Rice University	Rick Greenspan	Joe Karlgaard
2018	Robert Morris University	Craig Coleman	Chris King
2013	Rutgers University	Tim Perneti	Julie Hermann
2015	Rutgers University	Julie Hermann	Pat Hobbs
2013	Sacred Heart University	C. Donald Cook	Bobby Valentine
2016	Saint Francis University	Bob Krimmel	Susan Robinson Fruchtl
2017	Saint Joseph's University	Don DiJulia	Jill Bodensteiner
2010	Samford University	Bob Roller	Martin Newton
2016	San Diego State University	Jim Sterk	John David Wicker
2012	San Jose State University	Tom Bowen	Gene Bleymaier
2017	San Jose State University	Gene Bleymaier	Marie Tuite
2011	Seton Hall University	Joe Quinlan Jr.	Pat Lyons
2019	Seton Hall University	Pat Lyons	Bryan Felt
2014	South Carolina State University	Charlene M. Johnson	Paul A. Bryant
2016	South Carolina State University	Paul A. Bryant	Stacy Danley
2011	Southeast Missouri State University	John Shafer	Mark Alnutt
2015	Southeast Missouri State University	Mark Alnutt	Brady Barke
2013	Southeastern Louisiana University	W. "Bart" Bellairs	Jay Artigues
2014	Southern Illinois University at Carbondale	Mario Moccia	Tommy Bell
2018	Southern Illinois University at Carbondale	Tommy Bell	Jerry Kill

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2019	Southern Illinois University at Carbondale	Jerry Kill	Liz Jarnigan
2019	Southern Illinois University Edwardsville	Bradley L. Hewitt	Tim Hall
2012	Southern Methodist University	Steve Orsini	Rick Hart
2011	Southern University	Greg LaFleur	William Broussard
2015	Southern University	William Broussard	Roman Banks
2015	Southern Utah University	Ken Beazer	Jason Butikofer
2017	Southern Utah University	Jason Butikofer	Debbie Corum
2014	St. Bonaventure University	Steve Watson	Tim Kenney
2015	St. John's University	Chris Monasch	Anton Goff
2018	St. John's University	Anton Goff	Mike Cragg
2012	Stanford University	Bob Bowsby	Bernard Muir
2018	Stephen F. Austin State University	Robert Hill	Ryan Ivey
2013	Stony Brook University	Jim Fiore	Shawn Heilbron
2015	Syracuse University	Daryl Gross	Mark Coyle
2016	Syracuse University	Mark Coyle	John Wildhack
2013	Temple University	William "Bill" Bradshaw	Kevin Clark
2015	Temple University	Kevin Clark	Patrick Kraft
2012	Texas A&M University	Bill Byrne	Eric Hyman
2016	Texas A&M University	Eric Hyman	Scott Woodward
2019	Texas A&M University	Scott Woodward	Ross Bjork
2011	Texas A&M University—Corpus Christi	Tim Fitzpatrick	Scott Lazenby
2018	Texas A&M University—Corpus Christi	Scott Lazenby	Jon Palumbo
2017	Texas Christian University	Chris Del Conte	Jeremiah Donati
2018	Texas Southern University	Charles McClelland	Kevin Granger
2011	Texas Tech University	Gerald Myers	Kirby Hocutt
2014	The Citadel	Larry Leckonby	Jim Senter
2017	The Citadel	Jim Senter	Mike Capaccio
2018	The University of North Carolina at Charlotte	Judy Rose	Mike Hill
2012	The University of Southern Mississippi	Richard Giannini	Jeff Hammond
2014	The University of Southern Mississippi	Jeff Hammond	Bill McGillis
2017	The University of Southern Mississippi	Bill McGillis	Jon Gilbert
2018	The University of Southern Mississippi	Jon Gilbert	Jeremy McClain
2011	The University of Tulsa	Lawrence R. "Bubba" Cunningham	Ross Parmley
2012	The University of Tulsa	Ross Parmley	Derrick Gragg
2010	Towson University	Mike Hermann	Mike Waddell

