



Office of Diversity and Inclusion

# CAMPUS CULTURE AND CLIMATE ASSESSMENT

ANALYSIS OF  
ATHLETICS  
DEPARTMENT  
REPORT

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## INTRODUCTION: ANALYSIS OF CLIMATE FOR DEPARTMENT OF ATHLETICS

This report expands upon the work of the Campus Climate and Culture Task Force on the Assessment of Climate for Learning, Kennesaw Campus.<sup>1</sup> Background information, a campus-wide executive summary, and details about the consulting firm that assisted with the study can be viewed on the Campus Culture and Climate Assessment home page at <http://diversity.kennesaw.edu/kennesawccca/>

In order to guide the diversity action planning process, responses have been analyzed within each college and division. This report provides findings for respondents affiliated with the Department of Athletics (herein after referred to as Athletics). There are four sections in this report; they are described in detail below. General response items are included while follow-up questions are excluded. Items with very small response numbers were excluded from all comparisons to protect confidentiality.<sup>2</sup>

In Section I, responses from Athletics staff are compared to those of all other Kennesaw Campus staff. Chi square tests were used for these comparisons to identify statistically significant differences. This comparison provides important information to measure the strengths and challenges evident within Athletics when compared against the Kennesaw Campus as a whole.

Section II compares responses between single identity groups of staff within Athletics and all Athletics staff identity groups combined, with a focus on historically underrepresented/marginalized identity groups. Standard deviation was used to establish a statistical basis for determining whether differences between comparison groups were large enough to be labeled significant strengths or challenges. When differences were not statistically significant but still informative, the designation of meaningful strengths or challenges was used. These comparisons provide a more detailed insight into Athletics' climate based on the traits of gender and race/ethnicity.

Section II also includes a separate analysis based on benchmarks. Benchmarks were established by averaging responses by group (instructors/faculty/staff and students), revealing a response rate ideal that varied by the type of question asked. For example, if on average, 80% of staff respondents across KSU report comfort with the climate in their departments, then it is established that at least 80% of Athletics staff respondents should report the same. If that benchmark is exceeded, it is considered a strength within Athletics. If the benchmark is not met, then it is considered a challenge. Benchmarks do not represent the desired end points for Athletics' climate; rather, they are next steps or goals in the improvement process.

Section III presents an analysis of items with numeric scale ratings on various dimensions of the campus climate. This analysis includes multiple comparisons of groups within Athletics to the corresponding groups for the Kennesaw Campus.

Section IV presents findings for items that are specific to the identity groups of female staff and staff of color.

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<sup>1</sup> The Kennesaw Campus is also referred to as KSU in this report, because the climate assessment was conducted prior to consolidation.

<sup>2</sup> It should be noted that percentage point differences may appear extreme when small numbers are expressed as percentages, which is the case with many Athletics staff identity groups and departments.

## SECTION I: COMPARISON OF RESPONSES FROM ATHLETICS STAFF TO ALL OTHER RESPONDENTS AND TO BENCHMARKS

Chi square tests determined statistically significant differences between responses from Athletics staff and all other KSU staff.<sup>3</sup> Statistically significant and favorable results were labeled significant strengths while those that were statistically significant and unfavorable were labeled significant challenges. Results that were informative but not statistically significant were labeled meaningful strengths and meaningful challenges. Only items with differences of ten percentage points or more were included in the report narrative. All items with differences of less than ten percentage points can be found in Appendix III.<sup>4</sup> Data tables in this appendix provide information on additional items that may be considered potential strengths and challenges for Athletics.

Comparisons were also conducted of responses from Athletics staff to established benchmarks.<sup>5</sup> Established benchmarks enabled comparisons of a group to a predetermined goal as opposed to a group to a group. Items that did meet or went beyond benchmarks (either above or below depending on whether an item is stated positively or negatively) were labeled strengths. Those that did not meet or fell below benchmarks were labeled challenges. Only items with differences of six percentage points or more were included. All items with differences of less than six percentage points can be found in Appendix IV. Data tables in this appendix provide information on additional items that may be considered potential strengths and challenges for Athletics.

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<sup>3</sup> See Appendix I: Methodology for more details of this analysis.

<sup>4</sup> Items where the difference between the comparison group response average and the average for all other groups was less than four percentage points were excluded from analysis. The result is that some group comparisons will have more items in the analysis than others. Groups with more items in the analysis may warrant priority attention because of more overall group differences in experiences and perceptions of climate.

<sup>5</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

## Findings for Athletics Staff Compared to Other KSU Staff

### OVERVIEW

Table 1 shows the items that were identified as top strengths and challenges. Items in each cell are ranked by greatest differences from the comparison. Underlined items appear as top challenges in both comparisons.

Table 1: Top Challenges for Athletics Staff

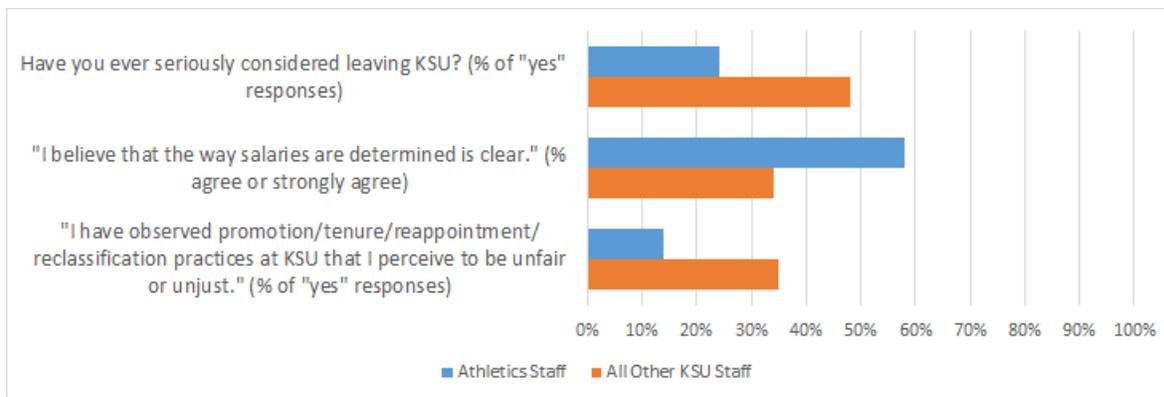
ATHLETICS STAFF		
	<b>Comparison to All Other KSU Staff</b>	<b>Comparison to Benchmarks</b>
Top Strengths	<ul style="list-style-type: none"> <li>• Lower percentage who have seriously considered leaving KSU</li> <li>• Higher agreement that the way salaries are determined is clear</li> <li>• Lower percentage who have observed unjust promotion/reclassification practices at KSU</li> </ul>	<ul style="list-style-type: none"> <li>• Higher agreement that KSU provides them with resources to pursue professional development</li> <li>• Higher levels of comfort with the climate at KSU</li> </ul> <p>Higher agreement that</p> <ul style="list-style-type: none"> <li>• their supervisors provide them with resources to pursue professional development<sup>6</sup></li> <li>• they have colleagues who give career guidance when needed<sup>6</sup></li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• <u>Lower agreement that they are comfortable taking earned leave without fear that it may affect their careers</u></li> <li>• Lower agreement that KSU is supportive of taking leave</li> </ul>	<p>Lower agreement that</p> <ul style="list-style-type: none"> <li>• KSU provides available resources to help balance work-life needs</li> <li>• the way salaries are determined is clear</li> <li>• <u>they are comfortable taking earned leave without fear that it may affect their careers</u></li> </ul>

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<sup>6</sup> These two items were the same distance from the benchmark and therefore had the same rank.

## Section 1.1: Athletics Staff to KSU Staff Comparisons<sup>7</sup>

Chart 1: Top Three Strengths, Athletics Staff Compared to All Other KSU Staff



### Significant Strengths

A significantly lower percentage of Athletics staff

- have seriously considered leaving KSU (24%, n=13) compared to all other KSU staff (48%, n=333),<sup>i</sup>
- have observed unjust promotion/reclassification practices at KSU (14%, n=7) compared to all other KSU staff (35%, n=194),<sup>ii</sup> and
- have personally experienced exclusionary behavior at KSU within the past year (13%, n=7) compared to all other KSU staff (30%, n=211).<sup>iii</sup>

A significantly higher percentage of Athletics staff agreed or strongly agreed that

- the way salaries are determined is clear (58%, n=30) compared to all other KSU staff (34%, n=222),<sup>iv</sup>
- they have supervisors who give career guidance when needed (92%, n=48) compared to all other KSU staff (73%, n=478),<sup>v</sup>
- their supervisors provide ongoing feedback to help improve performance (93%, n=50) compared to all other KSU staff (75%, n=498),<sup>vi</sup> and
- they have colleagues who give career guidance when needed (94%, n=50) compared to all other KSU staff (82%, n=524).<sup>vii</sup>

In addition,

- a higher percentage of Athletics staff were comfortable or very comfortable with the climate in their department (93%, n=51) compared to all other KSU staff (78%, n=545).<sup>viii</sup>

<sup>7</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

## Meaningful Strengths

A higher percentage of Athletics staff

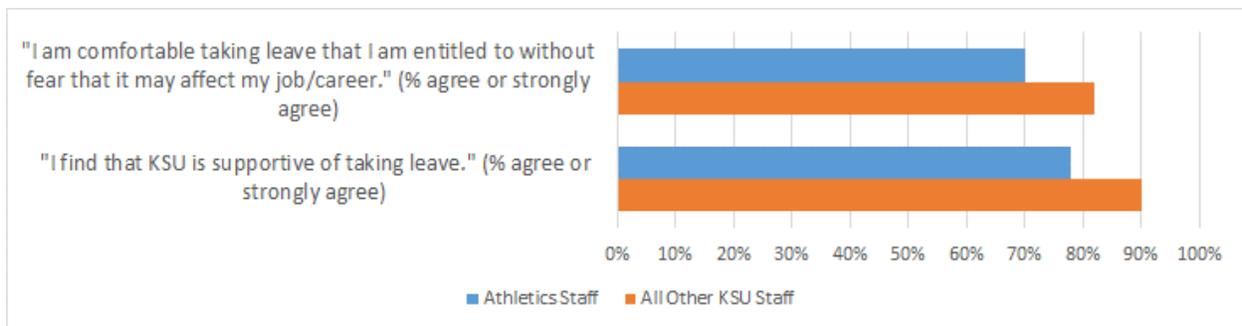
- agreed or strongly agreed that KSU provides available resources to help balance work-life needs (50%, n=19) compared to all other KSU staff (36%, n=176), and
- were comfortable or very comfortable with the climate at KSU (95%, n=52) compared to all other KSU staff (83%, n=575).

A lower percentage of Athletics staff agreed or strongly agreed that

- they have to work harder than their colleagues to achieve the same recognition (22%, n=11) compared to all other KSU staff (33%, n=219), and
- they were reluctant to bring up issues of concern for fear that it would affect their performance evaluation/promotion decision (22%, n=11) compared to all other KSU staff (32%, n=208).

See Table 1 of Appendix III for further information.

Chart 1.1: Top Challenges, Athletics Staff Compared to All Other KSU Staff



## Significant Challenge

- A significantly lower percentage of Athletics staff agreed or strongly agreed that they are comfortable taking earned leave without fear that it may affect their careers (70%, n=38) compared to all other KSU staff (82%, n=551).<sup>ix</sup>

## Meaningful Challenges

- A lower percentage of Athletics staff agreed or strongly agreed that KSU is supportive of taking leave (78%, n=36) compared to all other KSU staff (90%, n=570).

See Table 1 of Appendix III for further information.

## Section 1.2: Athletics Staff to Benchmark Comparisons<sup>8</sup>

The results of benchmark comparisons for Athletics staff responses are presented here, arranged by item type.<sup>9</sup> Items that were less than six percentage points from the benchmark were not included in the analysis. As a result, there will be no findings to report for some item types.

