



Office of Diversity and Inclusion

## CAMPUS CULTURE AND CLIMATE ASSESSMENT

ANALYSIS OF  
UNIVERSITY  
INFORMATION  
TECHNOLOGY  
SYSTEMS REPORT

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## INTRODUCTION: ANALYSIS OF CLIMATE FOR UNIVERSITY INFORMATION TECHNOLOGY SERVICES

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/department/office. This report provides findings for respondents affiliated with University Information Technology Services (herein referred to as UITS). 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 UITS 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 UITS when compared against the Kennesaw Campus as a whole.

Section II compares responses between single identity groups of staff within UITS and all UITS 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 UITS's climate based on the categories of gender, race/ethnicity, and disability status.

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 UITS staff respondents should report the same. If that benchmark is exceeded, it is considered a strength within UITS. If the benchmark is not met, then it is considered a challenge. Benchmarks do not represent the desired end points for UITS's 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 UITS to the corresponding groups for the Kennesaw Campus.

Section IV presents findings for items that are specific to identity groups such as females or persons with disabilities.

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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 UITS staff identity groups and departments.

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

Chi square tests determined statistically significant differences between responses from UITS staff.<sup>3</sup> In analyses of other administrative units, statistically significant and favorable results were labeled significant strengths while those that were statistically significant and unfavorable were labeled significant challenges. However, there were no statistically significant results within UITS that met the criteria for reporting.

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 UITS.

Comparisons were also conducted of responses from UITS 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 UITS.

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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 UITS 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 strengths in both comparisons. Items that appear in more than one comparison should be considered as having been emphasized in terms of their importance.

Table 1: Top Strengths and Challenges for UITS Staff

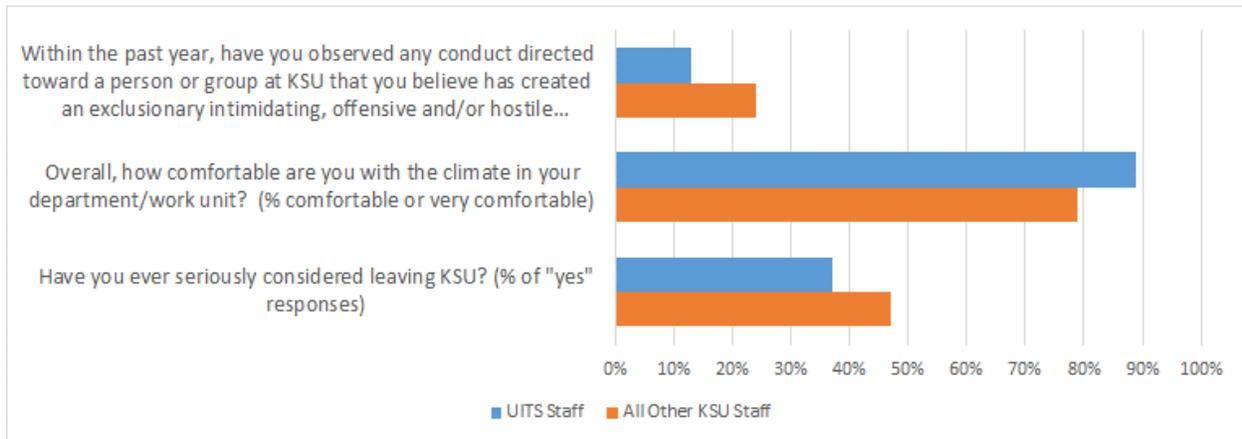
UITS STAFF		
	Comparison to All Other KSU Staff	Comparison to Benchmarks
Top Strengths	<ul style="list-style-type: none"> <li>• <u>Lower percentage who have observed exclusionary conduct at KSU within the past year</u></li> <li>• <u>Higher levels of comfort with the climate in their departments</u></li> <li>• Lower percentage who have seriously considered leaving KSU<sup>6</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Lower agreement that people who do not have children are burdened with work responsibilities beyond those who do have children</li> <li>• <u>Lower percentage who have observed exclusionary conduct at KSU within the past year</u></li> </ul> <p>Higher levels of comfort with climate</p> <ul style="list-style-type: none"> <li>• <u>in their departments</u><sup>7</sup></li> <li>• at KSU<sup>7</sup></li> </ul>
Top Challenges	There were no areas of challenge with a difference of 10 percentage points or greater for this comparison.	<ul style="list-style-type: none"> <li>• Higher percentage who have seriously considered leaving KSU<sup>6</sup></li> </ul>

