



Office of Diversity and Inclusion

OFFICE OF CHIEF
BUSINESS OFFICER
REPORT

APPENDICES

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OFFICE OF CHIEF
BUSINESS
OFFICER REPORT

APPENDIX I:
METHODOLOGY

APPENDIX I: METHODOLOGY

INTRODUCTION

This analysis presents findings for staff in the Office of the Chief Business Officer (OCBO). Summary and detailed findings are presented under the headings of “strengths” and “challenges.” In some cases, results were further classified as “significant” or “meaningful” when appropriate to the analytical approach. The assignment of findings to these categories depends on the method of analysis and basis of comparison, as further described here.

For Section II, there are three broad types of comparisons. The first is the comparison of one particular group of respondents to all other groups within OCBO. The second comparison is of members of one group to members of another group that make up a population. For example, female staff were compared to male staff, and staff with disabilities were compared to staff without disabilities. The third type of comparison is to an established value that is considered a desired threshold of achievement in the short term. This value is referred to as a “benchmark” in this report. A benchmark comparison is an absolute comparison, rather than a comparison to the norm of any particular population.

The purpose of establishing these bases for comparison is to provide a context in which the results can be interpreted. As the methodologies for these comparisons were developed, a search of research literature on climate assessments and performance measurement was conducted to determine if best practices for setting benchmarks could be identified. The most common approaches identified were comparisons to historical data or to peer institutions using the same measurements (Bers, 2012¹; Dekker, Groot & Schoute, 2012²). Because there is no historical data, and because the climate assessment is a measurement developed specifically for KSU and not used by peers, it was decided that the comparison methodologies would be guided by institutional context, the purposes of the climate assessment, and statistical methods appropriate to the dataset.

Sections I and II Methodology

The report consists of four sections, each with a different analytical focus. The analysis in Section I consists of a series of cross tabulations to present descriptive data, and chi square tests to assess the significance of comparative findings. Chi square tests were conducted to compare responses from OCBO staff to those of all other Kennesaw Campus staff. Chi squares were also performed to compare responses from staff within departments of OCBO to all other OCBO staff. Where significant differences occurred, notes at the end of the section provide the results of the significance testing. Some variable categories were collapsed to address the issue of low cell counts.

Statistically significant differences were “significant strengths” when the OCBO population responses compared favorably to those of the KSU population or departmental responses compared favorably to all other OCBO responses, and “significant challenges” when the population responses were unfavorable

¹ Bers, T. (2012). Surveys and benchmarks. *New Directions for Institutional Research*, 153, 33-48. doi: 10.1002/ir.20005

² Dekker, H.C., Groot, T. & Schoute, M. (2012). Determining performance targets. *Behavioral Research in Accounting*, 24(2), 21-36. doi: 10.2308/bria-50097

in comparison. When the differences were not statistically significant, but conveyed important information, these were “meaningful” strengths or challenges.

Section II presents the three types of comparisons mentioned in the introduction. The first comparison was of members of a particular demographic group to all relevant demographic groups within OCBO. Although numbers of responses at this level of analysis were too small to conduct significance testing with chi squares, frequency analyses were performed to identify patterns of responses that differed for one group compared to all others. These are the identity group variables: gender, race/ethnicity, disability status, and military service status.³

Standard deviation (SD)⁴ was used to determine if differences between comparison groups were large enough to be considered significant strengths or challenges, or meaningful strengths or challenges that should be taken into account. Responses were collapsed into categories such as “agree or strongly agree” and the average percent of responses in such categories was calculated for each comparison identity group. The standard deviation of all of these group averages was then used as a yardstick to represent the expected level of variation across groups. If the responses of a particular group varied by more than one standard deviation, it was considered a significant difference. If responses varied by less than one standard deviation, the differences were evaluated to select meaningful and noteworthy results. The categories whose average responses were used to calculate the standard deviation are as follows:

For Analysis of Staff Responses⁵

OCBO female staff	OCBO Non-U.S. citizen staff
OCBO male staff	OCBO U.S. citizen staff
OCBO staff of color	OCBO staff with military service
OCBO white staff	OCBO staff without military service
OCBO staff with a disability	OCBO staff of multiple or other faiths
OCBO staff without a disability	OCBO staff of no faith-based affiliation
OCBO LGBTQ staff	OCBO staff of Christian affiliation
OCBO heterosexual staff	OCBO liberal staff
	OCBO conservative staff
	OCBO moderate staff

While the analysis just described identified if a particular demographic group had responses that differed from the variation expected across all groups, it did not identify noteworthy inter-group differences. Therefore, responses of each group included in the analysis were compared to their demographic counterparts, such as female to male. This comparison was a descriptive summary of the greatest differences between groups.

³ Comparisons were also made on the basis of religious and political affiliation, but only for specific items for descriptive purposes.

⁴ The population standard deviation was used as opposed to the sample standard deviation, since the climate assessment was administered to the entire Kennesaw Campus population.

⁵ Although some of these categories had insufficient numbers to report in detail in Section II, their averages were included in the calculation of standard deviation to ensure they were represented. Only categories with no responses were omitted.

The third comparison in these sections involved establishing benchmarks for each type of item included in the analysis and comparing identity group responses to these benchmarks. Doing so provided another perspective from which to interpret results. For example, responses from a particular demographic group to a climate assessment item may be categorized as a challenge when compared to the responses of all identity groups, or to their counterparts. However, the same responses may be categorized as a strength when compared to a benchmark that is exceeded. The reverse can also be the case, where responses are categorized as strengths when compared to all identity groups but as challenges when compared to a benchmark.