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2013	Towson University	Mike Waddell	Tim Leonard
2012	Troy University	Steve Dennis	John Hartwell
2015	Troy University	John Hartwell	Brent Jones
2016	Tulane University	Rick Dickson	Troy Dannen
2015	United States Air Force Academy	Hans Mueh	Jim Knowlton
2018	United States Air Force Academy	Jim Knowlton	Nathan Pine
2010	United States Military Academy	Kevin Anderson	Eugene "Boo" Corrigan
2019	United States Military Academy	Eugene "Boo" Corrigan	Mike Buddie
2015	University at Albany	Lee A. McElroy	Mark Benson
2012	University at Buffalo	Warde J. Manuel	Danny White
2015	University at Buffalo	Danny White	Allen Greene
2018	University at Buffalo	Allen Greene	Mark Alnutt
2015	University of Akron	Tom Wistrill	Larry Williams
2013	University of Alabama	Mal Moore	Bill Battle
2017	University of Alabama	Bill Battle	Greg Byrne
2014	University of Alabama at Birmingham	Brian Mackin	Mark Ingram
2010	University of Arizona	Jim Livengood	Greg Byrne
2017	University of Arizona	Greg Byrne	Dave Heeke
2014	University of Arkansas at Little Rock	Chris Peterson	Chasse Conque
2019	University of Arkansas at Little Rock	Chasse Conque	George Lee
2018	University of Arkansas, Fayetteville	Jeff Long	Hunter Yurachek
2010	University of Arkansas, Pine Bluff	Lew Perkins	Lonza Hardy Jr.
2018	University of Arkansas, Pine Bluff	Lonza Hardy Jr.	Chris Peterson
2014	University of California, Berkeley	Anne Saunders "Sandy" Barbour	Michael Williams
2018	University of California, Berkeley	Michael Williams	Jim Knowlton
2011	University of California, Davis	Greg Warzecka	Nona Richardson
2012	University of California, Davis	Nona Richardson	Terrance J. "Terry" Tumey
2016	University of California, Davis	Terrance J. "Terry" Tumey	Kevin Blue
2018	University of California, Irvine	Michael Izzi	Paula Smith
2011	University of California, Riverside	Stan Morrison	Brian Wickstrom
2013	University of California, Riverside	Brian Wickstrom	Jim Wooldridge
2015	University of California, Riverside	Jim Wooldridge	Tamica Smith Jones
2015	University of California, Santa Barbara	Mark Massari	John McCutcheon
2011	University of Central Florida	Keith R. Tribble	Todd Stansbury
2015	University of Central Florida	Todd Stansbury	Danny White
2011	University of Cincinnati	Mike Thomas	Whit Babcock
2014	University of Cincinnati	Whit Babcock	Mike Bohn

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2019	University of Cincinnati	Mike Bohn	John Cunningham
2013	University of Colorado, Boulder	Mike Bohn	Rick George
2011	University of Connecticut	Jeff Hathaway	Warde J. Manuel
2016	University of Connecticut	Warde J. Manuel	David Benedict
2016	University of Dayton	Tim Wabler	Neil Sullivan
2010	University of Delaware	Edgar Johnson	Bernard Muir
2012	University of Delaware	Bernard Muir	Eric Ziady
2016	University of Delaware	Eric Ziady	Chrissi Rawak
2014	University of Evansville	John W. Stanley	Mark Spencer
2016	University of Florida	Jeremy N. Foley	Scott Stricklin
2010	University of Georgia	Damon Evans	Greg McGarity
2014	University of Hartford	Pat Meiser	Anton Goff
2016	University of Hartford	Anton Goff	Mary Ellen Gillespie
2013	University of Hawaii at Mānoa	Jim Donovan	Ben Jay
2015	University of Hawaii at Mānoa	Ben Jay	David A.K. Matlin
2015	University of Houston	Mack B. Rhoades IV	Hunter Yurachek
2017	University of Houston	Hunter Yurachek	Chris Pezman
2018	University of Idaho	Rob Spear	Terry Gawlik
2011	University of Illinois at Urbana–Champaign	Ron Guenther	Mike Thomas
2015	University of Illinois at Urbana–Champaign	Mike Thomas	Josh Whitman
2010	University of Kansas	Lew Perkins	Sheahon Zenger
2018	University of Kansas	Sheahon Zenger	Jeff Long
2010	University of Louisiana at Lafayette	David Walker	Scott Farmer
2016	University of Louisiana at Lafayette	Scott Farmer	Bryan Maggard
2013	University of Louisiana Monroe	Bobby Staub	Brian Wickstrom
2017	University of Louisiana Monroe	Brian Wickstrom	Scott McDonald
2017	University of Louisville	Tom Jurich	Vince Tyra
2011	University of Maine	Blake James	Steve Abbott
2014	University of Maine	Steve Abbott	Karlton Creech
2018	University of Maine	Karlton Creech	Ken Ralph
2014	University of Maryland, Baltimore County	Charles Brown	Tim Hall
2010	University of Maryland, College Park	Debbie Yow	Kevin Anderson
2018	University of Maryland, College Park	Kevin Anderson	Damon Evans
2019	University of Massachusetts Lowell	Dana Skinner	Peter Casey
2015	University of Massachusetts, Amherst	John F. McCutcheon	Ryan Bamford
2012	University of Memphis	R. C. Johnson	Tom Bowen
2019	University of Memphis	Tom Bowen	Laird Veatch
2011	University of Miami (Florida)	Kirby Hocutt	Shawn Eichorst
2012	University of Miami (Florida)	Shawn Eichorst	Blake James