<sup>6</sup> This item is a strength when compared to all other KSU staff and a challenge when compared to the benchmark. The greatest difference was for the benchmark comparison.

<sup>7</sup> These two items are the same distance from the benchmark and therefore have the same ranking.

## Section 1.1: UITS Staff to KSU Staff Comparisons<sup>8</sup>

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



### Significant Strengths

No items met the criteria for significant strengths.

### Meaningful Strengths

A lower percentage of UITS staff have

- observed exclusionary conduct at KSU within the past year (13%, n=6) compared to all other KSU staff (24%, n=161), and
- seriously considered leaving KSU (37%, n=17) compared to all other KSU staff (47%, n=316).

In addition,

- a higher percentage of UITS staff were comfortable or very comfortable with the climate in their departments (89%, n=41) compared to all other KSU staff (79%, n=533).

See Table 1 of Appendix III for further information.

### Significant/Meaningful Challenges

No items met the criteria for significant or meaningful challenges.

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

## Section 1.2: UITS Staff to Benchmark Comparisons<sup>9</sup>

The results of benchmark comparisons for UITS staff responses are presented here, arranged by item type.<sup>10</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.

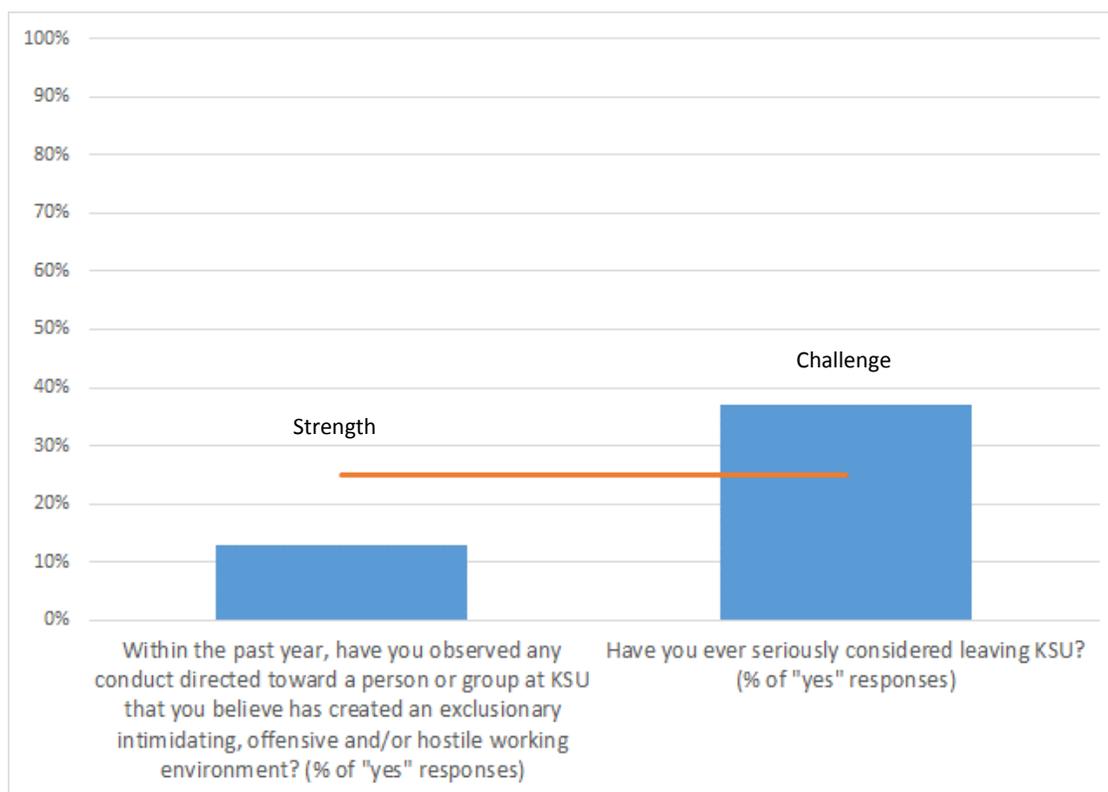
### Yes-No Item Types:

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 strength. At percentages below the benchmark, UITS staff have observed exclusionary conduct at KSU within the past year (13%, n=6).

The analysis also disclosed one area of challenge. At percentages above the benchmark, UITS staff have seriously considered leaving KSU (37%, n=17).

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



<sup>9</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

<sup>10</sup> See Table 1 in Appendix IV for details.

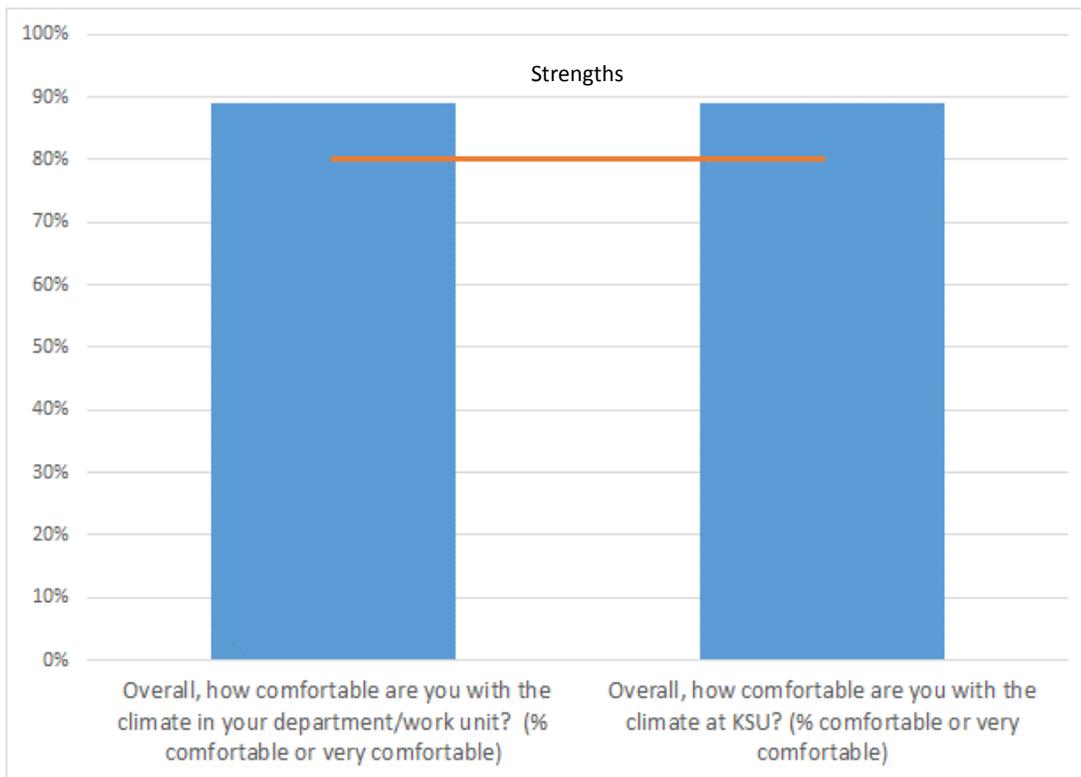
**Very Comfortable – Very Uncomfortable Item Types:**

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. UITs staff had comfort levels above the benchmark with the climate

- in their departments (89%, n=41), and
- at KSU (89%, n=41).