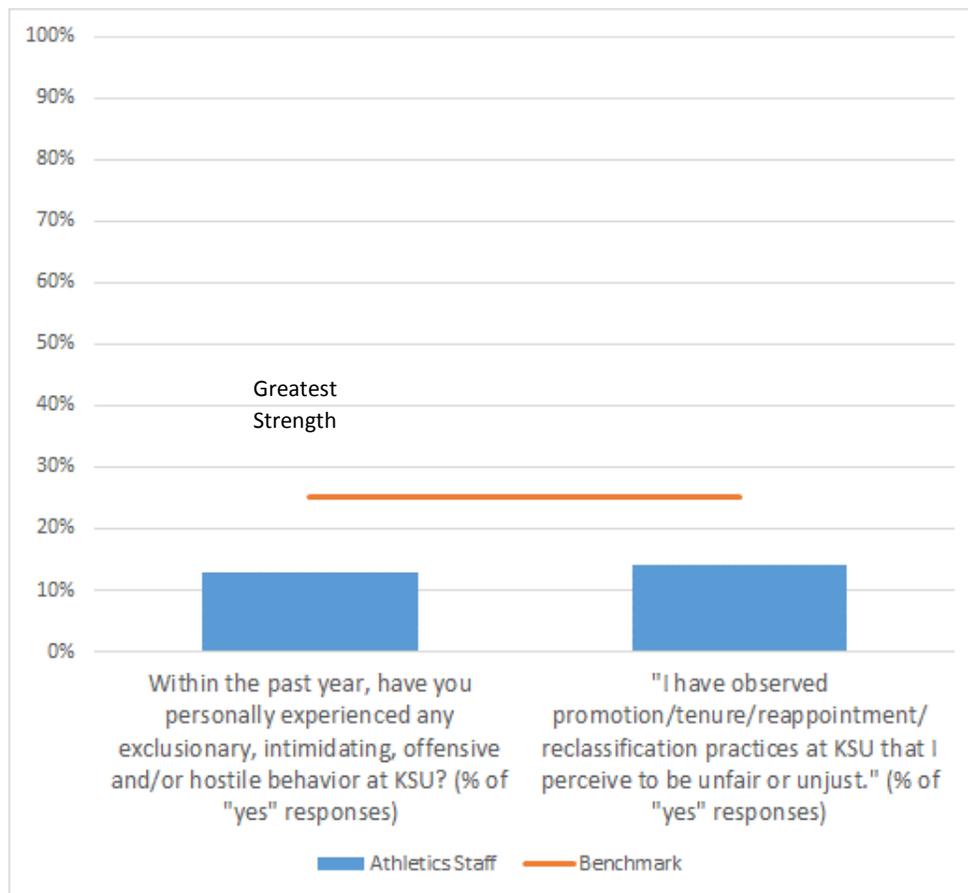
### Yes-No Item Types:

These questions refer to observations or experiences that are undesirable, so a “yes” response to any of these questions is also undesirable. The goal is for the percentage of “yes” responses to be below the benchmark. The benchmark for these items is 25% or less responding with “yes.”

The benchmark comparison for yes-no item types revealed two areas of strength. At percentages below the benchmark, Athletics staff have

- personally experienced exclusionary behavior at KSU within the past year (13%, n=7), and
- observed unjust promotion/reclassification practices at KSU (14%, n=7).

Chart 2: Athletics Staff “Yes-No” Responses Compared to Benchmark



<sup>8</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

<sup>9</sup> See Table 1 in Appendix IV for details.

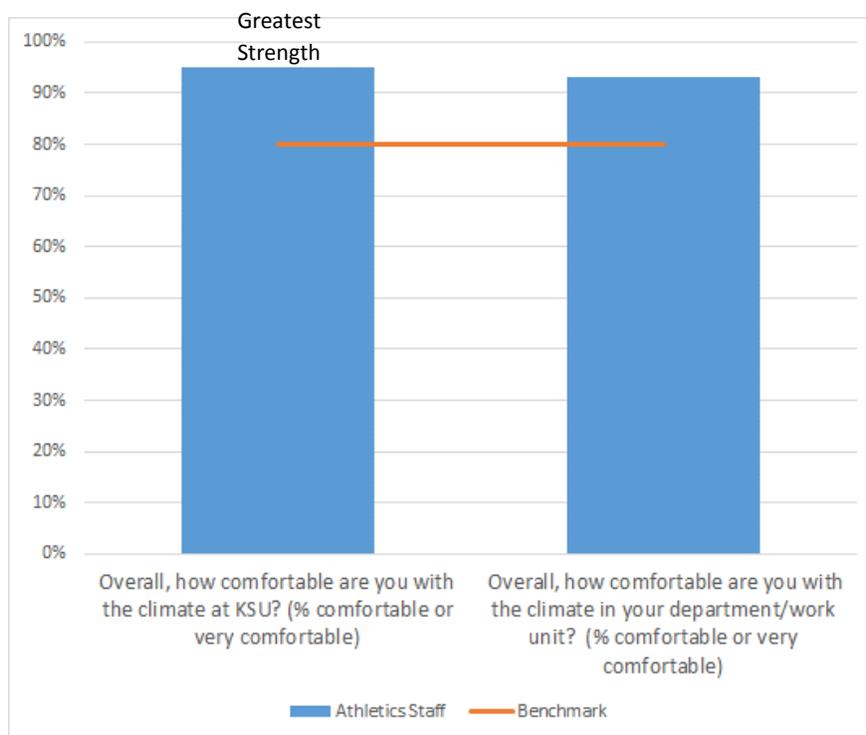
### Very Comfortable – Very Uncomfortable Item Types:

These questions refer to levels of comfort in different environments, so the desired responses are “comfortable” or “very comfortable.” The goal is for such responses to be above the benchmark. The benchmark for these items is 80%.

The benchmark comparison for comfortable-uncomfortable items revealed two areas of strength. At percentages above the benchmark, Athletics staff were comfortable or very comfortable with the climate

- at KSU (95%, n=52), and
- in their department (93%, n=51).

Chart 2.1: Athletics Staff Comfort Responses Compared to Benchmark



### Strongly Agree – Strongly Disagree Item Types (staff, positive statements):

These questions refer to levels of agreement with a series of positively worded statements about work-life for staff, so the desired responses are “agree” or “strongly agree.” The goal is for such responses to be above the benchmark. The benchmark for these item types is 80% or more responding with “agree” or “strongly agree.”

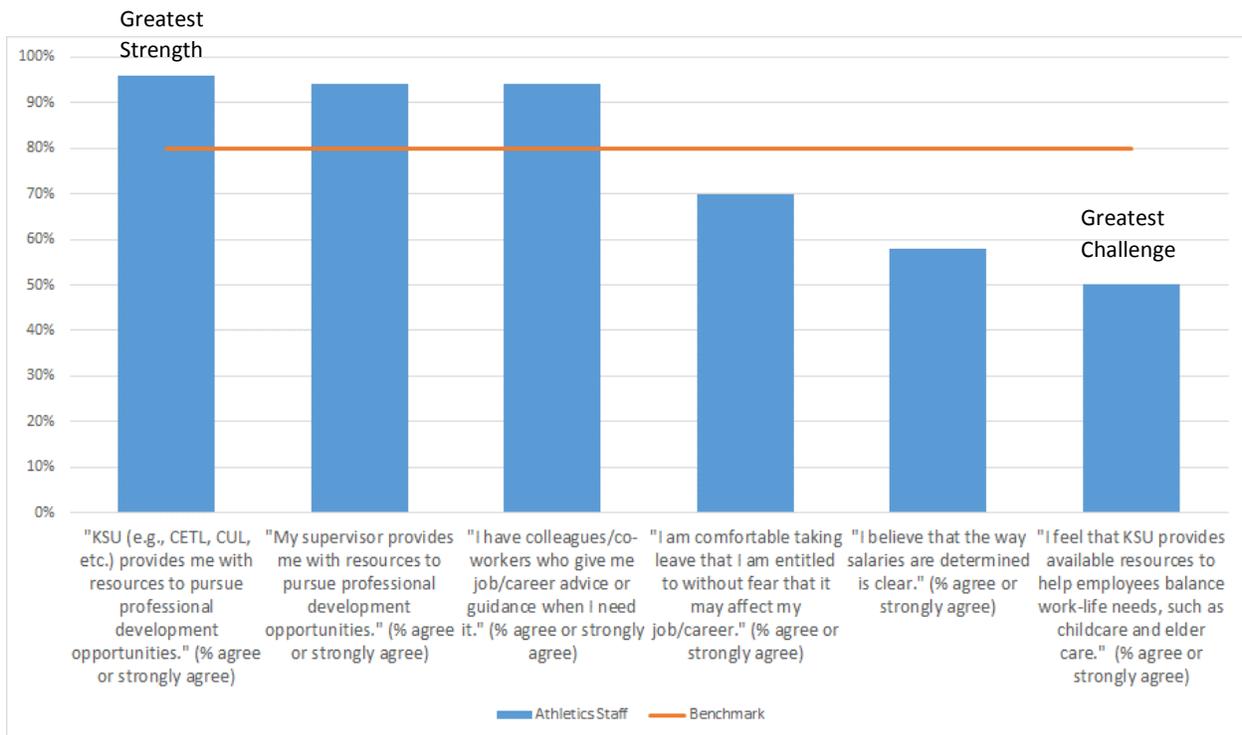
The benchmark comparison for agree-disagree item types revealed five areas of strength. The top three are presented here.<sup>10</sup> At percentages above the benchmark, Athletics staff agreed that

- KSU provides them with resources to pursue professional development (96%, n=47),
- their supervisors provide them with resources to pursue professional development (94%, n=50), and
- they have colleagues who give career guidance when needed (94%, n=50).

The analysis also disclosed three areas of challenge. At percentages below the benchmark, Athletics staff agreed that

- they are comfortable taking earned leave without fear that it may affect their careers (70%, n=38),
- the way salaries are determined is clear (58%, n=30), and
- KSU provides available resources to help balance work-life needs (50%, n=19).

Chart 2.2: Athletics Staff Work-Life Agreement Responses Compared to Benchmark



**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

These questions refer to levels of agreement with a series of negatively worded statements about work-life for staff, so responses of “agree” or “strongly agree” are not desirable. The goal is for such responses to be below the benchmark. The benchmark for these items is 35% or less responding with “agree” or “strongly agree.”

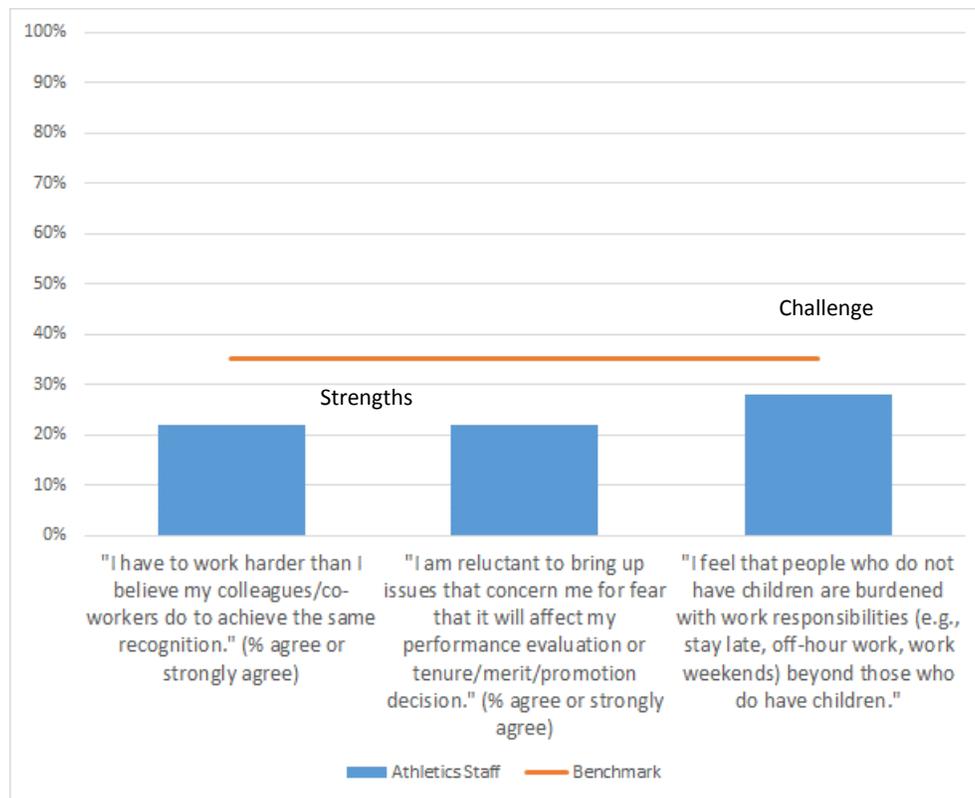
<sup>10</sup> See Table 1 of Appendix IV for further information.

