Report on the Impact of the Women in Coaching Canada Games Apprenticeship Program

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This report was written for the Coaching Association of Canada



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Executive Summary

The purpose of this research was to measure the impact of the Women in Coaching Canada Games Apprenticeship Program (WiC CGAP) on the individuals involved and their career coaching paths. The population for this study was comprised of all participants in the WiC CGAP. The Coaching Association of Canada (CAC) provided the contact information for the coaches as well as background demographics. We assumed that the information was comprehensive, current, and accurate.

To date, there have been 61 participants in the WiC CGAP coaching 24 sports. All 10 provinces and two of the territories are represented. The participants range in age from < 25 to > 50 years.

An online survey consisting of 21 questions was created. The data included responses from 30 participants in the program: 12 were received from the 2009 participants, 11 from the 2007 participants, and 7 from the 2005 participants.

Our data showed that 96% of the respondents possess post-secondary education. All of the coaches were National Coaching Certification Program (NCCP) Level 2 certified or higher with 23% Level 3 certified. The respondents' coaching experience covers a wide range of experience and levels coached. The overwhelming majority of the respondents (80%) indicated that they had coached both female and male athletes while 20 % indicated they had coached females only. None of the respondents coached only male athletes. Only 13% reported their occupation as Coach.

Within our sample, 67% felt that the WiC CGAP assisted them in advancing their coaching career, citing increased NCCP certification levels as the most important contributor to this. However, the indicators of salary and job position pointed towards career advancement not being achieved by the majority of participants. Only 17% of coaches gained an increase in salary with 40% experiencing a coaching position improvement after completing the program.

In our survey, 70% of the coaches are presently coaching and an additional 27% are planning to return to coaching in the future. This is very positive as it shows an attrition rate of only 3%. The women who participate in the program stay in coaching.

Lack of salary was rated as the number one barrier to the advancement of the participant's coaching career. Our data supports this as 87% of the coaches are earning less than \$10,000 per year and 50% are unpaid (volunteers).

The WiC CGAP is being successful in breaking down several of the barriers for female coaches. The barriers identified as having the lesser impact on the participants are addressed in the program:

- Lack of female role models or mentors
- Lack of self-confidence in coaching ability
- Lack of peer support
- Lack of educational opportunities

With the breaking down of these barriers, the WiC CGAP is definitely contributing to the women staying in coaching.

The Research Findings

The purpose of this research was to measure the impact of the WiC CGAP on the individuals involved and their career coaching paths. This section explains the research method used and presents the results.

A. Description of the Women in Coaching Canada Games Apprenticeship Program

Below is the description and mandate of the program as per CAC.

The Women in Coaching Canada Games Apprenticeship Program is a partnership between CAC, the Canada Games Council, the Provincial/Territorial governments (P/TGs), Sport Canada, and the Provincial/Territorial Sport Organizations (P/TSOs). The apprentice coaches are recommended by their P/TSOs and chosen by their P/TGs.

Mandate of the Canada Games Apprenticeship Program

- · Increase the percentage of women coaches who have access to the Canada Games coaching experience.
- · Provide opportunities for the apprentice coaches to experience the whole range of preparation for the Canada Games, including training opportunities and team selection, in order to prepare them for future coaching opportunities.
- · Support each apprentice coach through mentoring.
- Facilitate the completion of NCCP Level 3, which is compulsory for all Canada Games coaches.
- Support the apprentice coaches by holding two professional development seminars designed and facilitated by CAC Women in Coaching program.

To date, the program has had three groups of participants: 2005, 2007, and 2009 for a total of 61.

B. Research Method

An online survey consisting of 21 questions was created. The survey was distributed among selected academics and experts for feedback and suggestions. Based on the feedback, a final version was created and submitted to CAC for translation. After a few editorial changes, the survey was ready for distribution.