Chart 2.1: UITs Staff Comfort Responses Compared to Benchmark



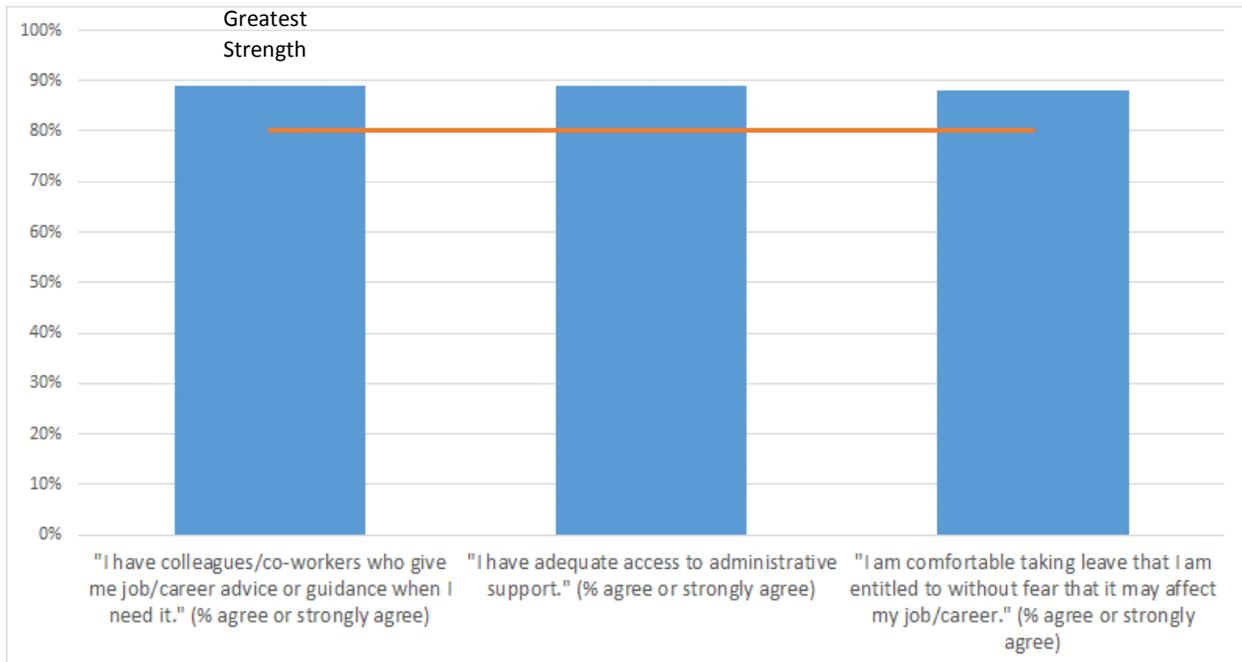
**Strongly Agree – Strongly Disagree Item Types (staff, positive statements):**

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 three areas of strength. At percentages above the benchmark, UITS staff agreed that

- they have colleagues who give career guidance when needed (88%, n=37),
- they have adequate access to administrative support (86%, n=38), and
- they are they are comfortable taking earned leave without fear that it may affect their careers (86%, n=38).