The benchmark comparison for negatively worded agree-disagree item types revealed two areas of strength. At percentages below the benchmark, Athletics staff agreed that

- they have to work harder than their colleagues to achieve the same recognition (22%, n=12), and
- they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions (22%, n=11).

The analysis also disclosed one area of challenge. At percentages above the benchmark, Athletics staff agreed that people who do not have children are burdened with work responsibilities beyond those who do have children (28%, n=13).

Chart 2.3: Athletics Staff Agreement with Negatively Worded Statements about Work-Life Compared to Benchmark



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- <sup>i</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who have seriously considered leaving KSU:  $X^2(1, n=750)=12.088, p<.01$ .
- <sup>ii</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who have observed unjust promotion/tenure/reclassification practices at KSU:  $X^2(1, n=605)=8.619, p<.01$ .
- <sup>iii</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who have personally experienced exclusionary behavior at KSU within the past year:  $X^2(1, n=748)=7.748, p<.01$ .
- <sup>iv</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who agreed or strongly agreed that the way salaries are determined is clear:  $X^2(1, n=708)=11.956, p<.01$ .
- <sup>v</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who agreed or strongly agreed that they have supervisors who give career guidance when needed:  $X^2(1, n=703)=9.114, p<.01$ .
- <sup>vi</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who agreed or strongly agreed that their supervisors provide ongoing feedback to help improve performance:  $X^2(1, n=721)=8.806, p<.01$ .
- <sup>vii</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who agreed or strongly agreed that they have colleagues who give career guidance when needed:  $X^2(1, n=694)=5.428, p<.05$ .
- <sup>viii</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who were comfortable or very comfortable with the climate in their departments:  $X^2(2, n=750)=6.465, p<.05$ .
- <sup>ix</sup> A chi square test was conducted to compare percentages of respondents from Athletics with all other staff respondents who agreed or strongly agreed that they are comfortable taking earned leave without fear that it may affect their careers:  $X^2(1, n=725)=4.525, p<.05$ .

## SECTION II: ANALYSIS OF STAFF IDENTITY GROUP RESPONSES WITHIN ATHLETICS

This section includes subsections of analyses of staff responses by gender and race/ethnicity. For other demographic variables such as citizenship, disability status, sexual identity, or military service status, numbers were insufficient to analyze without compromising confidentiality.

For the first comparison, responses of Athletics staff for each identity group were compared to those of all Athletics staff identity groups. Favorable differences of more than one standard deviation from the average for all identity groups were labeled significant strengths. Differences of less than one standard deviation were labeled meaningful strengths or challenges.<sup>11</sup> Only items with differences of ten percentage points or more were included. All items, including those with differences of less than ten percentage points, can be found in the dashboard tables in Appendix III.<sup>12</sup>

The remaining two comparisons do not use the distinctions of significant or meaningful, because they do not use standard deviation – the basis of these distinctions. For the second comparison, responses of Athletics staff for each identity group were compared to their demographic counterparts. For example, responses of female staff were compared to those of male staff. Responses of the reference group that compared favorably to their counterparts were labeled strengths, and those that compared unfavorably were labeled challenges. Only items with differences of ten percentage points or more were included. All items, including those with differences of less than ten percentage points, can be found in the dashboard tables in Appendix III.

For the third comparison, responses of Athletics staff for each reference group were compared to established benchmarks.<sup>13</sup> Established benchmarks enabled comparisons of a group to a predetermined goal as opposed to another group. Items that did meet or went beyond benchmarks (either above or below depending on whether an item is stated positively or negatively) were labeled strengths. Only items with differences of six percentage points or more were included. Dashboard tables of these comparisons can be found in Appendix IV.

For all of these comparisons, items with very small response numbers were excluded. The data tables in Appendices III and IV provide the full detail of these comparisons in dashboard format.

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<sup>11</sup> See Appendix I: Methodology for more details of this analysis.

<sup>12</sup> Items where the difference between the specific identity group response averages and the mean for all identity groups was less than four percentage points were excluded from analysis. The result is that some group comparisons will have more items in the analysis than others. Groups with more items in the analysis may warrant priority attention because of more overall group differences in experiences and perceptions of climate.

<sup>13</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

## Athletics Staff, Gender/Gender Identity

Athletics female staff are the focus of this section. Within Athletics, there were 14 female staff and 41 male staff respondents. There were no staff who identified as transgender, genderqueer, or multiple/other gender identities.

### OVERVIEW

Table 2 shows the items that were identified as top strengths and challenges. Items in each cell are ranked by greatest differences from the comparison. Underlined items appear as strengths or challenges in two of three comparisons. Bold items appear as challenges in all three comparisons. Items that appear in more than one comparison should be considered as having been emphasized in terms of their importance.

Table 2: Top Strengths and Challenges for Athletics Female Staff

ATHLETICS FEMALE STAFF			
	<b>Comparison to All Athletics Identity Groups</b>	<b>Comparison to Athletics Male Staff</b>	<b>Comparison to Benchmarks</b>
Top Strengths	There were no areas of strength with a difference of 10 percentage points or greater for this comparison.	<ul style="list-style-type: none"> <li>• <u>Higher levels of comfort with the climate in their department</u></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Higher levels of comfort with the climate in their department</u></li> <li>• Higher agreement that their supervisors provide ongoing feedback to help improve performance</li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• <b>Lower agreement that KSU is supportive of taking leave</b></li> <li>• Higher percentage who have seriously considered leaving KSU</li> <li>• Higher agreement that <u>people who do not have children are burdened with work responsibilities beyond those who do have children</u><sup>14</sup></li> <li>• <b>their colleagues expect them to represent the “point of view” of their identities</b><sup>14</sup></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lower agreement that KSU is supportive of taking leave</b></li> <li>• Higher agreement that <b>their colleagues expect them to represent the “point of view” of their identities</b></li> <li>• <u>people who do not have children are burdened with work responsibilities beyond those who do have children</u></li> </ul>	<p>Lower agreement that</p> <ul style="list-style-type: none"> <li>• the way salaries are determined is clear</li> <li>• <b>KSU is supportive of taking leave</b></li> <li>• they are comfortable taking earned leave without fear that it may affect their careers<sup>15</sup></li> <li>• <b>their colleagues expect them to represent the “point of view” of their identities</b><sup>15</sup></li> </ul>

<sup>14</sup> These two items are the same distance from the comparison and therefore have the same rank.

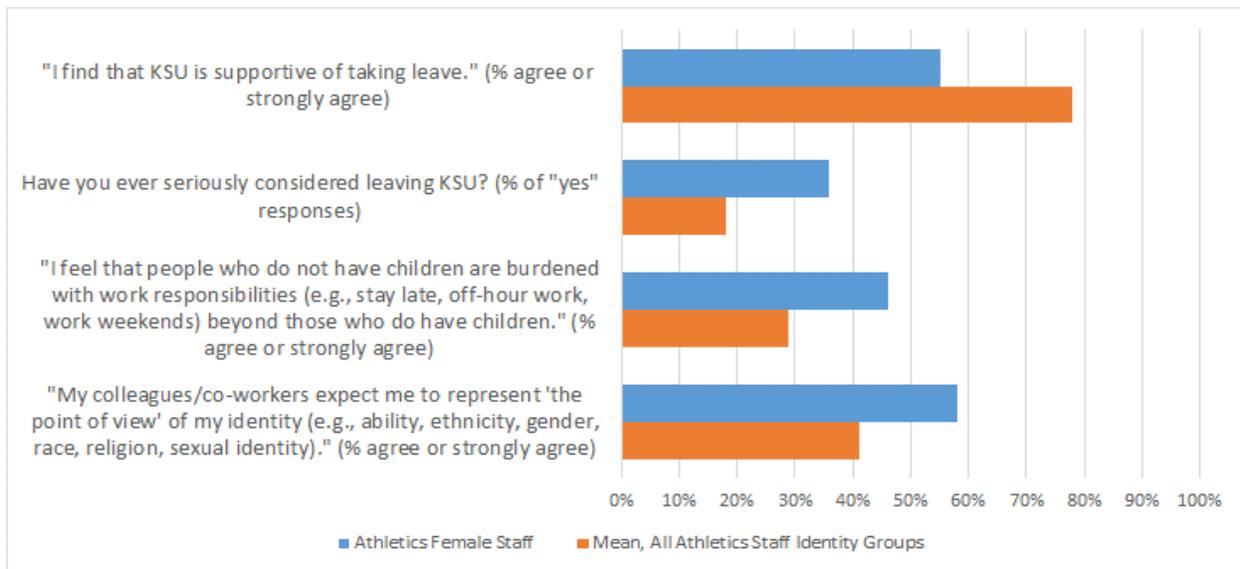
<sup>15</sup> These two items are the same distance from the comparison and therefore have the same rank.

## Section 2.1: Athletics Female Staff to All Athletics Staff Identity Groups Comparisons<sup>16</sup>

### Significant/Meaningful Strengths

No items met the criteria for significant or meaningful strengths. See Table 2 of Appendix III for further information.

Chart 1: Top Challenges, Athletics Female Staff Compared to All Athletics Staff Identity Groups



\*The mean is derived from the average responses of each identity group in the analysis to provide the basis for comparison.

### Significant Challenges

The percentage of Athletics female staff who

- agreed or strongly agreed that KSU is supportive of taking leave (55%, n=6) was more than one standard deviation below the mean for all Athletics identity groups (78%, n=36),
- have seriously considered leaving KSU (36%, n=5) was more than one standard deviation above the mean for all Athletics identity groups (18%, n=13), and
- agreed or strongly agreed that people who do not have children are burdened with work responsibilities beyond those who do have children (46%, n=6) was more than one standard deviation above the mean for all Athletics identity groups (29%, n=13).

### Meaningful Challenges

- A higher percentage of Athletics female staff agreed or strongly agreed that their colleagues expect them to represent the "point of view" of their identities (58%, n=7) compared to all Athletics staff identity groups (41%, n=17).

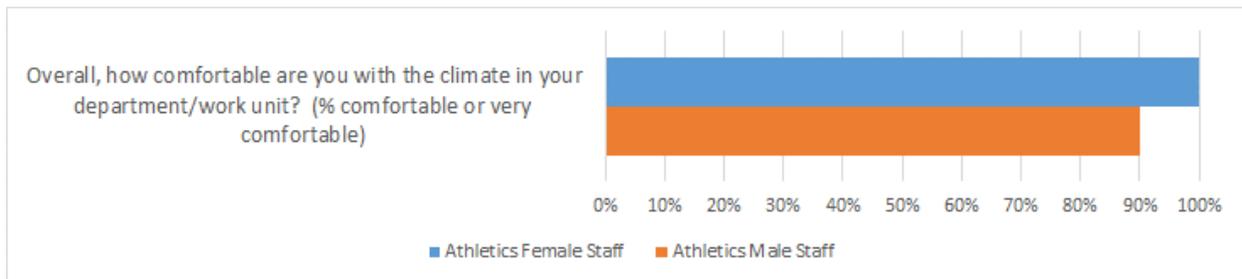
<sup>16</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

A lower percentage of Athletics female staff agreed or strongly agreed that

- they are comfortable taking earned leave without fear that it may affect their careers (57%, n=8) compared to all Athletics staff identity groups (72%, n=38), and
- the way salaries are determined is clear (43%, n=6) compared to all Athletics staff identity groups (54%, n=30).

See Table 2 of Appendix III for further information.