The population for this study was all 61 participants in the WiC CGAP. CAC provided the email addresses as well as background demographics: year of participation in the program, sport coached, province of residence, certification, and current coaching position at the time of entering the program. We assumed that the information was comprehensive, current, and accurate.

Our email invited the participants to complete the survey. As there was no way to guarantee that the coaches received the invitation, it was assumed that the email was delivered, unless returned as undeliverable. This happened in two cases with 6 other participants missing an email address, leaving 53 participants being sent the invitation.

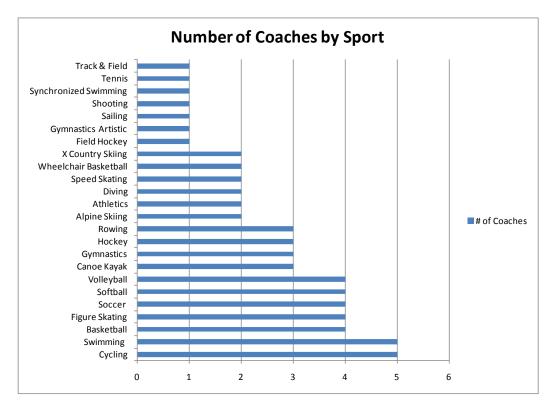
A total of 33 responses were received with 30 being complete. It was decided to discard the 3 incomplete surveys as unusable because the authors could not be verified. Of the 30 complete responses, 12 were received from 2009 participants, 11 from 2007 participants, and 7 from 2005 participants.

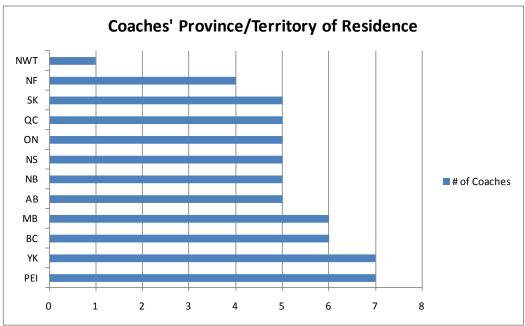
C. Analysis

There were different numbers of responses for the questions, which indicated that some questions were unanswered by some of the respondents. To be consistent, the results are reported as a percentage of the total number of respondents to each question as opposed to a percentage of the total sample. Where possible, results were quantified and are reported as such.

1. Profile of Participants in WiC CGAP

To date, there have been 61 participants in the WiC CGAP coaching 24 sports. All 10 provinces and two of the territories are represented by the participants.





The program includes participants of a wide age range although slightly more than 50 % of the respondents were 30 years old or younger.

Age Category			
Answer Options	Response Percent	Response Count	
< 25 yrs	30.0%	9	
26 - 30 yrs	26.7%	8	
31 - 35 yrs	16.7%	5	
36 - 40 yrs	6.7%	2	
41 - 45 yrs	6.7%	2	
46 - 50 yrs	10.0%	3	
> 50 yrs	3.3%	1	

Level of Education

Based on our data, 96% of the respondents possess post-secondary education. It should be noted that this is higher than the 75% reported in the "Report on the Status of Coaches in Canada" published by CAC in 2009.

Highest level of education			
Answer Options	Response Percent	Response Count	
High School	3.3%	1	
College or Technical Institute	3.3%	1	
University, Undergraduate Degree	80.0%	24	
University, Masters degree	13.3%	4	
University, PHD	0.0%	0	

Occupation

Only 13% reported their occupation as Coach while 20% reported as Sport Administration.

Occupation			
Answer Options	Response Percent	Response Count	
Coach	13.3%	4	
Teacher	13.3%	4	
Sport Administration	20.0%	6	
Student	20.0%	6	
Other	33.3%	10	

Coaching Credentials

Based on the baseline data provided by CAC, 5% of the incoming participants were NCCP Level 3 certified. Since entering the program, 74% of the respondents have improved their level of NCCP certification and 23% are now Level 3 certified. All of the coaches were now Level 2 certified or higher; 67% were Level 3 trained or higher. In addition, 40% of the respondents indicated possessing additional sport-specific certifications while 47% indicated possessing additional certification that they considered relevant to their coaching such as post-secondary education diplomas and degrees, and First Aid.