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2010	University of Michigan	Bill Martin	Dave Brandon
2014	University of Michigan	Dave Brandon	James Hackett
2016	University of Michigan	James Hackett	Warde Manuel
2012	University of Minnesota, Twin Cities	Joel Maturi	Norwood Teague
2015	University of Minnesota, Twin Cities	Norwood Teague	Mark Coyle
2012	University of Mississippi	Pete Boone	Ross Bjork
2019	University of Mississippi	Ross Bjork	Keith Carter
2015	University of Missouri	Mike Alden	Mack B. Rhoades IV
2016	University of Missouri	Mack B. Rhoades IV	Jim Sterk
2012	University of Montana	Jim O'Day	Kent Haslam
2012	University of Nebraska–Lincoln	Tom Osborne	Shawn Eichorst
2017	University of Nebraska–Lincoln	Shawn Eichorst	William H. “Bill” Bill Moos
2013	University of Nevada, Las Vegas	Jim Livengood	Tina Kunzer-Murphy
2017	University of Nevada, Las Vegas	Tina Kunzer-Murphy	Desiree Reed-Francois
2013	University of Nevada, Reno	Cary Groth	Doug Knuth
2017	University of New Mexico	Paul Krebs	Eddie Nuñez
2010	University of New Orleans	Jim Miller	Amy Champion
2012	University of New Orleans	Amy Champion	Derek Morel
2018	University of New Orleans	Derek Morel	Tim Duncan
2010	University of North Carolina, Wilmington	Kelly Mehrtens	Jimmy Bass
2011	University of North Carolina, Chapel Hill	Dick Baddour	Lawrence R. “Bubba” Cunningham
2017	University of North Dakota	Brian Faison	Bill Chaves
2016	University of North Texas	Rick Villarreal	Wren Baker
2013	University of Northern Colorado	Jay Hinrichs	Darren Dunn
2015	University of Northern Iowa	Troy Dannen	David Harris
2010	University of Oregon	Mike Bellotti	Rob Mullens
2014	University of Pennsylvania	Steve Bilsky	M. Grace Calhoun
2014	University of Pittsburgh	Steve Pederson	Scott Barnes
2017	University of Pittsburgh	Scott Barnes	Heather Lyke
2012	University of Richmond	Jim Miller	Keith Gill
2017	University of Richmond	Keith Gill	John P. Hardt
2016	University of San Diego	Ky Snyder	Bill McGillis
2012	University of South Carolina	Eric Hyman	Ray Tanner
2013	University of South Carolina Upstate	Mike Hall	Lee Fowler
2017	University of South Carolina Upstate	Lee Fowler	Julio Freire
2018	University of South Carolina Upstate	Julio Freire	Daniel Feig
2010	University of South Dakota	Joel Nielsen	David Saylor
2012	University of South Dakota	David Saylor	David Herbster
2014	University of South Florida	Doug Woolard	Mark Harlan