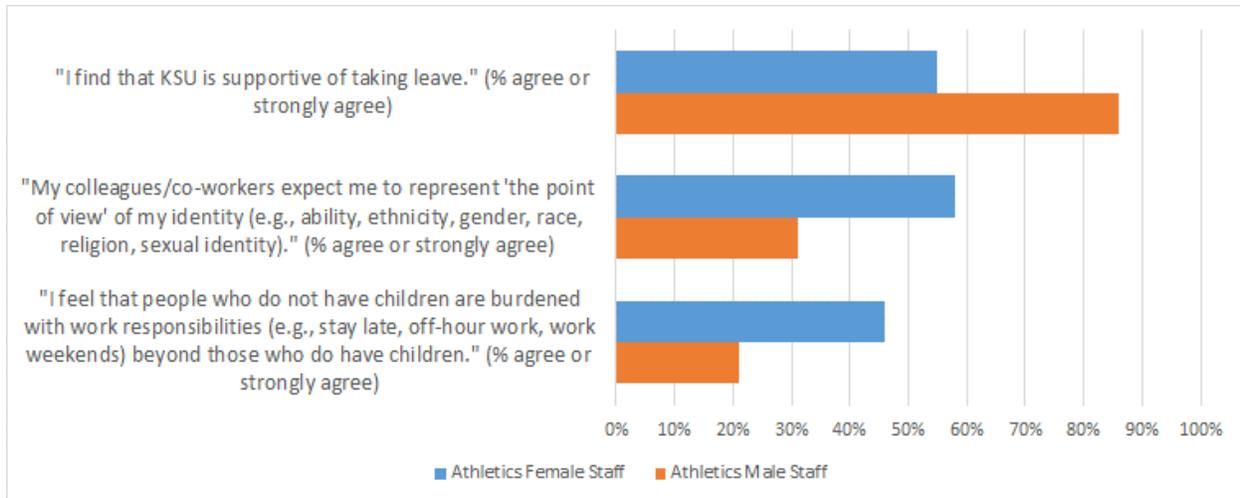
### Section 2.2: Athletics Female Staff to Athletics Male Staff Comparisons



#### **Strength**

- A higher percentage of Athletics female staff were comfortable or very comfortable with the climate in their departments (100%, n=14) compared to Athletics male staff (90%, n=37).

Chart 2: Top Three Challenges, Athletics Female Staff Compared to Athletics Male Staff



### Challenges

A lower percentage of Athletics female staff agreed or strongly agreed that

- KSU is supportive of taking leave (55%, n=6) compared to Athletics male staff (86%, n=30),
- the way salaries are determined is clear (43%, n=6) compared to Athletics male staff (63%, n=24), and
- they are comfortable taking earned leave without fear that it may affect their careers (57%, n=8) compared to Athletics male staff (75%, n=30).

A higher percentage of Athletics female staff

- agreed or strongly agreed that their colleagues expect them to represent the “point of view” of their identities (58%, n=7) compared to Athletics male staff (31%, n=10),
- agreed or strongly agreed that people who do not have children are burdened with work responsibilities beyond those who do have children (46%, n=6) compared to Athletics male staff (21%, n=7), and
- have seriously considered leaving KSU (36%, n=5) compared to Athletics male staff (20%, n=8).

### Section 2.3: Athletics Female Staff to Benchmark Comparisons<sup>17</sup>

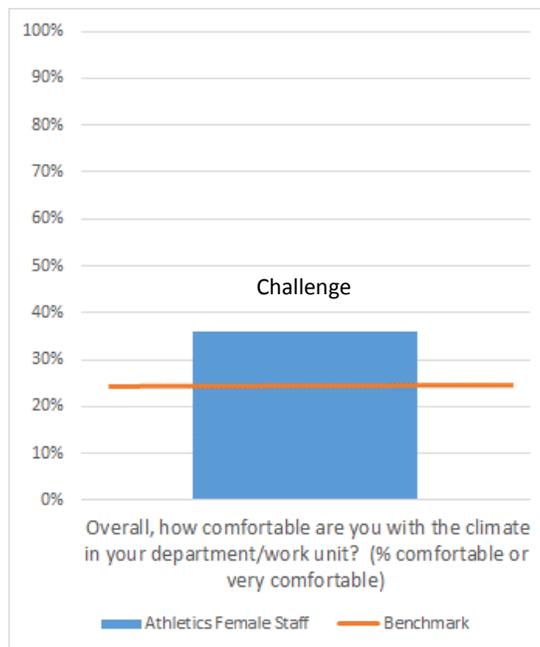
The results of benchmark comparisons for Athletics female staff responses are presented here, arranged by item type.<sup>18</sup> Items that were less than six percentage points from the benchmark were not included in the analysis. As a result, there will be no findings to report for some item types.

#### **Yes-No Item Types:**

These questions refer to observations or experiences that are undesirable, so a “yes” response to any of these questions is also undesirable. The goal is for the percentage of “yes” responses to be below the benchmark. The benchmark for these items is 25% or less responding with “yes.”

The benchmark comparison for yes-no item types revealed one area of challenge. At percentages above the benchmark, Athletics female staff have seriously considered leaving KSU (36%, n=5).

Chart 3: Athletics Female Staff “Yes-No” Responses Compared to Benchmark



#### **Very Comfortable – Very Uncomfortable Item Types:**

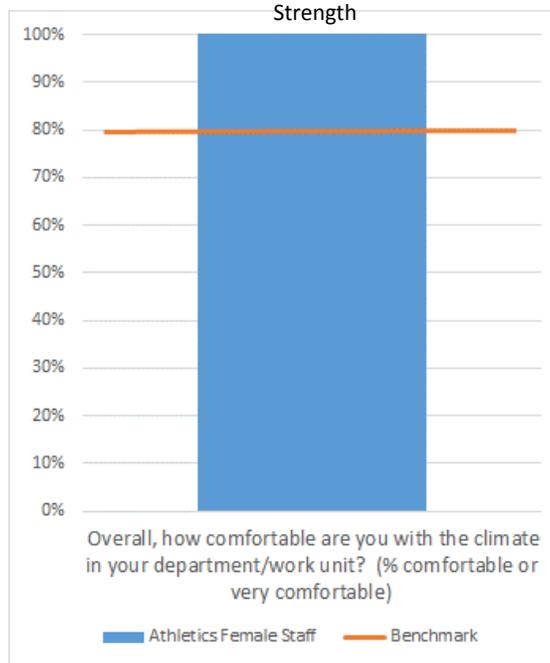
These questions refer to levels of comfort in different environments, so the desired responses are “comfortable” or “very comfortable.” The goal is for such responses to be above the benchmark. The benchmark for these items is 80%.

<sup>17</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

<sup>18</sup> See Table 2 in Appendix IV for details.

The benchmark comparison for comfortable-uncomfortable items revealed one area of strength. At percentages above the benchmark, Athletics female staff were comfortable with the climate in their departments (100%, n=14).

Chart 3.1: Athletics Female Staff Comfort Responses Compared to Benchmark



**Strongly Agree – Strongly Disagree Item Types (staff, positive statements):**

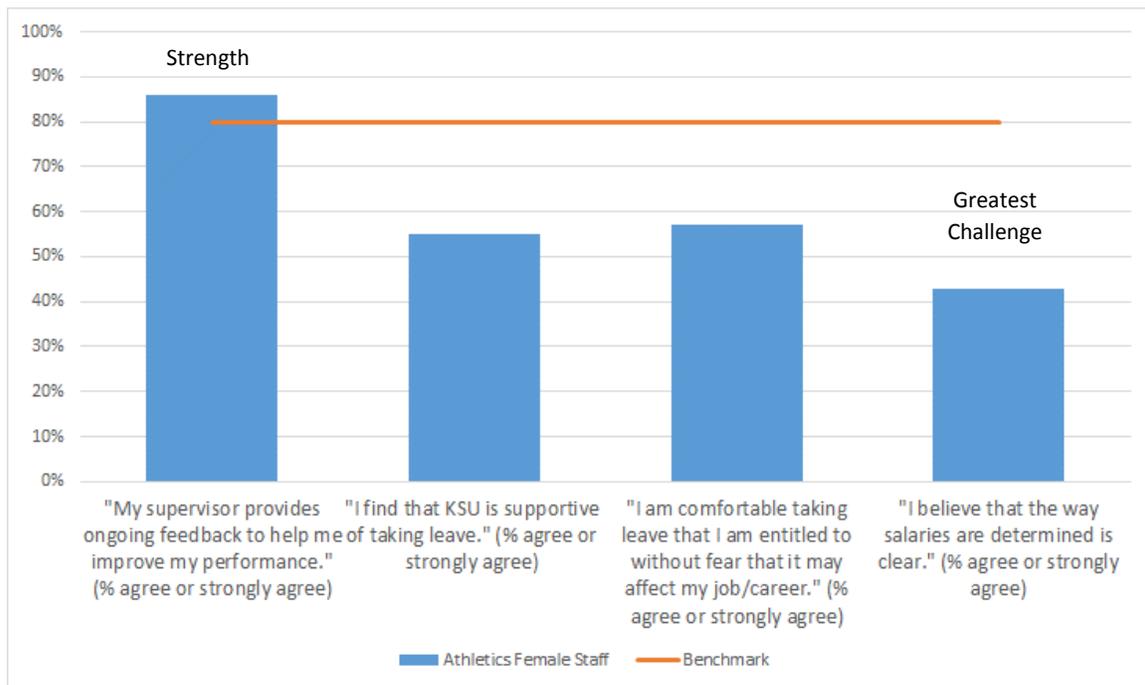
These questions refer to levels of agreement with a series of positively worded statements about work-life for staff, so the desired responses are “agree” or “strongly agree.” The goal is for such responses to be above the benchmark. The benchmark for these item types is 80% or more responding with “agree” or “strongly agree.”

The benchmark comparison for agree-disagree item types revealed one area of strength. At percentages above the benchmark, Athletics female staff agreed that their supervisors provide ongoing feedback to help improve performance (86%, n=12).

The analysis also disclosed three areas of challenge. At percentages below the benchmark, Athletics female staff agreed that

- KSU is supportive of taking leave (55%, n=6),
- they are comfortable taking earned leave without fear that it may affect their careers (57%, n=8), and
- the way salaries are determined is clear (43%, n=6).

Chart 3.2: Athletics Female Staff Work-Life Agreement Responses Compared to Benchmark



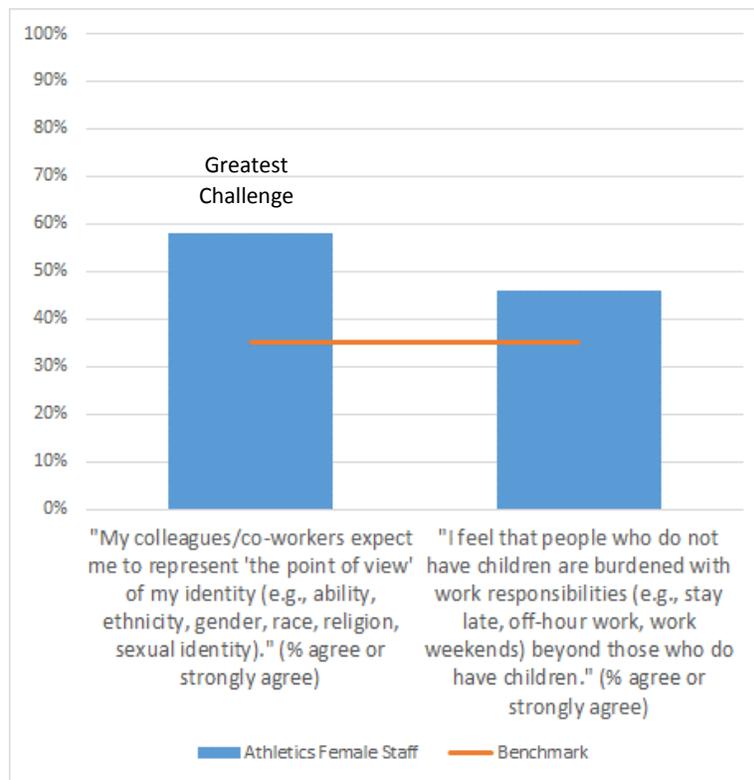
**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

These questions refer to levels of agreement with a series of negatively worded statements about work-life for faculty and staff, so responses of “agree” or “strongly agree” are not desirable. The goal is for such responses to be below the benchmark. The benchmark for these items is 35% or less responding with “agree” or “strongly agree.”

The benchmark comparisons for negatively worded agree-disagree item types revealed two areas of challenge. At percentages above the benchmark, Athletics female staff agreed that

- people who do not have children are burdened with work responsibilities beyond those who do have children (46%, n=6), and
- their colleagues expect them to represent the “point of view” of their identities (58%, n=7).

Chart 3.3: Athletics Female Staff Agreement with Negatively Worded Statements about Work-Life Compared to Benchmark



See Section IV for additional findings for Athletics female staff based on gender-specific items.

## Athletics Staff, Race/Ethnicity

Athletics staff of color are the reference groups for this section. Within Athletics, there were 18 staff of color respondents and 36 white staff respondents.

### OVERVIEW

Table 3 shows the items that were identified as top strengths and challenges. Items in each cell are ranked by greatest differences from the comparison. Underlined items appear as top strengths in two of three comparisons.