Indicate your highest NCCP Certification level. Please note the new NCCP certification levels are indicated here in brackets.			
Answer Options	Response Percent	Response Count	
Level 2 (NCCP Competition - Introduction) Certified	33.3%	10	
Level 3 (NCCP Competition - Development) Trained	43.3%	13	
Level 3 (NCCP Competition - Development) Certified	16.7%	5	
Level 4 (NCCP Competition - High Performance) Trained	3.3%	1	
Level 4 (NCCP Competition - High Performance) Certified	3.3%	1	
Level 5 (NCCP Competition - High Performance) Trained	0.0%	0	
Level 5 (NCCP Competition - High Performance) Certified	0.0%	0	

Coaching Experience

The respondents' coaching experience covered a wide range of years of experience and levels coached. The overwhelming majority (80%) indicated that they had coached both female and male athletes while 20 % indicated they had coached females only. None of the respondents coached only male athletes.

How many years of coaching experience do you have?			
Answer Options	Response Percent	Response Count	
< 5 yrs	26.7%	8	
6 - 10 yrs	40.0%	12	
11 - 15 yrs	16.7%	5	
> 15 yrs	16.7%	5	

Indicate each level you have coached.			
Answer Options	Response Percent	Response Count	
High School	23.3%	7	
College	0.0%	0	
University	6.7%	2	
Club	76.7%	23	
Regional	26.7%	8	
Provincial/Territorial	66.7%	20	
National	23.3%	7	

Gender of athletes coached.		
Answer Options	Response Percent	Response Count
Female only	20.0%	6
Male only	0%	0
Both Female and Male	80.0%	24

2. Impact of the WiC CGAP on the Participants' Coaching Career

Within our sample, 67% of the coaches felt that the WiC CGAP assisted them in advancing their coaching career.

Did the WiC Canada Games Apprenticeship Program assist you in your career advancement as a coach?		
Answer Options	Response Percent	Response Count
Yes	66.7%	20
No	33.3%	10

In comparing their coaching status before and after the WiC CGAP, 17% of coaches gained an increase in salary and 40% experienced a coaching position improvement. An improvement was determined by comparing positions held before entering the program and positions held after entering the program in terms of Head Coach, Assistant Coach, or Other and the level of the team coached ranging from Club to National. In reporting their current coaching status, 13% of respondents are presently coaching full time.

For those who responded positively, the predominant ways in which the program assisted them were advancing their certification level, creating networking opportunities, and being able to learn through observing other coaches.

Indicate which ways you feel the program assisted you.			
Answer Options	Response Percent	Response Count	
Advanced my coaching certification level	85.0%	17	
Opened networking opportunities	85.0%	17	
Allowed learning through observation of other coaches	80.0%	16	
Created mentoring opportunities	55.0%	11	
Created peer support	50.0%	10	
Provided financial support	45.0%	9	
Other (please specify)	15.0%	3	

The responding coaches added the following: opportunity to attend higher-level competitions, introduction to female role models in other sports leading to increasing my confidence as a coach, and opportunity to take on a leadership role in Games' preparation.

In our sample, 30% of the coaches are currently not coaching; 44% responded that this was due to conflicts with their full-time job. An additional 22% reported that it conflicted with their full-time studies. Other reasons were burnout due to the time constraints of holding a full-time job and coaching, starting a family, and moving to a new area of the country.

Do you currently hold a coaching position?		
Answer Options	Response Percent	Response Count
Yes	70.0%	21
No	30.0%	9

Of the sub-sample of participants who are currently not coaching, 89% stated that they hope to resume coaching in the future. The majority indicated their desire to return to coaching at the same level they left with hopes of advancing their coaching position after they have returned.