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2018	University of South Florida	Mark Harlan	Michael Kelly
2010	University of Southern California	Mike Garrett	Pat Haden
2016	University of Southern California	Pat Haden	Lynn Swann
2019	University of Southern California	Lynn Swann	Mike Bohn
2011	University of Tennessee	Mike Hamilton	Dave Hart Jr.
2017	University of Tennessee	Dave Hart Jr.	John Currie
2018	University of Tennessee	John Currie	Phillip Fulmer
2013	University of Tennessee at Chattanooga	Rick Hart	David Blackburn
2017	University of Tennessee at Chattanooga	David Blackburn	Mark Wharton
2013	University of Tennessee at Martin	Phil Dane	Julio Freire
2016	University of Tennessee at Martin	Julio Freire	Kurt McGuffin
2012	University of Texas at Arlington	Pete Carlon	Jim Baker
2014	University of Texas at Austin	DeLoss Dodds	Steve Patterson
2016	University of Texas at Austin	Steve Patterson	Chris Del Conte
2017	University of Texas at El Paso	Bob Stull	Jim Senter
2017	University of Texas at San Antonio	Lynn Hickey	Lisa Campos
2014	University of the Incarnate Word	Mark Papich	John Williams
2016	University of the Incarnate Word	John Williams	Brian Wickstrom
2018	University of Utah	Chris Hill	Mark Harlan
2017	University of Vermont	Robert Corran	Jeff Shulman
2017	University of Virginia	Craig Littlepage	Carla Williams
2016	University of Washington	Scott Woodward	Jennifer Cohen
2015	Utah State University	Scott Barnes	John Hartwell
2019	Vanderbilt University	David Williams II	Malcolm Turner
2015	Villanova University	Vince Nicastro	Mark Jackson
2012	Virginia Commonwealth University	Norwood Teague	Ed McLaughlin
2013	Virginia Military Institute	Donny White	Dave Diles Jr.
2014	Virginia Tech	Jim Weaver	Whit Babcock
2019	Wake Forest University	Ron Wellman	John Currie
2010	Washington State University	Jim Sterk	William H. "Bill" Moos
2017	Washington State University	William H. "Bill" Moos	Patrick Chun
2019	Weber State University	Jerry Bovee	Tim Crompton
2010	West Virginia University	Edward M. Pastilong	Oliver Luck
2015	West Virginia University	Oliver Luck	Shane Lyons
2011	Western Carolina University	Chip Smith	Randy Eaton
2013	Western Illinois University	Tim M. Van Alstine	Tommy Bell
2016	Western Illinois University	Tommy Bell	Matt Tanney
2018	Western Illinois University	Matt Tanney	Danielle Surprenant
2010	Western Kentucky University	Camden Wood Selig	Ross Bjork
2012	Western Kentucky University	Ross Bjork	Todd Stewart

<b>Year</b>	<b>School</b>	<b>Outgoing AD</b>	<b>Incoming AD</b>
2016	Wichita State University	Eric Sexton	Darron Boatright
2017	William & Mary	Terry Driscoll	Samantha K. Huge
2016	Winthrop University	Tom Hickman	Ken Halpin
2013	Xavier University	Mike Bobinski	Greg Christopher
2018	Yale University	Tom Beckett	Victoria M. "Vicky" Chun

## Appendix B

### Universities with No Athletic Director Changes

<b>School</b>	<b>Conference</b>	<b>Athletic Director</b>
Bellarmino University	Atlantic Sun Conference	Scott Wiegandt
Bethune-Cookman University	Mid-Eastern Athletic Conference	Lynn W. Thompson
Brigham Young University	Independent	Tom Holmoe
Bryant University	Northeast Conference	Bill Smith
Butler University	Big East Conference	Barry Collier
Canisius College	Metro Atlantic Athletic Conference	Bill Maher
Cornell University	Ivy League	Andy Noel
Creighton University	Big East Conference	Bruce Rasmussen
DePaul University	Big East Conference	Jean Lenti Ponsetto
Drexel University	Colonial Athletic Association	Eric A. Zillmer
Duke University	Atlantic Coast Conference	Kevin White
Elon University	Colonial Athletic Association	Dave Blank
Florida International University	Conference USA	Pete Garcia
Gardner–Webb University	Big South Conference	Chuck Burch
Harvard University	Ivy League	Bob Scalise
Houston Baptist University	Southland Conference	Steve Moniaci
Indiana University	Big Ten Conference	Fred Glass
Iowa State University	Big 12 Conference	Jamie Pollard
James Madison University	Colonial Athletic Association	Jeff Bourne
Lehigh University	Patriot League	Joe Sterrett
Lipscomb University	Atlantic Sun Conference	Philip Hutcheson
Marist College	Pioneer Football League	Tim Murray
Marshall University	Conference USA	Mike Hamrick
Middle Tennessee State University	Conference USA	Chris Massaro
Missouri State University	Missouri Valley Conference	Kyle Moats
Monmouth University	Big South Conference	Marilyn McNeil
Mount St. Mary's University	Northeast Conference	Lynne P. Robinson
New Jersey Institute of Technology	America East Conference	Lenny Kaplan
Norfolk State University	Mid-Eastern Athletic Conference	Marty L. Miller
North Carolina Central University	Mid-Eastern Athletic Conference	Ingrid Wicker McCree
Northwestern State University	Southland Conference	Greg Burke
Northwestern University	Big Ten Conference	Jim Phillips
Oklahoma State University–Stillwater	Big 12 Conference	Mike Holder