Table 3: Top Strengths and Challenges for Athletics Staff of Color

ATHLETICS STAFF OF COLOR			
	<b>Comparison to All Athletics Identity Groups</b>	<b>Comparison to Athletics White Staff</b>	<b>Comparison to Benchmarks</b>
Top Strengths	Higher agreement that <ul style="list-style-type: none"> <li>• <u>the way salaries are determined is clear</u><sup>19</sup></li> <li>• <u>KSU is supportive of flexible work schedules</u></li> </ul>	Higher agreement that <ul style="list-style-type: none"> <li>• <u>the way salaries are determined is clear</u><sup>19</sup></li> <li>• <u>KSU is supportive of flexible work schedules</u></li> <li>• <u>their supervisors provide ongoing feedback to help improve performance</u><sup>20</sup></li> <li>• KSU provides available resources to help balance work-life needs<sup>20, 21</sup></li> </ul>	Higher agreement that <ul style="list-style-type: none"> <li>• <u>their supervisors provide ongoing feedback to help improve performance</u></li> <li>• they have colleagues who give career guidance when needed</li> <li>• their supervisors provide them with resources to pursue professional development</li> </ul>
Top Challenges	There were no areas of challenge with a difference of 10 percentage points or greater for this comparison.	There were no areas of challenge with a difference of 10 percentage points or greater for this comparison.	Lower agreement that <ul style="list-style-type: none"> <li>• KSU provides available resources to help balance work-life needs<sup>21</sup></li> <li>• the way salaries are determined is clear<sup>19</sup></li> </ul>

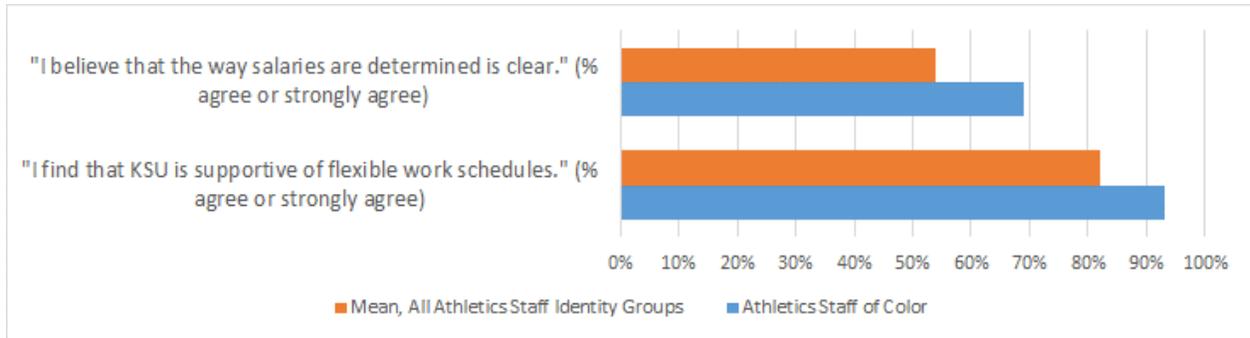
<sup>19</sup> This item was a strength when compared to all Athletics staff identity groups and to Athletics white staff. However, it was a challenge when compared to an established benchmark. The greatest difference was for Athletics staff identity groups and Athletics white staff comparisons.

<sup>20</sup> These two items are the same distance from the comparison and therefore have the same rank.

<sup>21</sup> This item was a strength when compared to Athletics white staff. However, it was a challenge when compared to an established benchmark. The greatest difference was for the benchmark comparison.

## Section 2.4: Athletics Staff of Color to All Athletics Staff Identity Groups Comparisons<sup>22</sup>

Chart 4: Top Strengths, Athletics Staff of Color Compared to All Athletics Staff Identity Groups



\*The mean is derived from the average responses of each identity group in the analysis to provide the basis for comparison.

### Significant Strength

- The percentage of Athletics staff of color who agreed or strongly agreed that KSU is supportive of flexible work schedules (93%, n=13) was one standard deviation above the mean for all Athletics staff identity groups (82%, n=40).

### Meaningful Strengths

- A higher percentage of Athletics staff of color agreed or strongly agreed that the way salaries are determined is clear (69%, n=11) compared to all Athletics staff identity groups (54%, n=30).

See Table 3 of Appendix III for further information.

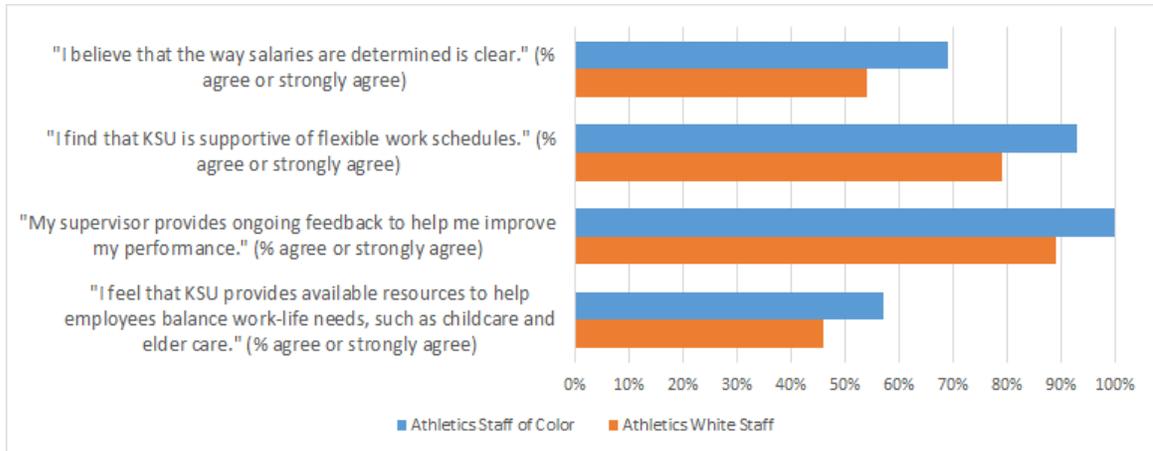
### Significant/Meaningful Challenges

No items met the criteria for significant or meaningful challenges.

<sup>22</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

Section 2.5: Athletics Staff of Color to Athletics White Staff Comparisons

Chart 5: Top Strengths, Athletics Staff of Color Compared to Athletics White Staff



**Strengths**

A higher percentage of Athletics staff of color agreed or strongly agreed that

- the way salaries are determined is clear (69%, n=11) compared to Athletics white staff (54%, n=19),
- KSU is supportive of flexible work schedules (93%, n=13) compared to Athletics white staff (79%, n=26),
- their supervisors provide ongoing feedback to help improve performance (100%, n=17) compared to Athletics white staff (89%, n=32),
- KSU provides available resources to help balance work-life needs (57%, n=8) compared to Athletics white staff (46%, n=11), and
- KSU is supportive of taking leave (87%, n=13) compared to Athletics white staff (77%, n=23).

See Table 3 of Appendix III for further information.

**Challenges**

No items met the criteria for challenges.

## Section 2.6: Athletics Staff of Color to Benchmark Comparisons<sup>23</sup>

The results of benchmark comparisons for Athletics staff of color responses are presented here, arranged by item type.<sup>24</sup> Items that were less than six percentage points from the benchmark were not included in the analysis. As a result, there will be no findings to report for some item types.

### **Yes-No Item Types:**

No items met the criteria for this item type.

### **Very Comfortable – Very Uncomfortable Item Types:**

No items met the criteria for this item type.

### **Strongly Agree – Strongly Disagree Item Types (staff, positive statements):**

These questions refer to levels of agreement with a series of positively worded statements about work-life for instructors and staff, so the desired responses are “agree” or “strongly agree.” The goal is for such responses to be above the benchmark. The benchmark for these item types is 80% or more responding with “agree” or “strongly agree.”

The benchmark comparison for agree-disagree item types revealed six areas of strength. The top three are presented here.<sup>25</sup> At percentages above the benchmark, Athletics staff of color agreed that

- their supervisors provide ongoing feedback to help improve performance (100%, n=17),
- they have colleagues who give career guidance when needed (100%, n=18), and
- their supervisors provide them with resources to pursue professional development (100%, n=17).

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<sup>23</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

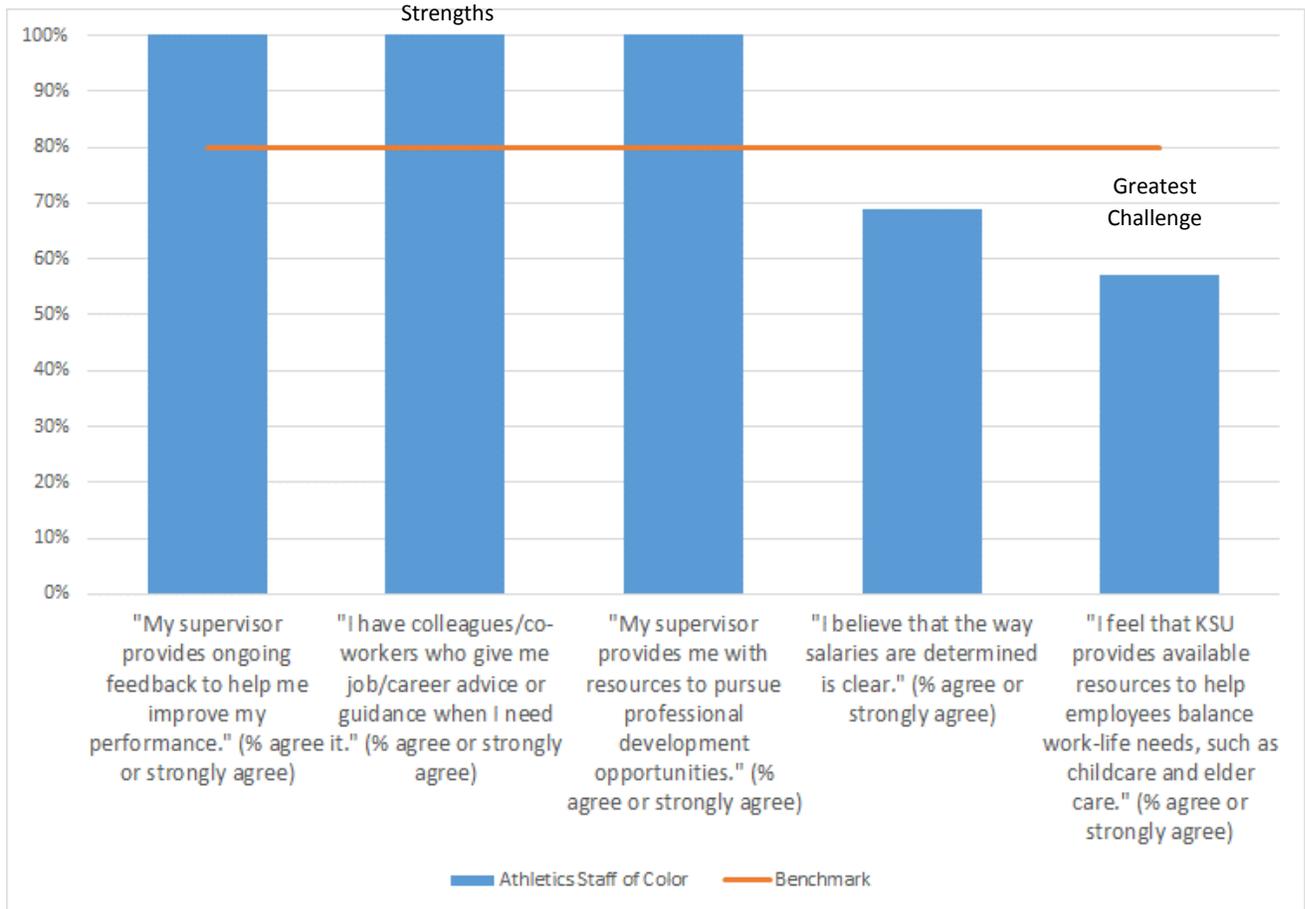
<sup>24</sup> See Table 3 in Appendix IV for details.

<sup>25</sup> See Table 3 in Appendix IV for details.

The analysis also disclosed two areas of challenge. At percentages below the benchmark, Athletics staff of color agreed that

- the way salaries are determined is clear (69%, n=11), and
- KSU provides available resources to help balance work-life needs (57%, n=8).

Chart 6: Athletics Staff of Color Work-Life Agreement Responses Compared to Benchmark



**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

No items met the criteria for this item type.

See Section VI for additional findings for Athletics staff of color based on race/ethnicity-specific items.