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

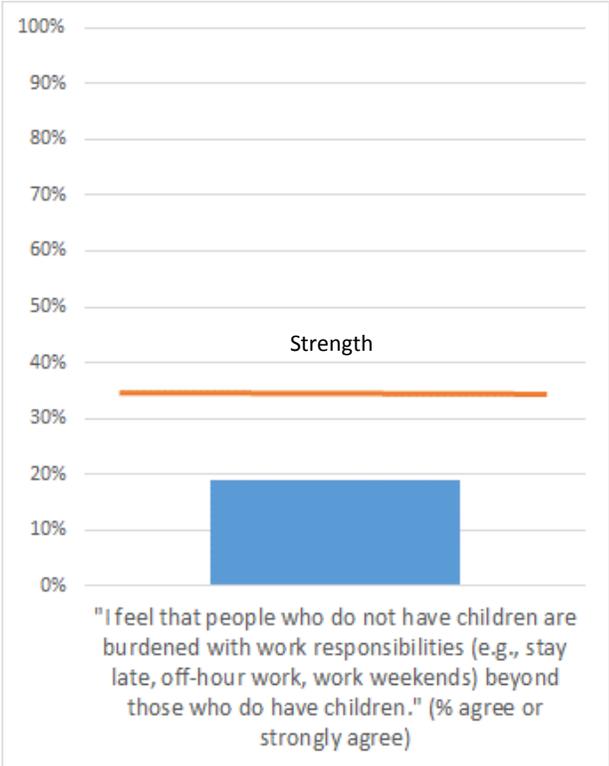


**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

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.”

The benchmark comparison for negatively worded agree-disagree item types revealed one area of strength. At percentages below the benchmark, UITs staff agreed that people who do not have children are burdened with work responsibilities beyond those who do have children (19%, n=8).

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



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

This section includes subsections of analyses of staff responses by gender, race/ethnicity, and disability status.<sup>11</sup> For other demographic variables such as citizenship or sexual identity status, numbers were insufficient to analyze without compromising confidentiality.

For the first comparison, responses of UITS staff for each identity group were compared to those of all UITS staff identity groups. Favorable differences of more than one standard deviation from the average for all identity groups were labeled significant strengths. Favorable differences of less than one standard deviation were labeled meaningful strengths.<sup>12</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>13</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 UITS 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 UITS staff for each reference group were compared to established benchmarks.<sup>14</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> A more limited analysis by religious affiliation and political affiliation is presented in Sections 2.10 and 2.11.

<sup>12</sup> See Appendix I: Methodology for more details of this analysis.

<sup>13</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>14</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

## UITS Staff, Gender/Gender Identity

UITS female staff are the focus of this section. Within UITS, there were 17 female staff and 29 male staff respondents.<sup>15</sup>

### 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 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 UITS Female Staff

UITS FEMALE STAFF			
	Comparison to All UITS Identity Groups	Comparison to UITS Male Staff	Comparison to Benchmarks
Top Strengths	There were no areas of strength with a difference of 10 percentage points or greater for this comparison.	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>• Lower agreement that people who do not have children are burdened with work responsibilities beyond those who do have children</li> <li>• Lower percentage who have seriously considered leaving KSU</li> </ul> <p>Higher levels of comfort with</p> <ul style="list-style-type: none"> <li>• the climate in their departments<sup>16</sup></li> <li>• the climate at KSU<sup>16</sup></li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• <u>Higher agreement that they have to work harder than their colleagues to achieve the same recognition</u></li> <li>• <b>Higher percentage who have seriously considered leaving KSU</b></li> </ul> <p>Lower agreement that</p> <ul style="list-style-type: none"> <li>• <u>they have adequate access to administrative support</u><sup>17</sup></li> <li>• KSU is supportive of flexible work schedules<sup>17</sup></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Higher agreement that they have to work harder than their colleagues to achieve the same recognition</u></li> <li>• <u>Lower agreement that they have adequate access to administrative support</u></li> <li>• <b>Higher percentage who have seriously considered leaving KSU</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Higher percentage who have seriously considered leaving KSU</b></li> </ul>

<sup>15</sup> There were no staff respondents who identified as transgender, genderqueer, multiple identities or other identities.

<sup>16</sup> These two items are the same distance from the benchmark and therefore have the same rank.