Do you plan to return to coaching in the future?			
Answer Options	Response Percent	Response Count	
Yes	88.9%	8	
No	11.1%	1	

3. Barriers to Advancing a Coaching Career

Lack of salary was rated as the number one barrier to the advancement of the participants' coaching career. This is supported by the reporting of salaries of their most recent coaching positions where 87% of respondents are earning less than \$10,000 per year and 50% are unpaid (volunteers). Family commitments, lack of financial support, lack of opportunity to advance, and lack of respect from peers and/or administration all rated as barriers that had an effect on their coaching career advancement. Each barrier had at least one respondent rate it as completely affecting the advancement of their career.

To what degree have the following barriers affected the advancement of your coaching career?								
Answer Options	Not at all	2	3	4	Completely	Rating Average	Response Count	
Lack of salary	10.0%	13.3% (4)	43.3% (13)	6.7% (2)	26.7% (8)	3.27	30	
Family commitments	33.3% (10)	13.3% (4)	16.7% (5)	16.7% (5)	20.0% (6)	2.77	30	
Lack of financial support (for course fees, etc)	23.3% (7)	20.0% (6)	23.3% (7)	26.7% (8)	6.7% (2)	2.73	30	
Lack of opportunity to advance	27.6% (8)	20.7% (6)	27.6% (8)	13.8% (4)	10.3% (3)	2.59	29	
Lack of respect from peers or administration	33.3% (10)	23.3% (7)	16.7% (5)	6.7% (2)	20.0% (6)	2.57	30	
Lack of female role models or mentors	46.7% (14)	0.0% (0)	23.3% (7)	23.3% (7)	6.7% (2)	2.43	30	
Lack of self-confidence in coaching ability	30.0% (9)	23.3% (7)	33.3% (10)	10.0% (3)	3.3% (1)	2.33	30	
Lack of peer support	30.0% (9)	36.7% (11)	13.3% (4)	16.7% (5)	3.3% (1)	2.27	30	
Lack of educational opportunities	33.3% (10)	30.0% (9)	26.7% (8)	3.3% (1)	6.7% (2)	2.20	30	
Difficulty in adapting to the male culture of your sport	63.3% (19)	10.0% (3)	13.3% (4)	10.0% (3)	3.3% (1)	1.80	30	
Please add any other barriers you have experienced							9	

Other barriers were lack of job stability, too much travel required, and lack of NCCP courses offered (East Coast).

Annual Salary of most recent coaching position.		
Answer Options	Response Percent	Response Count
Unpaid	50%	15
<\$2,500	17%	5
\$2,500 - \$5,000	7%	2
\$5,001 - \$10,000	13%	4
\$10,001 - \$20,000	3%	1
\$20,001 - \$30,000	0%	0
\$30,001 - \$40,000	3%	1
\$40,001 - \$50,000	3%	1
\$50,001 - \$60,000	3%	1
\$60,001 - \$70,000	0%	0
>\$70,000	0%	0

4. Reflective Thoughts

The participants were asked to reflect on the impact that the WiC CGAP had on them, personally and professionally. Many comments revealed similar thinking within the group. Summarizing their comments and including quotes from the respondents:

89% stated that it had been a positive experience

"A wonderful experience ..."

"The experience was highly positive for me."

"The experience was very valuable to me."

"The program has had a profound impact on me as a coach and as an individual."

"The experience for me was unbelievable"

• 54% valued the networking opportunities created by the program

"... provided the opportunity to meet many other female coaches at my level."

"Through the opportunity I experienced major networking within my sport and outside of my sport."

"The best part for me was meeting female coaches from all over the country and hearing their experiences."