Overall average responses from KSU faculty/instructors/staff and KSU students formed the basis for establishing benchmarks. Items from the Campus Culture and Climate Assessment that had the same response choices (e.g., yes or no, strongly agree – strongly disagree, etc.) were grouped together. For items where the response choice was “strongly agree – strongly disagree,” positive statements were grouped separately from negative statements. The frequency distribution of responses for each item type grouping was calculated for all KSU faculty/instructors/staff, faculty/instructors only (for faculty-specific items), and students. Benchmarks were based on these frequency distributions and the percentage who selected a desired response based on the item type. Benchmarks were set according to one of these rationales:

- to exceed the existing desired response percentages (such as percentage of “agree” or “strongly agree”) by a small increment
- to be consistent with similar item types
- to exceed the existing desired response percentages (such as percentage of “agree” or “strongly agree”) by a larger increment when these seemed to be more out of line with what would be expected or desired

Benchmark-Setting Process for Faculty/Staff

The following steps outline how benchmarks were established for faculty and faculty/staff according to item types and distribution of responses

1. Yes or No Questions – All Faculty/Staff

Six questions, all negatively-worded statements, total of 8,076 faculty/staff responses to all six.

All Yes or No Questions	
No	71%
Yes	29%

Recommended Benchmark: No more than 25% “yes” responses from reference group

2. Faculty and Staff, Very Comfortable – Very Uncomfortable Questions

Two questions, total of 2,952 faculty/staff responses to both.

Very Comfortable - Very Uncomfortable Questions	
Very comfortable	35%
Comfortable	43%
Neither comfortable nor uncomfortable	11%
Uncomfortable	8%
Very uncomfortable	3%
TOTAL	100%
Comfortable or Very Comfortable %	78%

Recommended Benchmark: At least 80% “comfortable” or “very comfortable” responses from reference group

3. Faculty Only, Very Comfortable – Very Uncomfortable Questions

One question - “Overall, how comfortable are you with the climate in your courses?” total of 622 instructors responses

Very Comfortable - Very Uncomfortable Questions - Faculty Only	
Very comfortable	49%
Comfortable	42%
Neither comfortable nor uncomfortable	7%
Uncomfortable	3%
Very uncomfortable	0%
TOTAL	100%
Comfortable or Very Comfortable %	91%

Recommended Benchmark: At least 90% “comfortable” or “very comfortable” responses from reference group

4. Faculty and Staff, Strongly Agree – Strongly Disagree (with Positive Statements)

12 statements, total of 15,005 faculty/staff responses to all statements

Strongly Agree - Strongly Disagree, Positive Statements	
Strongly agree	22%
Agree	54%
Disagree	18%
Strongly disagree	6%
TOTAL	100%
Agree or Strongly Agree %	76%

Recommended Benchmark: At least 80% “agree” or “strongly agree” responses from reference group

5. Faculty Only, Strongly Agree – Strongly Disagree (with Positive Statements)

Six statements, total of 2,985 instructors responses to all statements

Strongly Agree - Strongly Disagree, Positive Statements - Faculty Only	
Strongly agree	16%
Agree	50%
Disagree	23%
Strongly disagree	11%
TOTAL	100%
Agree or Strongly Agree %	66%

Recommended Benchmark: At least 75% “agree” or “strongly agree” responses from reference group

6. Faculty and Staff, Strongly Agree – Strongly Disagree (with Negative Statements)

Four statements, total of 5,112 faculty/staff responses to all statements

Strongly Agree - Strongly Disagree, Negative Statements	
Strongly agree	10%
Agree	33%
Disagree	42%
Strongly disagree	15%
TOTAL	100%
Agree or strongly Agree %	43%

Recommended Benchmark: No more than 35% “agree” or “strongly agree” responses from reference group

7. Faculty Only, Strongly Agree – Strongly Disagree (with Negative Statements)

Five statements, total of 2,423 faculty responses to all statements

Strongly Agree - Strongly Disagree, Negative Statements - Instructors Only	
Strongly agree	15%
Agree	24%
Disagree	44%
Strongly disagree	17%
TOTAL	100%
Agree or Strongly Agree %	39%

Recommended Benchmark: No more than 35% “agree” or “strongly agree” responses from reference group

BENCHMARKS FOR FACULTY/STAFF OR FACULTY ONLY ITEMS

Campus Climate Assessment Items	Benchmark
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	25%
<i>Within the past year, have you personally experienced any exclusionary (e.g., shunned, ignored), intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	25%
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary, offensive, and/or hostile working or learning environment? (% "yes" responses)</i>	25%
<i>"I have observed hiring practices at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% "yes" responses)</i>	25%
<i>"I have observed employment-related discipline or action at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% "yes" responses)</i>	25%
<i>I have observed promotion/tenure/reappointment/ reclassification practices at KSU that I perceive to be unfair or unjust. (% "yes" responses)</i>	25%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	80%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	80%
<i>Overall, how comfortable are you with the climate in your courses? (% comfortable or very comfortable)</i>	90%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	80%
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	80%
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	80%
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	80%
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	80%
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	80%
<i>"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/promotion decision." (% agree or strongly agree)</i>	35%
<i>"My colleagues/coworkers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race religion, sexual identity)." (% agree or strongly agree)</i>	35%
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	35%

Campus Climate Assessment Items	Benchmark
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	35%
<i>I believe that the tenure/promotion process is clear. (instructors only - % agree or strongly agree)</i>	75%
<i>I believe that the tenure/promotion standards are reasonable. (instructors only - % agree or strongly agree)</i>	75%
<i>I feel that my service contributions are important to tenure/promotion. (instructors only - % agree or strongly agree)</i>	75%
<i>I feel that my diversity-related research/teaching/service contributions have been/will be valued for promotion. (instructors only - % agree or strongly agree)</i>	75%
<i>I believe the tenure standards/promotion standards are applied equally to all instructors. (instructors only - % agree or strongly agree)</i>	75%
<i>"I find that KSU is supportive of instructors taking sabbatical/instructors enhancement leave." (instructors only - % agree or strongly agree)</i>	75%
<i>I feel pressured to change my research agenda to achieve tenure/promotion. (instructors only - % agree or strongly agree)</i>	35%
<i>I feel that I am burdened by service responsibilities. (instructors only - % agree or strongly agree)</i>	35%
<i>I feel that I am burdened by service responsibilities beyond those of my colleagues with similar performance expectations. (% agree or strongly agree)</i>	35%
<i>I perform more work to help students (e.g., advising, sitting for exams/thesis committees, helping with activities, providing other support) beyond those of my colleagues with similar performance expectations. (instructors only - % agree or strongly agree)</i>	35%
<i>In my department, instructors members who use family accommodation (FMLA) policies are disadvantaged in promotion. (instructors only - % agree or strongly agree)</i>	35%

Benchmark-Setting Process for Students

The following steps outline how benchmarks were established for students according to item types and distribution of responses.