<b>School</b>	<b>Conference</b>	<b>Athletic Director</b>
Oral Roberts University	The Summit League	Mike Carter
Prairie View A&M University	Southwestern Athletic Conference	Fred E. Washington
Providence College	Big East Conference	Robert G. Driscoll Jr.
Radford University	Big South Conference	Robert Lineburg
Rider University	Metro Atlantic Athletic Conference	Don Harnum
Saint Louis University	Atlantic 10 Conference	Chris May
Sam Houston State University	Southland Conference	Bobby Williams
Siena College	Metro Atlantic Athletic Conference	John D'Argenio
South Dakota State University	Missouri Valley Football Conference	Justin Sell
St. Francis College	Northeast Conference	Irma Garcia
Stetson University	Atlantic Sun Conference	Jeff Altier
Tennessee State University	Ohio Valley Conference	Teresa Lawrence-Phillips
Tennessee Technological University	Ohio Valley Conference	Mark Wilson
Texas State University	Sun Belt Conference	Larry Teis
The Ohio State University	Big Ten Conference	Gene Smith
United States Naval Academy	Patriot League	Chet Gladchuk
University of California, Los Angeles	Pac-12 Conference	Dan Guerrero
University of California, San Diego	Big West Conference	Earl W. Edwards
University of Central Arkansas	Southland Conference	Brad Teague
University of Iowa	Big Ten Conference	Gary Barta
University of Kentucky	Southeastern Conference	Mitch Barnhart
University of Maryland Eastern Shore	Mid-Eastern Athletic Conference	Keith S. Davidson
University of Nebraska Omaha	The Summit League	Trev Alberts
University of New Hampshire	America East Conference	Marty Scarano
University of North Alabama	Atlantic Sun Conference	Mark Linder
University of North Carolina at Asheville	Big South Conference	Janet R. Cone
University of North Carolina at Greensboro	Southern Conference	Kim Record
University of Notre Dame	Atlantic Coast Conference	John B. "Jack" Swarbrick Jr.
University of Oklahoma	Big 12 Conference	Joe Castiglione
University of Rhode Island	Atlantic 10 Conference	Thorr Bjorn
University of South Alabama	Sun Belt Conference	Joel Erdmann
University of Toledo	Mid-American Conference	Mike O'Brien
University of Wisconsin–Madison	Big Ten Conference	Barry Alvarez

<b>School</b>	<b>Conference</b>	<b>Athletic Director</b>
University of Wyoming	Mountain West Conference	Tom Burman
Valparaiso University	Missouri Valley Conference	Mark LaBarbera
Wagner College	Northeast Conference	Walt Hameline
Western Michigan University	Mid-American Conference	Kathy Beauregard
Wofford College	Southern Conference	Richard Johnson
Wright State University	Horizon League	Bob Grant
Youngstown State University	Missouri Valley Football Conference	Ron Strollo















**Conference**

Pac-12 Conference  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Patriot League  
Pioneer Football League  
Pioneer Football League  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southeastern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southern Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference

**School**

Washington State University  
American University  
Boston University  
Bucknell University  
Colgate University  
College of the Holy Cross  
Lafayette College  
Lehigh University  
Loyola University Maryland  
United States Military Academy  
United States Naval Academy  
Marist College  
University of San Diego  
Auburn University  
Louisiana State University  
Mississippi State University  
Texas A&M University  
University of Alabama  
University of Arkansas, Fayetteville  
University of Florida  
University of Georgia  
University of Kentucky  
University of Mississippi  
University of Missouri  
University of South Carolina  
University of Tennessee  
Vanderbilt University  
East Tennessee State University  
Furman University  
Mercer University  
Samford University  
The Citadel  
University of North Carolina at Greensboro  
University of Tennessee at Chattanooga  
Virginia Military Institute  
Western Carolina University  
Wofford College  
Abilene Christian University  
Houston Baptist University  
Lamar University  
McNeese State University  
Nicholls State University

**Conference**

Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southland Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Southwestern Athletic Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
Sun Belt Conference  
The Summit League  
The Summit League

**School**

Northwestern State University  
Sam Houston State University  
Southeastern Louisiana University  
Stephen F. Austin State University  
Texas A&M University–Corpus Christi  
University of Central Arkansas  
University of New Orleans  
University of the Incarnate Word  
**Alabama A&M University**  
**Alabama State University**  
**Alcorn State University**  
**Grambling State University**  
**Jackson State University**  
**Mississippi Valley State University**  
**Prairie View A&M University**  
**Southern University**  
**Texas Southern University**  
**University of Arkansas, Pine Bluff**  
Appalachian State University  
Arkansas State University  
Coastal Carolina University  
Georgia Southern University  
Georgia State University  
Texas State University  
Troy University  
University of Arkansas at Little Rock  
University of Louisiana at Lafayette  
University of Louisiana Monroe  
University of South Alabama  
University of Texas at Arlington  
Oral Roberts University  
University of Nebraska Omaha