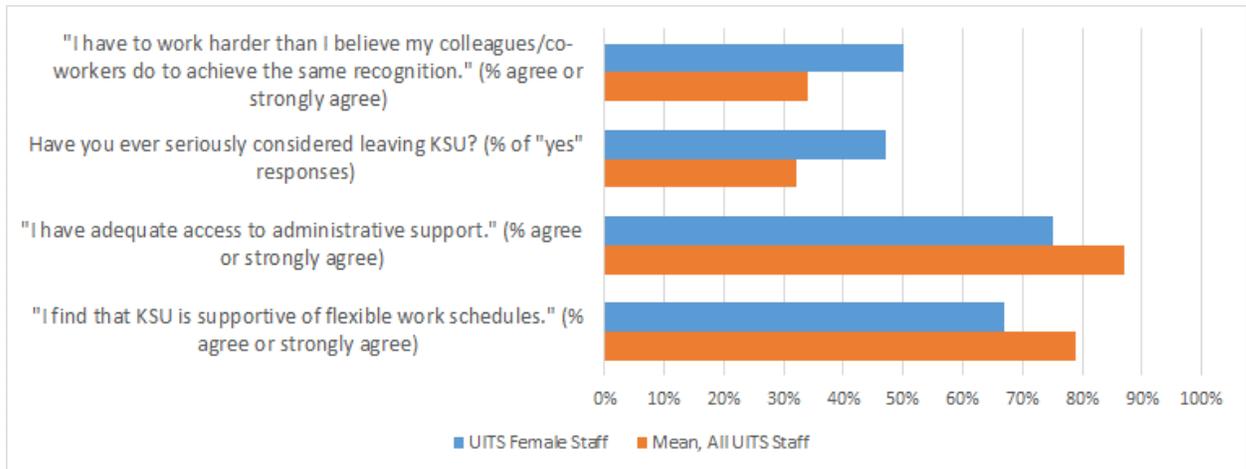
<sup>17</sup> These two items are the same distance from the comparison and therefore have the same rank.

## Section 2.1: UITS Female Staff to All UITS Staff Identity Groups Comparisons<sup>18</sup>

### Significant/Meaningful Strengths

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

Chart 1: Top Strengths, UITS Female Staff Compared to All UITS 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 UITS female staff who

- have seriously considered leaving KSU (47%, n=8) was more than one standard deviation above the mean for all UITS staff identity groups (32%, n=17), and
- agreed or strongly agreed that they have adequate access to administrative support (75%, n=12) was more than one standard deviation below the mean for all UITS staff identity groups (87%, n=39).

### Meaningful Challenges

- A higher percentage of UITS female staff agreed or strongly agreed that they have to work harder than their colleagues to achieve the same recognition (50%, n=8) compared to the mean for all UITS staff identity groups (34%, n=13).
- A lower percentage of UITS female staff agreed or strongly agreed that KSU is supportive of flexible work schedules (67%, n=10) compared to the mean for all UITS staff identity groups (79%, n=33).

See Table 2 in Appendix III for further information.

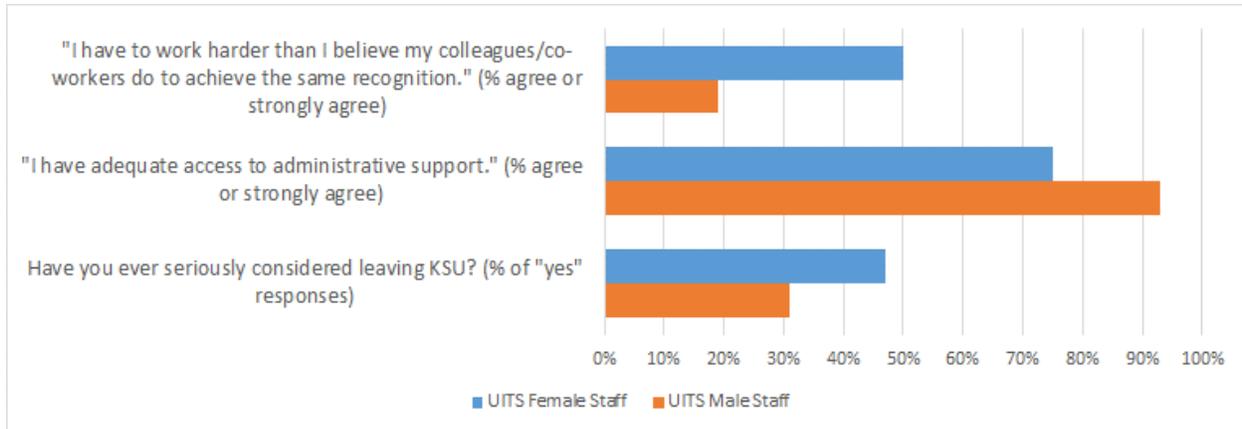
<sup>18</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

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

### Strengths

No items met the criteria for strengths. See Table 2 in Appendix III for further information.