1. Yes or No Questions

Three questions, all negatively-worded statements, total of 10,695 student responses to all three

All Yes or No Questions	
No	79%
Yes	21%

Recommended Benchmark: No more than 20% “yes” responses from reference group

2. Very Comfortable – Very Uncomfortable Question

Two questions, 7,118 student responses

Very Comfortable - Very Uncomfortable Questions	
Very comfortable	30%
Comfortable	54%
Neither comfortable nor uncomfortable	12%
Uncomfortable	3%
Very uncomfortable	1%
TOTAL	100%
Comfortable or Very Comfortable %	84%

Recommended Benchmark: At least 85% “Comfortable” or “Very Comfortable” responses from reference group

3. Strongly Agree – Strongly Disagree 5-Point Scale, Positive Statements

Nine statements, total of 31,854 student responses to all

Strongly Agree - Strongly Disagree 5-Point Scale, Positive Statements	
Strongly agree	33%
Agree	46%
Neither agree nor disagree	13%
Disagree	7%
Strongly disagree	2%
TOTAL	100%
Agree or Strongly Agree %	79%

Recommended Benchmark: At least 80% “Agree” or “Strongly Agree” responses from reference group

4. Strongly Agree – Strongly Disagree 5-Point Scale, Negative Statement

One statement – “I am considering transfer to another college or university due to academic reasons”, 3,229 student responses to all

Strongly Agree - Strongly Disagree 5-Point Scale, Negative Statement	
Strongly agree	9%
Agree	13%
Neither agree nor disagree	12%
Disagree	21%
Strongly disagree	45%
TOTAL	100%
Agree or Strongly Agree %	22%

Recommended Benchmark: No more than 20% “Agree” or “Strongly Agree” responses from reference group

5. Strongly Agree – Strongly Disagree 4-Point Scale, Positive Statements

Eight statements, total of 25,798 students responses to all

"Strongly Agree - Strongly Disagree" 4-Point Scale, Positive Statements	
Strongly agree	30%
Agree	51%
Disagree	15%
Strongly disagree	4%
TOTAL	100%
Agree or Strongly Agree %	81%

Recommended Benchmark: At least 80% “Agree” or “Strongly Agree” responses from reference group

6. Strongly Agree – Strongly Disagree 4-Point Scale, Negative Statements

Two statements, total of 6,289 students responses to both

Strongly Agree - Strongly Disagree 4-Point Scale, Positive Statements	
Strongly agree	18%
Agree	32%
Disagree	37%
Strongly disagree	13%
TOTAL	100%
Agree or Strongly Agree %	50%

Recommended Benchmark: No more than 35% “agree” or “strongly agree” responses from reference group

BENCHMARKS FOR STUDENT ITEMS

Campus Climate Assessment Items	Benchmark
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	85%
<i>Overall, how comfortable are you with the climate in your courses? (% comfortable or very comfortable)</i>	85%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	20%
<i>"Transfer/I never intended to from KSU" (% selected as a reason for considering leaving KSU)</i>	
<i>"I am performing up to my full academic potential." (% agree or strongly agree)</i>	80%
<i>"Many of my courses this year have been intellectually stimulating." (% agree or strongly agree)</i>	80%
<i>" I am satisfied with my academic experience at KSU." (% agree or strongly agree)</i>	80%
<i>"I am satisfied with the extent of my intellectual development since enrolling in KSU." (% agree or strongly agree)</i>	80%
<i>"I have performed academically as well as I anticipated I would." (% agree or strongly agree)</i>	80%
<i>"My academic experience has had a positive influence on my intellectual growth and interest in ideas." (% agree or strongly agree)</i>	80%
<i>"My interest in ideas and intellectual matters has increased since coming to KSU." (% agree or strongly agree)</i>	80%
<i>"I intend to from KSU." (% agree or strongly agree)</i>	80%
<i>"I am considering transferring to another college or university due to academic reasons." (% disagree or strongly disagree)*</i>	35%
<i>"I am aware of KSU's environmental/sustainability efforts, initiative, and course offerings." (% agree or strongly agree)</i>	80%
<i>Within the past year, have you personally experienced any exclusionary (e.g., shunned, ignored), intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	20%
<i>Within the past year, have you observed any conduct or communications directed toward a person or group of people at KSU that you believe has created an exclusionary, intimidating, offensive, and/or hostile working or learning environment? (% "yes" responses)</i>	20%
<i>"I feel valued by instructors/instructors in the classroom/learning environment." (% agree or strongly agree)</i>	80%
<i>"I feel valued by other students in the classroom/learning environment." (% agree or strongly agree)</i>	80%
<i>"I think KSU instructors/instructors are genuinely concerned about my welfare." (% agree or strongly agree)</i>	80%
<i>"I think KSU staff are genuinely concerned about my welfare." (% agree or strongly agree)</i>	80%
<i>"I think KSU administrators are genuinely concerned about my welfare." (% agree or strongly agree)</i>	80%
<i>"I think KSU instructors/instructors pre-judge my abilities based on perceived identity/background." (% disagree or strongly disagree)*</i>	35%
<i>"I have instructors/instructors who I perceive as role models." (% agree or strongly agree)</i>	80%

Campus Climate Assessment Items	Benchmark
<i>"I have staff who I perceive as role models." (% agree or strongly agree)</i>	80%
<i>"I don't see enough instructors/instructors/staff with whom I identify." (% agree or strongly agree)*</i>	35%
<i>"I have opportunities for academic success that are similar to those of my classmates." (% agree or strongly agree)</i>	80%

Sections III and IV Methodology

The Campus Culture and Climate Assessment used a variety of question types to provide a nuanced picture of experiences and perceptions of the KSU climate for all constituent groups. The majority of these item types had response options that were categorical – yes/no, very comfortable – very uncomfortable, strongly agree – strongly disagree. However, there were two sections where the response types were numeric scales used to rate specific dimensions of the climate at KSU. Some of these dimensions were general, such as “friendly – hostile” or “improving – regressing.” Others were applicable to particular identity groups, such as “not racist – racist” or “not homophobic – homophobic.” While the analysis of categorical items was based on percentages of responses in given categories, the analysis of these numeric scales was based on the mean ratings of specific groups.