 25% stated that they had gained valuable personal growth and found it to be a strong motivator to continue to improve their coaching skills

"The WIC Canada Games Apprenticeship program was a great opportunity that helped me grow personally and professionally. It has helped me to overcome my shyness, and gave me the ability to learn to express myself with confidence to people I may not know very well or even at all. This program taught me that I have everything that I need to be a confident coach."

"The WIC program was an incredible opportunity; without it I can confidently say I would not have continued my coaching at the level I am now."

• 18% stated it had made them a better coach

"I know I am a better coach because of the experience."

"I feel I grew a tremendous amount as a person and coach."

 Other comments: It provided a boost in confidence, helped overcome barriers, provided much needed financial support, created new opportunities, and encouraged the provincial sport organization (PSO) to offer NCCP Level 3 courses.

"... allowed to gain knowledge, understand the commitment and whet my appetite for higher level competition."

"Without the financial support it would not have been possible for me to achieve so much."

"The WIC program allowed me to gain the confidence needed in order to take my coaching to the next level."

"Gave the push my PSO needed to finally arrange for the appropriate Level 3 courses."

Only two negative comments were made: There was no follow-up after the completion of the program and the program's effectiveness was limited by the quality of the mentor. One respondent indicated that the program had been cancelled by her PSO before the Games occurred.

5. Summary of Results

The women brought together as participants in the WiC CGAP are a diverse group in many aspects: age, coaching experience, geographical location, and sports coached. They share a commonality in their desire to pursue coaching and improve their professional and interpersonal skills. They also share a strong belief that the program was greatly beneficial for them in creating networks, improving certification, and personal growth (motivation, improved coaching skills, and increased confidence).

"WiC has provided me with a great opportunity to connect with coaches of a wide range of different sports who are going through similar challenges and experiences as myself. Bonding with the apprentices, meeting a few mentors and connecting with the facilitators allowed many networking doors that would assist my coaching career with the resources I would not have had if not for the Canada Games Apprenticeship program."

One of the goals of the program is to facilitate an increase in the level of NCCP certification and specifically, completion of NCCP Level 3. Of the incoming coaches, 5% possessed Level 3 certification. More than two-thirds achieved an increase in their level of certification with 23% attaining Level 3 certification. This was achieved through a combination of exposure to the opportunity, supplying financing, and the providing of peer support and role models.

"... a great experience and great inspiration to attain advancement in NCCP qualifications"

The results of this survey show conflicting data in regard to the effect of the WiC CGAP on career advancement. As a concrete measure, the researcher used two indicators: job positions and salary before and after the program. Less than one-half of the coaches gained advancement in coaching position after their participation in the program and only 17% gained a salary increase. Half are still coaching as unpaid volunteers despite improving their NCCP certification and gaining experience at the Canada Games. The conclusion, by indicators used, is that career advancement was not achieved by the majority of participants. However, when directly asked most stated that the program did assist in advancing their career. They placed value on the experience, improved certification, networking, improvement of coaching skills, and peer support. They measured their career advancement in these terms as opposed to the more traditional markers of salary and position.

"I think that the WiC gave me a huge chance to show people that I am able to be a great coach."

There is an ongoing dialogue about barriers faced by women in coaching and how these barriers contribute to the current decline in the female coaching population. One hope of the WiC CGAP is that it helps overcome some of these barriers and thus assists in keeping women in coaching. In our survey, 70% of the coaches are presently coaching and an additional 27% are planning to return to coaching in the future. This is very positive as it shows an attrition rate of only 3%. The women who participate in the program stay in coaching. The design of the program itself purposely breaks down some of the barriers listed in our study. It is interesting to note that the barriers identified as having the lesser

impact on the participants are ones that are addressed (see A: Description of the WiC CGAP) in the program:

- Lack of female role models or mentors
- Lack of self-confidence in coaching ability
- Lack of peer support
- Lack of educational opportunities

The WiC CGAP is successful in breaking down these barriers and therefore is helping to contribute to the women staying in coaching. The barriers rated as having the most impact on the participants – lack of salary and family commitments – are barriers that the program cannot address.