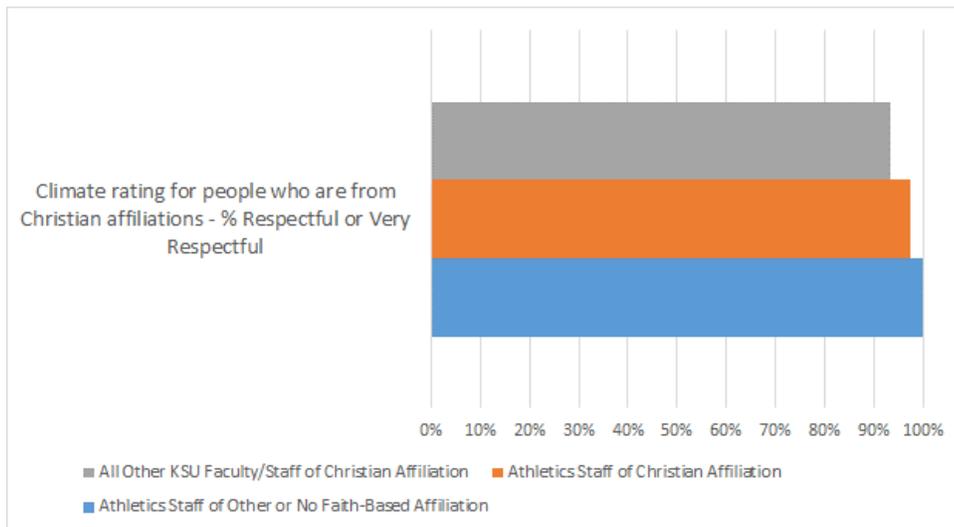
## Athletics Staff, Religious and Political Affiliation

For this analysis, only those items on the climate assessment that referred to religious or political affiliation are addressed. For items referencing religious affiliation, responses from two categories were analyzed – staff of other or no faith-based affiliation and staff of Christian affiliation. For items referencing political affiliation, the three response categories were liberal, conservative, and moderate. Comparisons to the KSU population as a whole by affiliation are also included. This analysis does not categorize findings in terms of strengths or challenges, but rather presents descriptive results.

### Section 2.7: Athletics Staff Religious Affiliation Comparisons

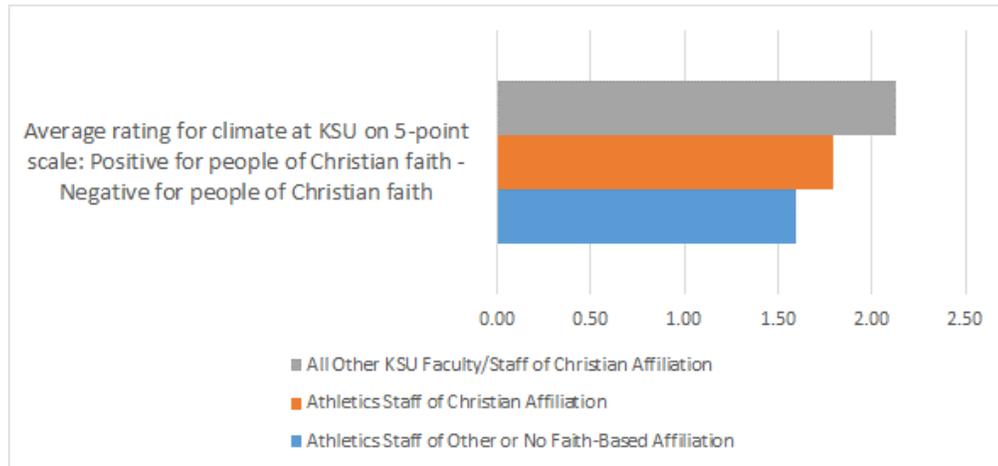
As illustrated in the chart below, there was little difference in the percentages of Athletics staff of other or no faith-based affiliation (100%, n=7), Athletics Christian staff (98%, n=39), and all other KSU Christian staff (94%, n=406) who considered the climate at KSU to be respectful or very respectful for Christians.

Chart 7: Percentage Ratings of Climate for Christians, by Religious Affiliation



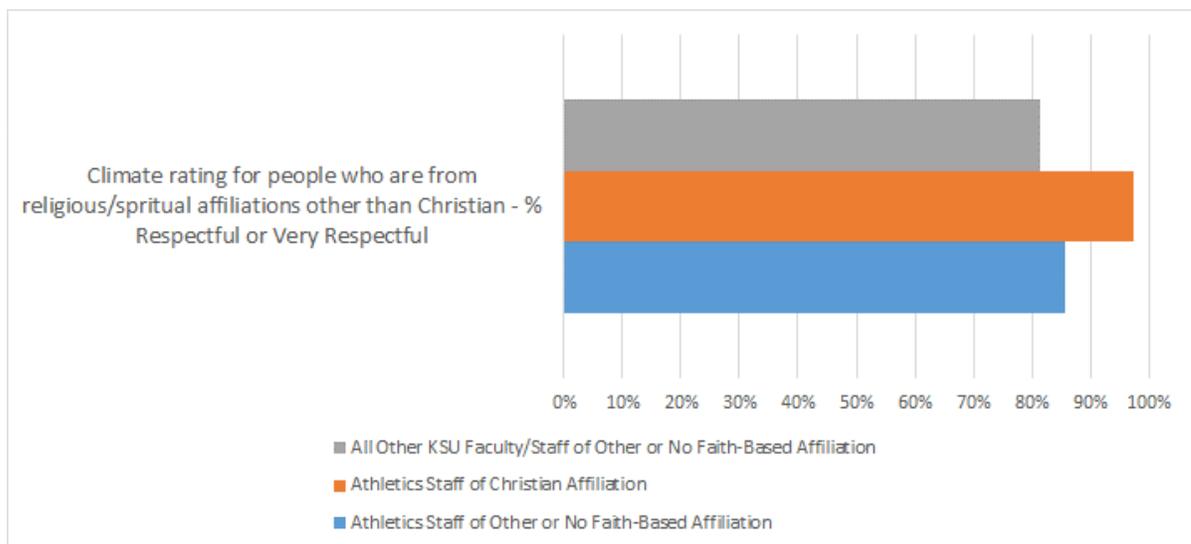
A related item asked respondents to rate the climate on a 5-point scale where 1 was “positive for people of Christian faith” and 5 was “negative for people of Christian faith.” The ratings of Athletics staff of other or no faith-based affiliation were closest to positive (1.6, n=10). Next were Athletics Christian staff (1.80, n=44). All other KSU Christian staff had ratings that were the furthest from positive (2.13, n=494).

Chart 7.1: Scale Ratings of Climate for Christians, by Religious Affiliation



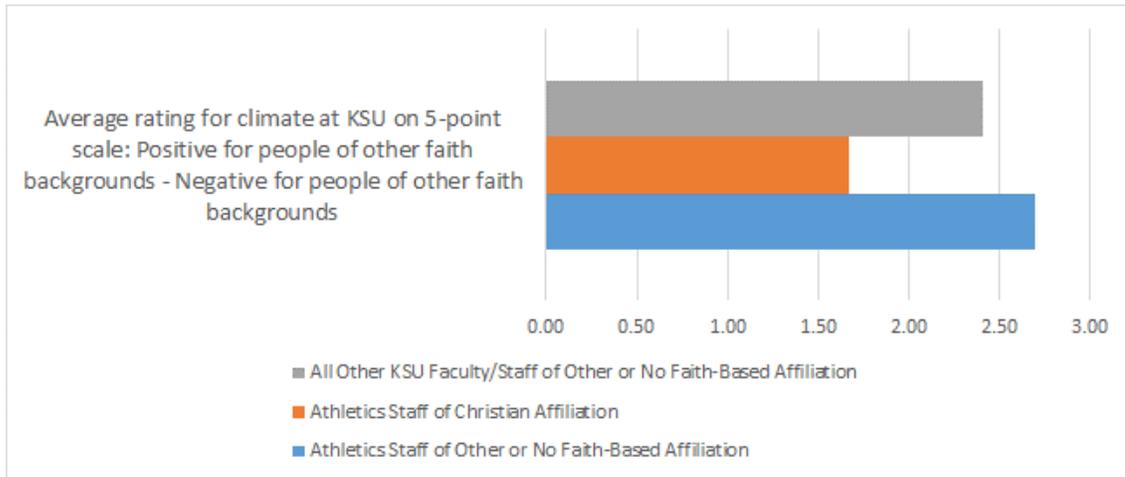
The next set of items pertains to the climate for those other than Christians. Athletics Christian staff had the highest percentage who rated the climate as respectful or very respectful (97%, n=37). A notably lower percentage of Athletics staff of other or no faith-based affiliation considered the climate to be respectful (86%, n=6), followed closely by all other KSU staff of other or no faith-based affiliation (84%, n=119).

Chart 7.2: Percentage Ratings of Climate for Other or No Religious Affiliation, by Religious Affiliation



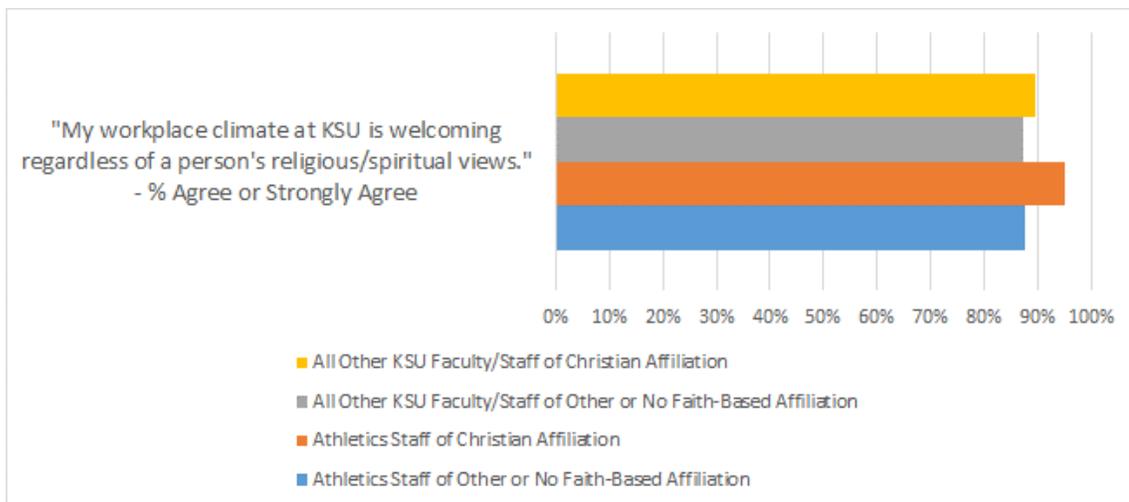
A related item asked respondents to rate the climate on a 5-point scale where 1 was “positive for people of other faith backgrounds” and 5 was “negative for people of other faith backgrounds.” The ratings of Athletics staff of other or no faith-based affiliation (2.70, n=10) were somewhat further from positive than the rates of all other KSU staff of other or no faith-based affiliation (2.40, n=173). Athletics staff of Christian affiliation rated the climate as much closer to positive for people of other faith backgrounds (1.67, n=44).

Chart 7.3: Scale Ratings of Climate for Other or No Religious Affiliations, by Religious Affiliation



A final item related to religious affiliation asked respondents’ agreement to the statement, “My workplace climate at KSU is welcoming regardless of a person’s religious/spiritual views.” Levels of agreement were highest for Athletics Christian staff (95%, n=38), followed by all other KSU Christian staff (90%, n=393). Levels of agreement were nearly the same for Athletics staff of other or no faith-based affiliation (88%, n=7) and all other KSU staff of other or no faith-based affiliation (87%, n=132).