Section III consisted of comparisons of mean ratings for the general dimensions of climate. There were five such dimensions. The comparison groups were all OCBO staff compared to all KSU staff, and specific identity groups among OCBO staff compared to their KSU counterparts.

Section IV captured information of interest from the climate assessment that was not otherwise addressed in the previous sections. This included an analysis of those numeric rating scale dimensions that were specific to various identity groups. Also included in this analysis were some categorical items that were identity-group specific with options of “very respectful – very disrespectful.” This section provides a description of how identity groups within OCBO experienced the KSU climate compared to their counterparts within OCBO.



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APPENDIX II:
DEMOGRAPHIC
INFORMATION

APPENDIX II: DEMOGRAPHIC INFORMATION

Comparison of Respondent Demographics to Population Demographics

Table 1 below shows comparisons by gender and race/ethnicity between all OCBO staff and OCBO staff respondents. Female staff were somewhat under-represented among respondents compared to the distribution of all female staff within OCBO, by a difference of 8 percentage points. Staff of color were under-represented among respondents by a difference of 16.5 percentage points when compared to all OCBO staff of color.

There were 15 types of disabilities identified by OCBO respondents. A breakdown of staff with disabilities according to the type of disability could not be provided because the small numbers would compromise confidentiality. However, the majority were physical, medical or sensory impairments. A small number were related to learning disabilities or mental health conditions.

Table 1. Demographic comparison of OCBO staff respondent population to all OCBO staff population

Demographics	Staff			
	<i>All OCBO</i> ⁶		<i>OCBO Respondents</i>	
	%	#	%	#
<i>Female</i>	59%	295	51%	55
<i>Male</i>	41%	202	49%	53
TOTALS	100	497	100%	108
<i>Person of Color</i>	34%	167	17.5%	19
<i>White Only</i>	66%	329	82.5%	59
TOTALS	100%	496	100%	108

Table 2 shows the total distribution of staff by department within OCBO compared to the distribution of staff respondents by department. About 5% percent of staff respondents who chose OCBO as their primary affiliation did not identify a department affiliation. Of those who did identify a department affiliation, the Department of Public Safety and the Office of Finance and Accounting were over-represented among respondents. Auxiliary Services was the unit that was most under-represented among respondents. Other differences in representation were minimal.

⁶ Excluded from these counts were Enterprise Information Management, Sports and Recreation Parks, and Museums and Archives. This was done in an effort to be consistent with respondent counts. The respondent departments that were included under OCBO were the Department of Public Safety, Facilities Services, Human Resources, Auxiliary Services, and Office of Finance and Accounting. These departments roughly correspond to the current organizational structure. Because department labels in HR data files may not perfectly match those used for the climate assessment, response rates should be considered approximations.

Table 2. Department comparison of OCBO staff respondent population to all OCBO staff population

Department	All OCBO Staff		OCBO Staff Respondents	
	%	#	%	#
Dept. of Public Safety	14%	71	31%	34
Facilities Services	26%	128	22%	24
Human Resources	9%	44	8%	9
Auxiliary Services	39%	194	12%	13
Office of Finance and Accounting (including Procurement and Contracting)	12%	60	23%	25
None identified			4%	5
TOTALS	100%	497	100%	110



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APPENDIX III:
DASHBOARD TABLES OF
FACULTY AND STAFF
IDENTITY GROUP
COMPARISONS

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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APPENDIX III: DASHBOARD TABLES OF STAFF IDENTITY GROUP COMPARISONS

Table 1. Summary of Comparisons on All General Response Items – All OCBO Staff

Campus Climate Assessment Items	OCBO Staff		All Other KSU Staff	
	%	#	%	#
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	41%	41	33%	192
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	87%	94	80%	469
<i>"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)</i>	26%	21	31%	152
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	18%	18	24%	121
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	39%	31	34%	144
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	69%	76	82%	498
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	31%	34	22%	133
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	78%	86	84%	514
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	53%	58	45%	275
<i>"I have observed promotion/tenure/reappointment/reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)</i>	40%	36	32%	155
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	74%	76	81%	473
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	85%	85	91%	507
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	78%	84	83%	462

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	OCBO Staff		All Other KSU Staff	
	%	#	%	#
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	17%	16	12%	64
<i>Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	32%	35	28%	170
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	76%	80	80%	453

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 2. Summary of Comparisons on All General Response Items – Department of Public Safety and University Police Staff

Campus Climate Assessment Items	Department of Public Safety and University Police Staff		All Other OCBO Staff	
	%	#	%	#
"I find that KSU is supportive of taking leave." (% agree or strongly agree)	97%	31	86%	63
"I believe that the way salaries are determined is clear." (% agree or strongly agree)	45%	13	39%	28
"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)	77%	24	72%	53
"I have observed hiring practices at KSU (e.g., hiring supervisor bias, search committee bias, lack of effort in diversifying recruiting pool) that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)	45%	14	11%	7
Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)	47%	16	79%	60
"I have observed promotion/tenure/reappointment/reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)	61%	19	29%	17
"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)	35%	11	8%	5
"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)	26%	6	45%	25
"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	72%	21	90%	64
Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)	41%	14	26%	20
"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)	44%	14	31%	22
Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)	71%	24	82%	62
Have you ever seriously considered leaving KSU? (% of "yes" responses)	59%	20	50%	38
Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)	38%	13	29%	22