"The WIC program was an incredible opportunity, without it I can confidently say I would not have continued my coaching at the level I am now."

6. Limitations of this Study

A limitation of this study was the small sample size of the starting population of 61 participants although the return rate on the online survey was well above average at 57%. Even with this relatively high response rate, the small original population size makes it difficult to generalize for the entire population. The responses were overwhelmingly in favour of the program and positive in their feedback of their experiences. We are unable to determine if there was limited negative feedback because that is how all the participants viewed the program or if the participants with negative attitudes to the program chose to ignore the survey due to those negative feelings.

A second limitation was the inability to confirm whether all the participants received an invitation to complete the survey. Email addresses tend to be transitory in nature and it is unknown how up-to-date CAC's email address list was. Given the time restraints in executing this research, we were unable to undertake an extensive search to confirm the email addresses as current or find current email addresses for the participants whose email addresses were missing.

Appendix A: Email Invite to Survey

To: {name of participant}

Reminder: Your thoughts are important to us, please respond, the survey will close as of March 6/2010 at midnight – Thank you, Merci

Dear Coaches.

I hope that this email finds you very well. I am writing to you with a very important request. The Coaching Association of Canada's Women in Coaching program has initiated an evaluation to assess the impact of the Canada Games Apprenticeship Program. As a past participant of this program, your participation in this survey is extremely important. I would ask that you take a few minutes of your time to complete the survey. The data is being collected by our researcher and will be instrumental in our continued efforts to increase opportunities for female coaches at all levels of the Canadian sport system.

Thank you for your co-operation.

Sincerely, Sheilagh Croxon Consultant, Women in Coaching, Coaching Association of Canada

To enter the survey (in English), click here: WiC CGAP survey in English

To enter the survey (in French), click here: WiC CGAP francais

Chères entraîneures,

J'espère que vous allez bien. Je vous écris afin de vous transmettre une demande importante. Le programme Les entraîneures de l'Association canadienne des entraîneurs procède à une évaluation dans le but de mesurer l'incidence du Programme d'apprenties entraîneures aux Jeux du Canada. Comme vous avez déjà participé à ce programme, vos réponses à ce sondage revêtent une importance toute particulière. Je vous prie de prendre quelques minutes pour remplir ce sondage. Les données seront étudiées par notre chercheure et joueront un rôle de premier plan dans les futures orientations de nos initiatives visant à accroître les possibilités offertes aux entraîneures de tous les niveaux du système sportif canadien.

Merci de votre coopération et recevez mes sincères salutations.

Sheilagh Croxon

Consultante du programme Les entraîneures, Association canadienne des entraîneurs

Pour lancer le sondage (français), cliquez ici : WiC CGAP français

Pour lancer le sondage (en anglais), cliquez ici : WiC CGAP survey in English

Thank you for taking the time to complete this survey by the Coaching Association of Canada. Your feedback is important to us. This survey should only take about 15 minutes of your time. This survey relates to your participation in the Women in Coaching Canada Games Apprenticeship Program.

In order to progress through this survey, please use the following navigation links:

- Click the **Next** button to continue to the next page.
- Click the **Previous** button to return to the previous page.
- Click the **End** button to submit your survey.

The conduct of this survey involves the collection of personal information. All information collected is considered confidential and will not be disclosed to third parties without your consent. No names or other identifying information will be included in any report on the study.

If you have any questions, please contact us at the CAC office.