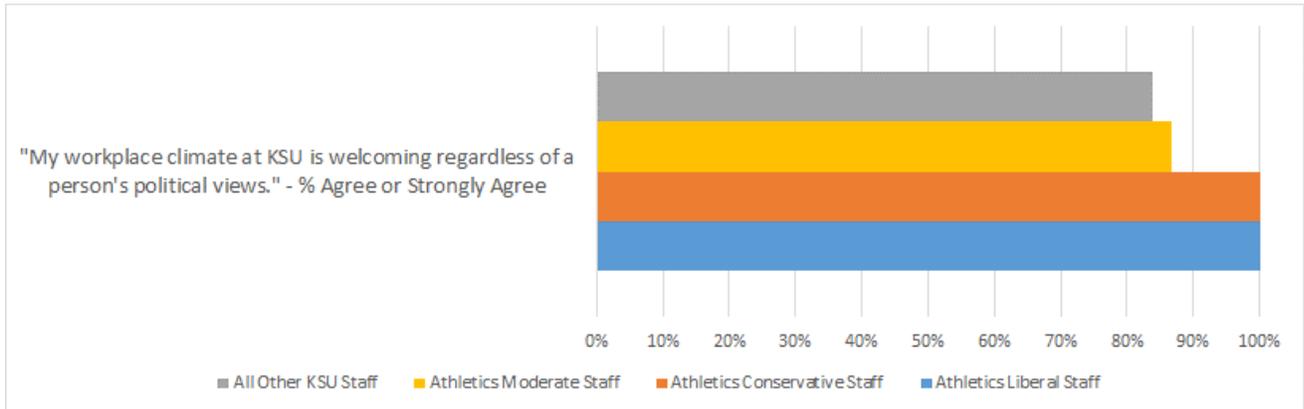
Chart 7.4: Ratings of How Welcoming Climate is Regardless of Spiritual Views, by Religious Affiliation



## Section 2.8: Athletics Staff Political Affiliation Comparisons

There was only one item on the climate assessment related to political affiliation. The categories were liberal,<sup>26</sup> conservative, and moderate. Respondents were asked their agreement to the statement, “My workplace climate at KSU is welcoming regardless of a person’s political views.” The responses of each Athletics staff political affiliation were compared to those of all KSU staff. All Athletics liberal staff respondents (n=9) and conservative staff respondents (n=10) agreed or strongly agreed with the statement. Agreement was somewhat lower among Athletics moderate staff (87%, n=13) and all other KSU staff (84%, n=421).

Chart 8: Ratings of How Welcoming Climate is Regardless of Political Views, by Political Affiliation



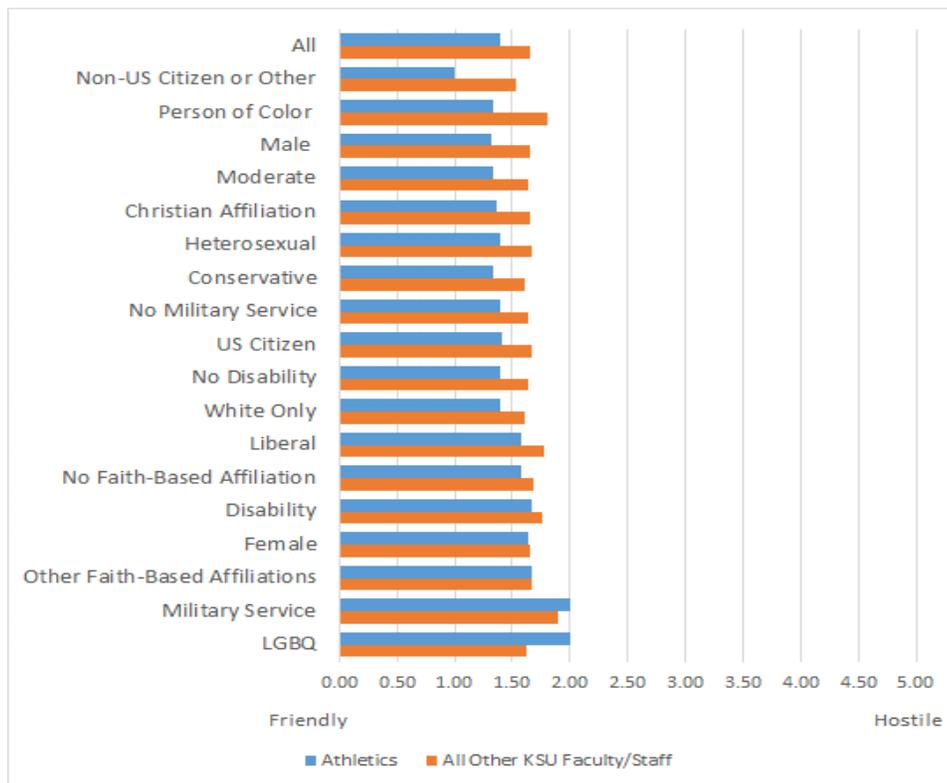
<sup>26</sup> There were insufficient numbers of liberal Athletics instructor/staff respondents to include in the analysis.

### SECTION III: ANALYSIS OF GENERAL CLIMATE SCALES BY IDENTITY GROUP

The Campus Culture and Climate Assessment included a section where respondents were asked to rate the climate at KSU on a scale of 1 to 5 along a number of different dimensions. Many of these dimensions were specific to identity groups, such as “positive for persons with disabilities – negative for persons with disabilities.” This section presents the results of the five scales that are general in nature as follows: “friendly – hostile,” “cooperative – uncooperative,” “improving – regressing,” “welcoming – not welcoming”, and “respectful – disrespectful,” where 1 is the most positive rating and 5 is the most negative rating. Results are presented for staff for each scale.<sup>27</sup> Keep in mind that a lower numerical rating is more positive than a higher numerical rating.

#### Section 3.1: Friendly – Hostile Dimension

Chart 1: Comparison of Climate Ratings for “Friendly – Hostile” Dimension by Identity Groups  
Athletics Staff vs. All Other KSU Staff

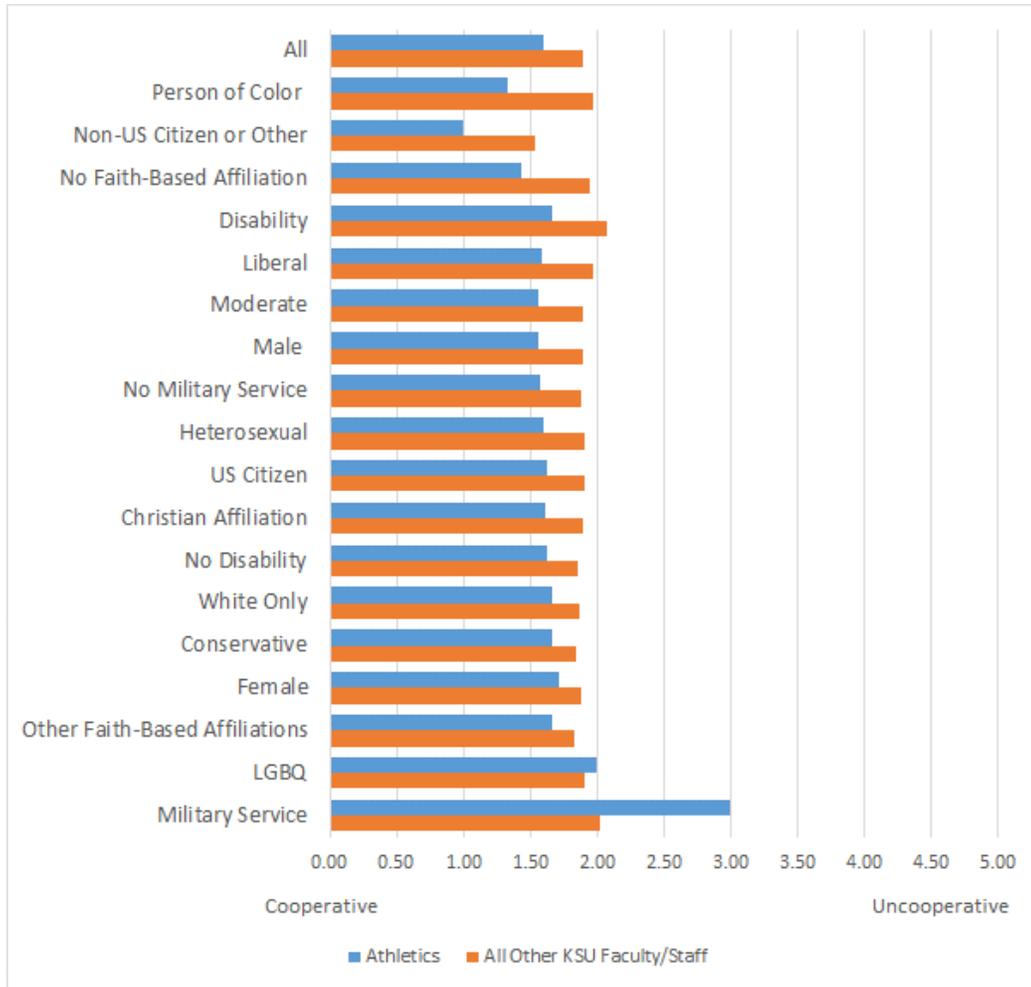


- Athletics staff overall rated the climate as slightly closer to “friendly” compared to all other KSU staff.
- Although the number of respondents was <5, non-U.S. citizen Athletics staff rated the climate as notably more friendly than their KSU counterparts. Athletics staff of color and male staff also rated the climate as friendlier compared to their counterparts.
- LGBQ Athletics staff, whose responses were <5, rated the climate as less friendly than their KSU counterparts.

<sup>27</sup> It should be noted that these scales include the mean responses from identity groups whose response numbers were less than 5, and who are therefore not included in other analyses in this report.

Section 3.2: Cooperative – Uncooperative Dimension

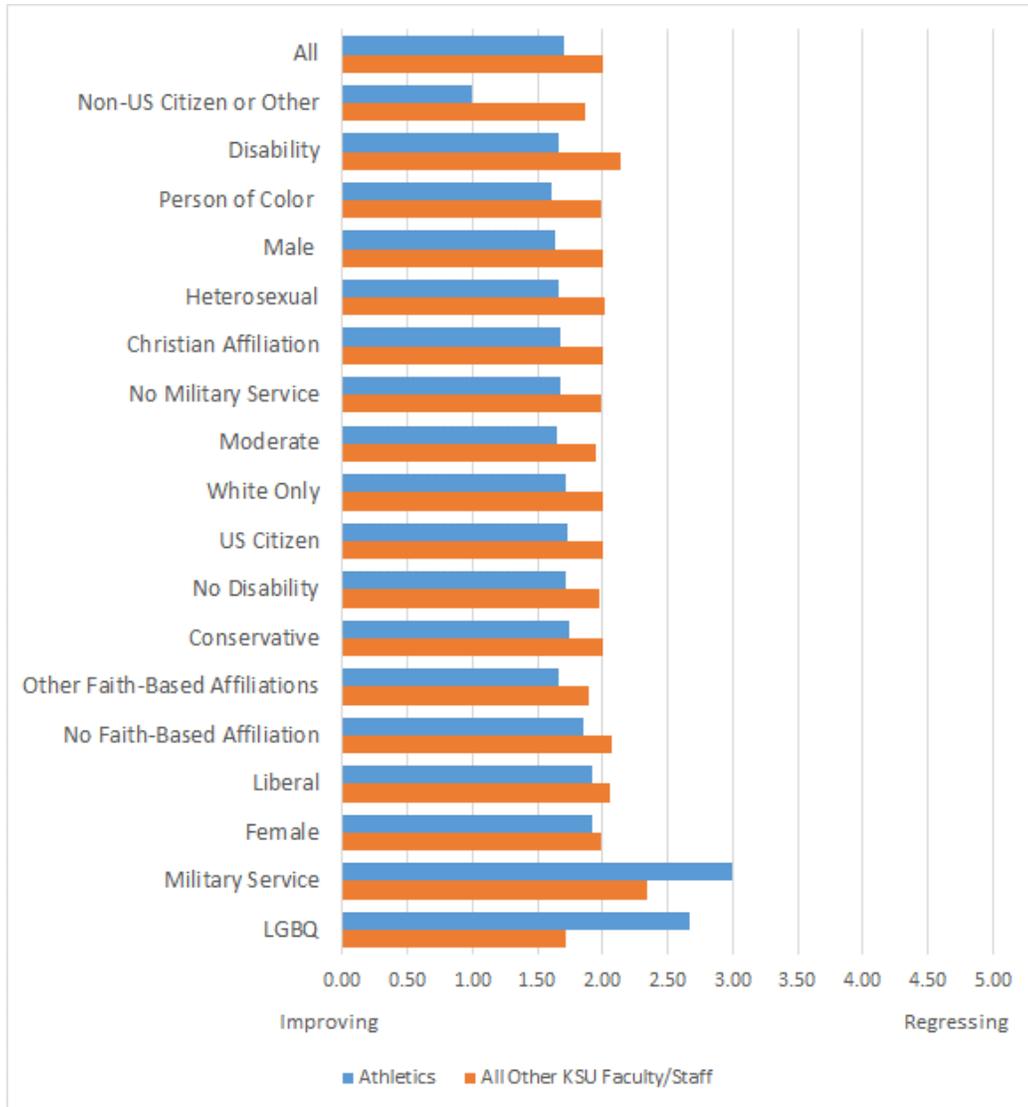
Chart 2: Comparison of Climate Ratings for “Cooperative – Uncooperative” Dimension by Identity Groups Athletics Staff vs. All Other KSU Staff



- Athletics staff overall rated the climate as notably closer to “cooperative” compared to all other KSU staff.
- Athletics staff of color had ratings that were closest to “cooperative” when compared to all other KSU staff of color.
- Athletics staff with military service, whose responses were <5, rated the climate as much less cooperative than their KSU counterparts.