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	Department of Public Safety and University Police Staff		All Other OCBO Staff	
	%	#	%	#
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	82%	28	89%	66
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	70%	23	76%	58
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	70%	23	76%	53
<i>"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)</i>	34%	11	29%	21

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 3. Summary of Comparisons on All General Response Items – Facilities Services Staff

Campus Climate Assessment Items	Facilities Services Staff		All Other OCBO Staff	
	%	#	%	#
"I have observed promotion/tenure/reappointment/ reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)	28%	5	43%	31
"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)	54%	13	85%	71
"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	52%	11	79%	65
"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)	48%	11	26%	21
"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)	58%	14	79%	67
Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)	54%	13	85%	73
"I believe that the way salaries are determined is clear." (% agree or strongly agree)	26%	6	45%	35
"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)	63%	15	79%	66
"I have adequate access to administrative support." (% agree or strongly agree)	64%	14	80%	66
Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)	58%	14	72%	62
Have you ever seriously considered leaving KSU? (% of "yes" responses)	63%	15	50%	43
"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)	28%	5	16%	13
"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)	78%	18	89%	76
"I find that KSU is supportive of taking leave." (% agree or strongly agree)	82%	18	92%	76
"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)	31%	5	41%	26
Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)	38%	9	29%	25
"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)	32%	6	24%	15

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	Facilities Services Staff		All Other OCBO Staff	
	%	#	%	#
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	81%	17	86%	68

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 4. Summary of Comparisons on All General Response Items – Human Resources

Campus Climate Assessment Items	Human Resources Staff		All Other OCBO Staff	
	%	#	%	#
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	100%	9	66%	67
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	0%	0	20%	18
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	0%	0	18%	16
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	89%	8	72%	69
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	89%	8	72%	68
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	89%	8	73%	73
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	100%	9	84%	76
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	89%	8	77%	78
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	89%	8	77%	76
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	67%	6	77%	74

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 5. Summary of Comparisons on All General Response Items – Auxiliary Services

Campus Climate Assessment Items	Auxiliary Services and Programs Staff		All Other OCBO Staff	
	%	#	%	#
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	100%	13	64%	59
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	100%	12	73%	64
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	100%	12	75%	68
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	0%	0	21%	16
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	92%	12	75%	69
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	38%	5	54%	50
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	50%	6	38%	24
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	83%	10	75%	68
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	82%	9	74%	64
<i>"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)</i>	46%	6	20%	13
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	77%	10	91%	79
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	69%	9	75%	65

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 6. Summary of Comparisons on All General Response Items – Office of Finance and Accounting

Campus Climate Assessment Items	Office of Finance and Accounting Staff		All Other OCBO Staff	
	%	#	%	#
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	61%	14	37%	27
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	92%	22	69%	51
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	92%	23	70%	55
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	96%	24	71%	57
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	100%	24	82%	65
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	21%	5	38%	28
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	96%	24	80%	57
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	88%	22	72%	56
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	80%	20	65%	52
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	20%	5	35%	28
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	50%	9	36%	21
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	44%	11	55%	44
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	84%	21	76%	59
<i>Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	28%	7	34%	27
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	92%	22	88%	67

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	Office of Finance and Accounting Staff		All Other OCBO Staff	
	%	#	%	#
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	79%	19	75%	57
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	68%	17	76%	57

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 7. Summary of Responses for OCBO Staff by Gender, with Female Staff as Reference Group

Campus Climate Assessment Items	OCBO Female Staff		OCBO Male Staff		Mean, All OCBO Staff Identity Groups	
	%	#	%	#	%	#
"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)	15%	6	34%	14	31%	21
Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)	87%	48	70%	37	72%	86
"I find that KSU is supportive of taking leave." (% agree or strongly agree)	96%	49	85%	44	81%	94
"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)	83%	45	73%	38	71%	84
"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)	76%	42	75%	38	66%	81
"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)	27%	14	33%	17	36%	32
"I have observed hiring practices at KSU (e.g., hiring supervisor bias, search committee bias, lack of effort in diversifying recruiting pool) that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)	22%	11	24%	10	28%	21
"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)	91%	48	85%	45	86%	94
"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)	74%	39	74%	37	69%	77
"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	89%	48	84%	37	84%	85
"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)	11%	5	23%	11	16%	16

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	OCBO Female Staff		OCBO Male Staff		Mean, All OCBO Staff Identity Groups	
	%	#	%	#	%	#
<i>Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	36%	20	28%	15	28%	35
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	72%	38	84%	42	79%	80
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	38%	20	31%	15	34%	36
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	31%	17	30%	16	27%	34
<i>Comparison of Responses for Gender-Specific Items (Discussed in narrative in Section V: Additional Information of Interest)</i>						
Campus Climate Assessment Items	OCBO Female Staff		OCBO Male Staff		Mean, All Other KSU Female Staff	
	% or Mean	#	% or Mean	#	% or Mean	#
<i>Average rating for climate at KSU on 5-point scale: Positive for women - Negative for women</i>	1.72	55	1.79	53	1.93	424
<i>Average rating for climate at KSU on 5-point scale: Not sexist - Sexist</i>	1.84	55	1.77	53	2.09	424
<i>Climate rating for people who are female - Percent Respectful or Very Respectful</i>	98%	51	100%	47	97%	384
<i>"My workplace climate at KSU is welcoming regardless of a person's gender expression" – (% agree or strongly agree)</i>	91%	42	90%	43	94%	335
<i>"My workplace climate at KSU is welcoming regardless of a person's gender/gender identity" (% agree or strongly agree)</i>	93%	43	92%	45	94%	353

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 8. Summary of Responses for OCBO Staff by Race/Ethnicity, with Staff of Color as Reference Group

Campus Climate Assessment Items	OCBO Staff of Color		OCBO White Staff		Mean, All OCBO Staff Identity Groups	
	%	#	%	#	%	#
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	64%	9	34%	22	36%	31
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	95%	18	75%	67	72%	86
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	89%	17	72%	63	66%	81
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	79%	15	66%	59	71%	76
<i>"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)</i>	28%	5	31%	26	36%	32
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	82%	14	71%	60	74%	76
<i>"I have observed promotion/tenure/reappointment/reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)</i>	31%	5	43%	31	37%	36
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	44%	7	40%	34	39%	41