1. How did you first hear of the Women in Coaching Canada Games Apprenticeship Program?

€	A coach
ē	Provincial/Territorial Sport Organization
ē	National Sport Organization
ê	Coaching Association of Canada
ê	Provincial/Territorial Coaching Association
ê	Educational Institution (High School, College, University)
É	Other (please specify)

2. Did the WiC Canada Games Apprenticeship Program assist you in your career advancement as a coach?

jm	Yes
m	No

Ē	Provided financial support
ê	Advanced my coaching certification level
ê	Opened networking opportunities
Ē	Created peer support
ē	Created mentoring opportunities
Ē	Allowed learning through observation of other coaches
ē	Other (please specify)
	5

4. Rank 1 to 6 the impact the following experiences in the Apprenticeship Program had on you.

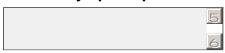
1 being the greatest and 6 being the least.

	1. greatest	2.	3.	4.	5.	6. least
The opportunity to attend training camps or be integrated with the Canada Games Team	ja	jm	ja	j n	jn	ja
Attending the first Professional Development weekend with the other CG Apprentices	jn	jn	jn	jn	j n	j'n
Attending the Sport Leadership Conference with the other CG Apprentices	jn	jm	jn	j a	j a	jm
Having a mentor to talk to throughout the process	jm	jm	jn	jn	Jm	jm
Having the support from my Provincial/Territorial Sport Organization	jn	jm	jm	j a	J ro	jm
Attending the Canada Games as a Coach in my sport	m	m	m	m	m	m

5. Indicate your highest NCCP Certification level. Please note the new NCCP
certification levels are indicated here in brackets.



6. Add any sport specific certification you hold (eg. in soccer CSA National B License)



7. List any other certifications or licensing you possess that is relevant to your coaching career.



8. How many years of coaching experience do you have?

```
jm < 5 yrs
jm 6 - 10 yrs
jm 11 - 15 yrs
jm > 15 yrs
```

9. Indicate each level you have coached.

High School
 College
 University
 Club
 Regional
 Provincial/Territorial

National

10.	Gender of athletes coached.
ê	Female only
€	Male only
€	Both Female and Male

11. List the coaching positions you held BEFORE entering the WiC Canada Games Apprenticeship Program. Order from most recent to least recent.

	Coaching Position	Level	Job Status	Annual Salary	# of years in this position
1	6	6	6	6	6
2	6	6	6	6	6
3	6	6	6	6	6
4	6	6	6	6	6
5	6	6	6	6	6
6	6	6	6	6	6

12. List the coaching positions you held AFTER completing the WiC Canada Games Apprenticeship Program. Order from most recent to least recent.

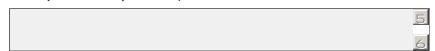
	Coaching Position	Level	Job Status	Annual Salary	# of years in this position
1	6	6	6	6	6
2	6	6	6	6	6
3	6	6	6	6	6
4	6	6	6	6	6
5	6	6	6	6	6
6	6	6	6	6	6

13. Do you	currently h	old a coachi	ng position	?		
jn Yes						
jn No						

THE FOUND COIL OF	s why you are not o	arronay coddii	5				
15. Do you plan to return to coaching in the future?							
jn Yes							
jn No							
If Yes, at what level do	ou hope to return to coach?						
	5						

16. Reflect on your coaching career to date, to what degree have the following barriers affected the advancement of your coaching career.

	Not at all	2	3	4	Completely
Lack of opportunity to advance	j ta	j'n	Jm	J'n	j sn
Lack of salary	j m	jn	j m	J'n	J m
Family commitments	ja	j'n	Jm	J∕n	j sn
Lack of self-confidence in coaching ability	jm	j m	j m	j m	j m
Lack of peer support	ja	j to	J∕n	j m	j tn
Lack of respect from peers or administration	jm	jm	j m	j m	j m
Lack of educational opportunities	jn	jn	jn	jn	jn
Lack of financial support (for course fees, etc)	j m	jn	j m	j m	jn
Difficulty in adapting to the male culture of your sport	jn	ja	ja	jn	j n
Lack of female role models or mentors	j m	jm	jm	jm	jm
Please add any other barriers you have experienced					



low to share your	tnoughts.	5	
		6	

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