Section 3.3: Improving – Regressing Dimension

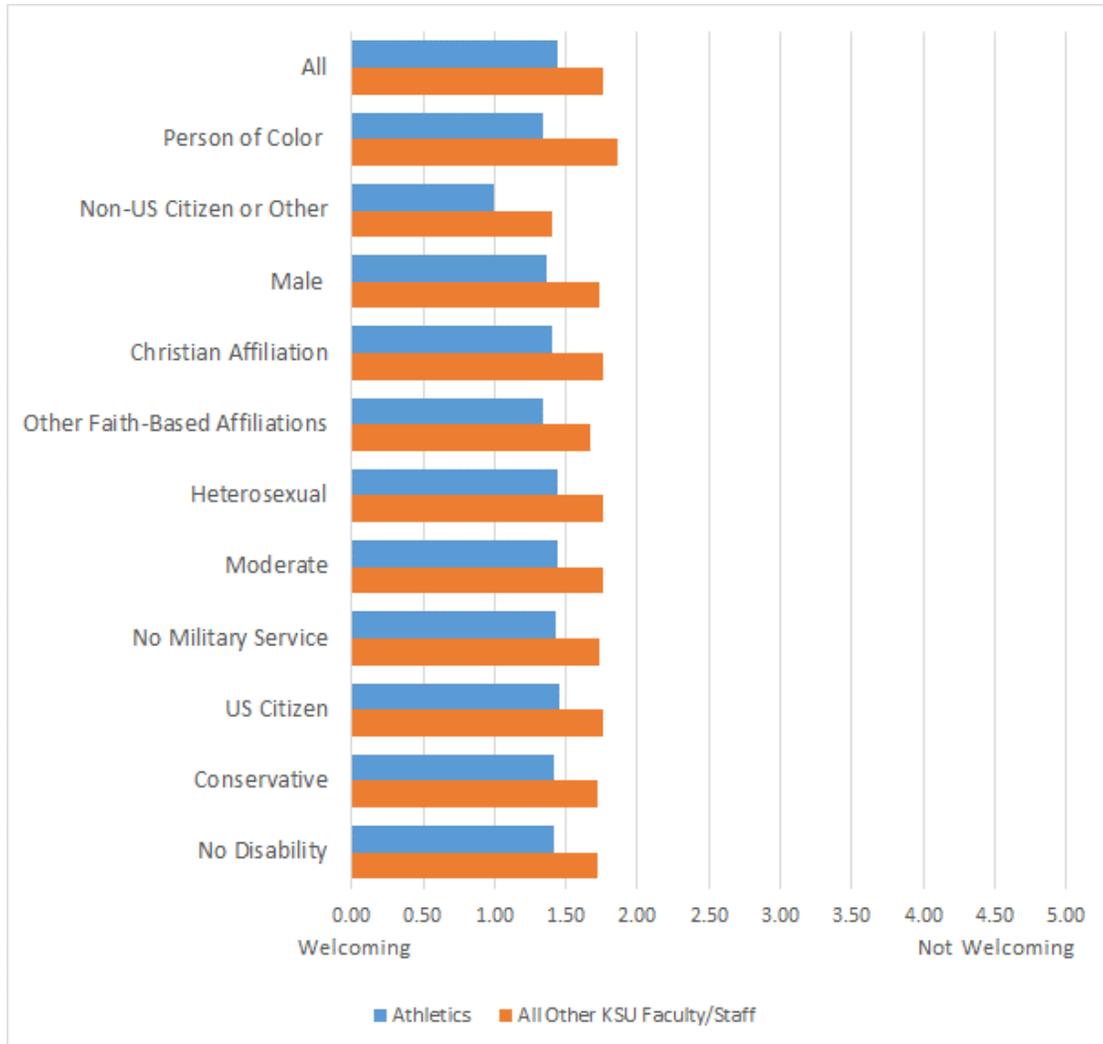
Chart 3: Comparison of Climate Ratings for “Improving – Regressing” Dimension by Identity Groups Athletics Staff vs. All Other KSU Staff



- Athletics staff overall rated the climate as notably closer to “improving” compared to all other KSU staff.
- Non-U.S. citizen Athletics staff had ratings that were closest to “improving” when compared their KSU counterparts, although their responses were <5.
- LGBQ Athletics staff and Athletics staff with military service, whose responses were <5, rated the climate as much less improving than their KSU counterparts.

Section 3.4: Welcoming – Not Welcoming Dimension

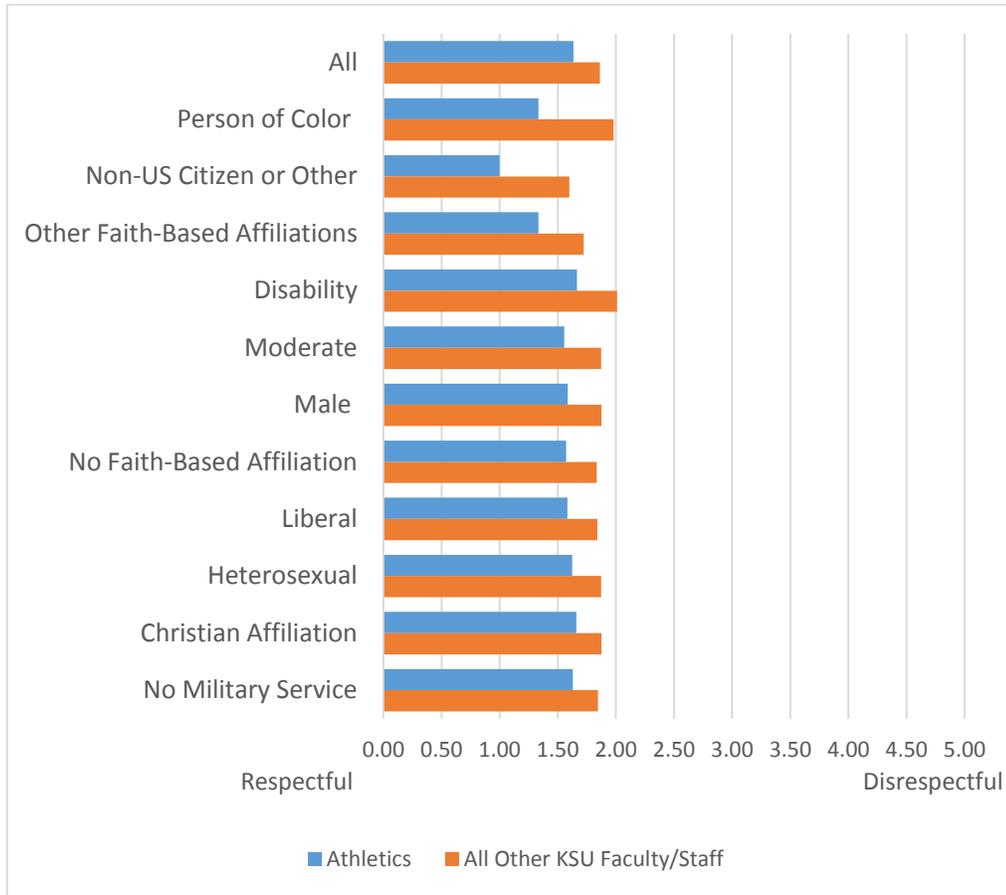
Chart 4: Comparison of Climate Ratings for “Welcoming – Not Welcoming” Dimension by Identity Groups  
Athletics Staff vs. All Other KSU Faculty/Staff



- Athletics staff overall rated the climate as notably closer to “welcoming” compared to all other KSU staff.
- All other groups of Athletics staff also rated the climate as closer to “welcoming” than their KSU counterparts.

Section 3.5: Respectful – Disrespectful Dimension

Chart 5: Comparison of Climate Ratings for “Respectful – Disrespectful” Dimension by Identity Groups Athletics Staff vs. All Other KSU Faculty/Staff



- Athletics staff overall rated the climate as somewhat closer to “respectful” compared to all other KSU staff.
- Athletics staff of color had ratings that were closest to “respectful” when compared their KSU counterparts.
- All Athletics staff identity groups rated the climate as closer to “respectful” compared to their KSU counterparts.

## SECTION IV: ADDITIONAL FINDINGS OF INTEREST

### **Comparisons of Climate Ratings for Staff for Identity Group-Specific Items**

The climate assessment included several items that addressed perceptions of how the climate is experienced by specific identity groups. Comparisons were performed between responses of Athletics female staff and male staff for items relating to gender, and between Athletics staff of color and white staff for items relating to race and ethnicity. Differences of greater than ten percentage points were considered of sufficient interest to include in this report. Only those items relating to gender yielded such differences. Details of these findings are included in the data tables in Appendix III.

#### Section 4.1: Gender

A comparison of the responses of female Athletics staff to those of male Athletics staff on items relating to gender and gender identity provided the following findings:

- On a scale of “not sexist – sexist,” ratings for female Athletics staff were 24% further from “not sexist” compared to ratings of male Athletics staff.
- On a scale of “positive for women – negative for women,” ratings for female Athletics staff were 17% further from “positive for women” compared to ratings of male Athletics staff.

## ACKNOWLEDGMENTS

The Office of Diversity and Inclusion (ODI) would like to acknowledge the invaluable contributions of a number of KSU community members to the Campus Culture and Climate Assessment (CCCA) process.

President Papp charged the Office of Diversity and Inclusion to carry out an assessment of the perceptions and experiences of students, instructors, and staff relating to the culture and climate at KSU.

The CCCA Task Force, led by Drs. Val Whittlesey and Chris Zeigler, laid the groundwork for developing and administering the CCCA questionnaire. Task force members conducted focus groups, identified key concerns, created a marketing plan to encourage participation in the assessment, and recommended strategies to immediately address common areas of concern based on assessment findings.

Special thanks go to the CCCA Task Force members for their leadership:

Val Whittlesey, Ph.D., Co-Chair	Marina Koether, Ph.D.	Patrick Sheehan
Chris Zeigler, Ph.D., Co-Chair	Jane Barnette, Ph.D.	Trudi Vaughan
Ken Harmon, Ph.D.	Julio Espana	Vanessa Biggers
Jake Gross, Ph.D.	Sabbaye McGriff	Beth Tindel
Chris Archambeault	Yanghee Kim, Ph.D.	Ana Baida
Lisa Schulte	Lynda Johnson	David Baugher
Corrie Davis, Ph.D.	Molenda Elem	RC Paul, Ph.D.
Patricia McHatton, Ph.D.	Tamara Livingston, Ph.D.	Frank Wills
Lynn Stallings, Ph.D.	Debbie Chimeno	Yen Rodriguez
Kathy Schwaig, Ph.D.	Beth Tindel	Gaius Augustus
Sandra Cobb	Percy Ivey	J'nell Hubbard
Judith Hold	Jessica Baker	Carole Hill
Griselda Thomas, Ph.D.	Debbie Smith	Kathy Alday
Kevin Gwaltney, Ph.D.	Cheryl Evans	Linda Lyons, Ph.D.

The work of the CCCA Task Force was guided by Dr. Sue Rankin of Rankin & Associates. The final report of findings for the Kennesaw Campus as a whole, and the executive summary of findings, were prepared and presented by Dr. Rankin. Her expertise and experience was vital to carrying out a successful assessment yielding actionable information.

For their pledge to use the Kennesaw Campus CCCA findings at the college level to engage in diversity action planning, acknowledgement goes to the Kennesaw Campus academic deans and their diversity action committee members.

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Coles College of Business, Dean Kathy Schwaig, Ph.D.

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College of Science and Mathematics, Dean Mark Anderson, Ph.D.

College of the Arts, Dean Patty Poulter, Ed.D.

University College, Dean Keisha Hoerrner, Ph.D.

Wellstar College of Health and Human Services, Interim Dean Monica Nandan, Ph.D.

WE ARE **stronger** together.



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