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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<i>Comparison of Responses for Race/Ethnicity-Specific Items (Discussed in narrative in Section V: Additional Information of Interest)</i>						
Campus Climate Assessment Items	OCBO Staff of Color		OCBO White Staff		All Other KSU Faculty/Staff of Color	
	% or mean	#	% or mean	#	% or mean	#
<i>Average rating for climate at KSU on 5-point scale: Positive for people of color - Negative for people of color</i>	1.94	19	1.67	89	2.19	8
<i>Average rating for climate at KSU on 5-point scale: Not racist - Racist</i>	2.05	19	1.76	89	2.32	138
<i>Climate rating for people of color - Percent Respectful or Very Respectful</i>	94%	17	99%	79	88%	108
<i>“My workplace climate at KSU is welcoming regardless of a person’s ethnicity” – Percent Strongly Agree or Agree</i>	100%	17	94%	78	79%	104
<i>“My workplace climate at KSU is welcoming regardless of a person’s race” – Percent Strongly Agree or Agree</i>	89%	16	94%	78	80%	105

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 9. Summary of Responses for OCBO Staff by Disability Status, with Staff with Disabilities as Reference Group

Campus Climate Assessment Items	OCBO Staff with Disabilities		OCBO Staff Without Disabilities		Mean, All OCBO Staff Identity Groups	
	%	#	%	#	%	#
"I believe that the way salaries are determined is clear." (% agree or strongly agree)	50%	6	38%	33	39%	41
"I have adequate access to administrative support." (% agree or strongly agree)	92%	11	75%	68	79%	80
"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)	77%	10	73%	65	69%	77
"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)	92%	12	87%	80	86%	94
Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)	46%	6	100%	68	71%	76
"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)	50%	6	34%	30	34%	36
"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	58%	7	75%	67	74%	76
"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)	62%	8	76%	71	74%	81
"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	75%	9	86%	75	84%	85
Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)	54%	7	82%	77	72%	86
"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)	54%	7	80%	74	71%	84
Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)	38%	5	30%	28	27%	34
Have you ever seriously considered leaving KSU? (% of "yes" responses)	62%	8	52%	49	57%	58

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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<i>Comparison of Responses for Items Specific to Disabilities (Discussed in narrative in Section V: Additional Information of Interest)</i>						
Campus Climate Assessment Items	OCBO Staff with Disabilities		OCBO Staff Without Disabilities		All Other KSU Staff with Disabilities	
	% or mean	#	% or mean	#	% or mean	#
<i>Average rating for climate at KSU on 5-point scale: Positive for persons with disabilities - Negative for persons with disabilities</i>	2.25	13	1.84	94	2.08	85
<i>Average rating for climate at KSU on 5-point scale: Disability friendly - Not disability friendly</i>	2	13	1.75	94	2.13	85
<i>“My workplace climate at KSU is welcoming regardless of a person’s learning disability.” – Percent Strongly Agree or Agree</i>	90%	9	95%	75	93%	64
<i>“My workplace climate at KSU is welcoming regardless of a person's mental health/psychological condition.” – Percent Strongly Agree or Agree</i>	90%	9	89%	72	85%	63
<i>“My workplace climate at KSU is welcoming regardless of a person’s medical conditions.” – Percent Strongly Agree or Agree</i>	91%	10	92%	81	91%	73
<i>“My workplace climate at KSU is welcoming regardless of a person’s physical disability.” – Percent Strongly Agree or Agree</i>	75%	9	95%	78	92%	71
<i>Climate rating for people who have physical health issues - Percent Respectful or Very Respectful</i>	91%	10	98%	80	98%	79
<i>Climate rating for people who have a learning disability - Percent Respectful or Very Respectful</i>	100%	8	95%	71	94%	67
<i>Climate rating for people who have mental health/psychological health issues- Percent Respectful or Very Respectful</i>	100%	8	94%	68	84%	57
<i>Climate rating for people who have a physical disability - Percent Respectful or Very Respectful</i>	90%	9	97%	75	95%	73

Keys to Color Coding:	Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Table 10. Summary of Responses for OCBO Staff by Military Service Status, with Staff with Military Service as Reference Group

Campus Climate Assessment Items	OCBO Staff with Military Service		OCBO Staff Without Military Service		Mean, All OCBO Staff Identity Groups	
	%	#	%	#	%	#
"I have adequate access to administrative support." (% agree or strongly agree)	100%	10	74%	70	79%	80
"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)	100%	11	86%	83	86%	94
"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)	80%	8	73%	69	69%	77
"I find that KSU is supportive of taking leave." (% agree or strongly agree)	90%	9	89%	85	81%	94
"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)	0%	0	42%	31	36%	31
"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)	55%	6	77%	75	74%	81
"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	67%	6	87%	79	84%	85
"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)	60%	6	75%	70	74%	76
"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)	50%	5	78%	76	66%	81
Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)	64%	7	70%	69	71%	76
"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)	64%	7	79%	77	71%	84

Keys to Color Coding:

Significant Strength	Meaningful Strength	Neutral – No Difference	Significant Challenge	Meaningful Challenge
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Campus Climate Assessment Items	OCBO Faculty/ Staff with Military Service		OCBO Faculty/ Staff Without Military Service		All Other KSU Faculty/ Staff with Military Service	
	% or mean	#	% or mean	#	% or mean	#
<i>“My workplace climate at KSU is welcoming regardless of a person’s military/veteran status.” – Percent Strongly Agree or Agree</i>	100%	11	98%	87	99%	16
<i>Climate rating for people who are veterans/active military members (% respectful or very respectful)</i>	100%	11	98%	86	100%	19



Office of Diversity and Inclusion

OFFICE OF THE CHIEF BUSINESS OFFICER REPORT

APPENDIX IV:
DASHBOARD TABLES
OF FACULTY AND
STAFF BENCHMARK
COMPARISONS

Keys to Color Coding:

Strength	Challenge
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APPENDIX IV: DASHBOARD TABLES OF STAFF BENCHMARK COMPARISONS

Table 1. Comparison on All General Response Items, OCBO Staff to Benchmarks

Campus Climate Assessment Items	OCBO Staff		Benchmark
	%	#	%
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	17%	16	25%
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	31%	34	25%
<i>Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	32%	35	25%
<i>"I have observed promotion/reappointment/ reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)</i>	40%	36	25%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	53%	58	25%
<i>Overall, how comfortable are you with the climate in your department /work unit? (% comfortable or very comfortable)</i>	69%	76	80%
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	87%	94	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	74%	76	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	41%	41	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	39%	31	80%
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	18%	18	35%
<i>"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)</i>	26%	21	35%

Table 2. Comparison on All General Response Items, Department of Public Safety to Benchmarks

Campus Climate Assessment Items	Department of Public Safety and University Police Staff		Benchmark
	%	#	%
<i>"I have observed promotion/tenure/reappointment/ reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)</i>	61%	19	25%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	59%	20	25%
<i>"I have observed hiring practices at KSU (e.g., hiring supervisor bias, search committee bias, lack of effort in diversifying recruiting pool) that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	45%	14	25%
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	41%	14	25%
<i>Within the past year, have you personally experienced any exclusionary, intimidating, offensive and/or hostile behavior at KSU? (% of "yes" responses)</i>	38%	13	25%
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	35%	11	25%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	47%	16	80%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	71%	24	80%
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	97%	31	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	70%	23	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	70%	23	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	45%	13	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	26%	6	80%
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	72%	21	80%
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	44%	14	35%

Table 3. Comparison on All General Response Items, Facilities Services Staff to Benchmarks

Campus Climate Assessment Items	Facilities Services Staff		Benchmark
	%	#	%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	63%	15	25%
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	38%	9	25%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	54%	13	80%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	58%	14	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	26%	6	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	31%	5	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	52%	11	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	54%	13	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	58%	14	80%
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	63%	15	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	64%	14	80%
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	28%	5	35%
<i>"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)</i>	48%	11	35%

Table 4. Comparison on All General Response Items, Human Resources Staff to Benchmarks

Campus Climate Assessment Items	Human Resources Staff		Benchmark
	%	#	%
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	0%	0	25%
<i>Overall, how comfortable are you with the climate in your department /work unit? (% comfortable or very comfortable)</i>	100%	9	80%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	89%	8	80%
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	100%	9	80%
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	89%	8	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	89%	8	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	89%	8	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	89%	8	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	67%	6	80%
<i>"I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children." (% agree or strongly agree)</i>	0%	0	35%

Table 5. Comparison on All General Response Items, Auxiliary Services Staff to Benchmarks

Campus Climate Assessment Items	Auxiliary Services and Programs Staff		Benchmark
	%	#	%
<i>"I have observed employment-related discipline or action up to and including termination at KSU that I perceive to be unfair and unjust or would inhibit diversifying the community." (% of "yes" responses)</i>	0%	0	25%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	38%	5	25%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	100%	13	80%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	92%	12	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	100%	12	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	100%	12	80%
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	69%	9	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	50%	6	80%
<i>"My colleagues/co-workers expect me to represent 'the point of view' of my identity (e.g., ability, ethnicity, gender, race, religion, sexual identity)." (% agree or strongly agree)</i>	46%	6	35%

Table 6. Comparison on All General Response Items, Office of Finance and Accounting Staff to Benchmarks

Campus Climate Assessment Items	Office of Finance and Accounting Staff		Benchmark
	%	#	%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	44%	11	25%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	96%	24	80%
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	100%	24	80%
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	96%	24	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	92%	22	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	92%	23	80%
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	92%	22	80%
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	88%	22	80%
<i>"I find that KSU is supportive of flexible work schedules." (% agree or strongly agree)</i>	68%	17	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	61%	14	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	50%	9	80%
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	21%	5	35%

Table 7. Summary of Responses for OCBO Female Staff Compared to Benchmarks

Table 8. Summary of Responses for OCBO Staff of Color Compared to Benchmarks

Campus Climate Assessment Items	OCBO Staff of Color		Benchmark
	%	#	%
<i>"I have observed promotion/tenure/reappointment/reclassification practices at KSU that I perceive to be unfair or unjust." (% of "yes" responses)</i>	31%	5	25%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	95%	18	80%
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	89%	17	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	64%	9	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	44%	7	80%
<i>"I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision." (% agree or strongly agree)</i>	28%	5	35%

Table 9. Summary of Responses for OCBO Staff with Disabilities Compared to Benchmarks

Campus Climate Assessment Items	OCBO Staff with Disabilities		Benchmark
	%	#	%
<i>Have you ever seriously considered leaving KSU? (% of "yes" responses)</i>	62%	8	25%
<i>Within the past year, have you observed any conduct directed toward a person or group at KSU that you believe has created an exclusionary intimidating, offensive and/or hostile working environment? (% of "yes" responses)</i>	38%	5	25%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	46%	6	80%
<i>Overall, how comfortable are you with the climate at KSU? (% comfortable or very comfortable)</i>	54%	7	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	92%	11	80%
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	92%	12	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	58%	7	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	54%	7	80%
<i>"I believe that the way salaries are determined is clear." (% agree or strongly agree)</i>	50%	6	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	62%	8	80%
<i>"I have to work harder than I believe my colleagues/co-workers do to achieve the same recognition." (% agree or strongly agree)</i>	50%	6	35%

Table 10. Summary of Responses for OCBO Staff with Military Service Compared to Benchmarks

Campus Climate Assessment Items	OCBO Staff with Military Service		Benchmark
	%	#	%
<i>Overall, how comfortable are you with the climate in your department/work unit? (% comfortable or very comfortable)</i>	64%	7	80%
<i>"I have adequate access to administrative support." (% agree or strongly agree)</i>	100%	10	80%
<i>"I am comfortable taking leave that I am entitled to without fear that it may affect my job/career." (% agree or strongly agree)</i>	100%	11	80%
<i>"I find that KSU is supportive of taking leave." (% agree or strongly agree)</i>	90%	9	80%
<i>"I have supervisors who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	55%	6	80%
<i>"My supervisor provides ongoing feedback to help me improve my performance." (% agree or strongly agree)</i>	50%	5	80%
<i>"I feel that KSU provides available resources to help employees balance work-life needs, such as childcare and elder care." (% agree or strongly agree)</i>	0%	0	80%
<i>"My supervisor provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	60%	6	80%
<i>"I have colleagues/co-workers who give me job/career advice or guidance when I need it." (% agree or strongly agree)</i>	64%	7	80%
<i>"KSU (e.g., CETL, CUL, etc.) provides me with resources to pursue professional development opportunities." (% agree or strongly agree)</i>	67%	6	80%



Office of Diversity and Inclusion

OFFICE OF THE CHIEF
BUSINESS OFFICER
REPORT

APPENDIX V: DATA TABLES
FOR GENERAL CLIMATE
SCALES BY IDENTITY
GROUP

APPENDIX V: DATA TABLES FOR GENERAL CLIMATE SCALES BY IDENTITY GROUP

Table 1. Friendly – Hostile Dimension

Friendly - Hostile Dimension				
	Office of the Chief Business Officer		All Other KSU Faculty/Staff	
Identity Group	Mean	Count	Mean	Count
All	1.72	110	1.63	609
Other or No Faith-Based Affiliation	1.50	20	1.72	151
Disability	1.62	13	1.77	85
Female	1.56	55	1.67	424
Moderate	1.62	37	1.63	196
Heterosexual	1.71	96	1.63	523
US Citizen	1.70	108	1.63	587
No Military Service	1.70	99	1.63	580
White Only	1.66	89	1.58	457
No Disability	1.70	94	1.60	494
Person of Color	1.89	19	1.77	138
Christian Affiliation	1.74	85	1.60	426
Military Service	1.82	11	1.63	19
Conservative	1.72	43	1.53	176
LGBQ	1.83	6	1.62	29
Liberal	2.00	9	1.74	110
Male	1.85	53	1.51	174

Table 2. Cooperative – Uncooperative Dimension

Cooperative - Uncooperative Dimension				
Identity Group	Office of the Chief Business Officer		All Other KSU Faculty/Staff	
	Mean	Count	Mean	Count
All	1.95	110	1.89	609
Other or No Faith-Based Affiliation	1.80	20	1.93	151
Moderate	1.78	37	1.91	196
Female	1.81	55	1.93	424
Disability	2.00	13	2.11	85
US Citizen	1.93	108	1.90	587
White Only	1.90	89	1.86	457
No Military Service	1.94	99	1.89	580
Heterosexual	1.94	96	1.89	523
Liberal	2.00	9	1.95	110
Christian Affiliation	1.95	85	1.87	426
No Disability	1.92	94	1.84	494
Person of Color	2.11	19	1.90	138
Conservative	2.02	43	1.79	176
LGBQ	2.17	6	1.93	29
Male	2.08	53	1.74	174
Military Service	2.09	11	1.74	19

Table 3. Improving – Regressing Dimension

Improving - Regressing Dimension				
Identity Group	Office of the Chief Business Officer		All Other KSU Faculty/Staff	
	Mean	Count	Mean	Count
All	2.11	110	1.99	609
Military Service	2.09	11	2.26	19
LGBQ	1.80	6	1.90	29
Other or No Faith-Based Affiliation	2.00	20	2.06	151
White Only	2.07	89	1.98	457
No Disability	2.04	94	1.95	494
US Citizen	2.09	108	1.99	587
Moderate	2.00	37	1.90	196
Conservative	2.09	43	1.99	176
Female	2.13	55	2.01	424
No Military Service	2.12	99	1.97	580
Heterosexual	2.13	96	1.98	523
Christian Affiliation	2.13	85	1.96	426
Male	2.08	53	1.88	174
Person of Color	2.17	19	1.96	138
Liberal	2.50	9	2.02	110
Disability	2.58	13	2.08	85

Table 4. Welcoming – Not Welcoming Dimension

Welcoming - Not welcoming Dimension				
Identity Group	Office of the Chief Business Officer		All Other KSU Faculty/Staff	
	Mean	Count	Mean	Count
All	1.83	110	1.73	609
Other or No Faith-Based Affiliation	1.70	20	1.74	151
Moderate	1.73	37	1.73	196
Female	1.81	55	1.78	424
Disability	1.92	13	1.88	85
US Citizen	1.82	108	1.73	587
White Only	1.80	89	1.70	457
No Military Service	1.82	99	1.72	580
Heterosexual	1.83	96	1.73	523
Christian Affiliation	1.85	85	1.71	426
No Disability	1.82	94	1.68	494
Conservative	1.84	43	1.68	176
Military Service	2.00	11	1.83	19
Person of Color	1.95	19	1.77	138
Male	1.83	53	1.58	174
Liberal	2.11	9	1.79	110
LGBQ	2.00	6	1.66	29

Table 5. Respectful – Not Respectful Dimension

Respectful - Disrespectful Dimension				
Identity Group	Office of the Chief Business Officer		All Other KSU Faculty/Staff	
	Mean	Count	Mean	Count
All	1.91	110	1.83	609
Disability	1.92	13	2.04	85
Moderate	1.76	37	1.85	196
Other or No Faith-Based Affiliation	1.75	20	1.82	151
Female	1.85	55	1.87	424
Heterosexual	1.88	96	1.85	523
Person of Color	1.95	19	1.90	138
US Citizen	1.90	108	1.84	587
No Military Service	1.90	99	1.83	580
White Only	1.89	89	1.80	457
Christian Affiliation	1.92	85	1.83	426
No Disability	1.89	94	1.78	494
Conservative	1.95	43	1.78	176
Liberal	2.00	9	1.78	110
Male	1.94	53	1.72	174
Military Service	2.00	11	1.78	19
LGBQ	2.17	6	1.79	29

WE ARE **stronger** together.



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