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



### Challenges

A higher percentage of UITS female staff

- agreed or strongly agreed that they have to work harder than their colleagues to achieve the same recognition (50%, n=8) compared to UITS male staff (19%, n=5),
- have seriously considered leaving KSU (47%, n=8) compared to UITS male staff (31%, n=9), and
- agreed or strongly agreed that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or tenure/promotion decisions (40%, n=6) compared to UITS male staff (28%, n=8).

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

- they have adequate access to administrative support (75%, n=12) compared to UITS male staff (93%, n=26), and
- KSU is supportive of flexible work schedules (67%, n=10) compared to UITS male staff (79%, n=23).

See Table 2 in Appendix III for further information.

### Section 2.3: UITS Female Staff to Benchmark Comparisons<sup>19</sup>

The results of benchmark comparisons for UITS female staff responses are presented here, arranged by item type.<sup>20</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.

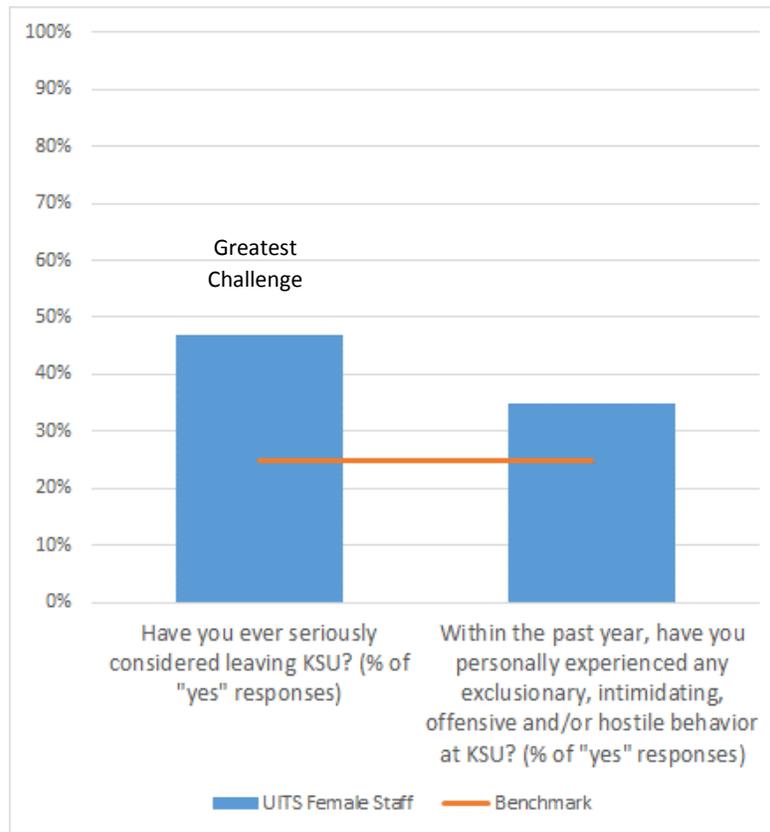
#### Yes-No Item Types:

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 challenge. At percentages above the benchmark, UITS female staff have

- seriously considered leaving KSU (47%, n=8), and
- personally experienced exclusionary behavior at KSU within the past year (35%, n=6).

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



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

There were no items that met the criteria for this item type.

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

<sup>19</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

<sup>20</sup> See Table 2 in Appendix IV for details.

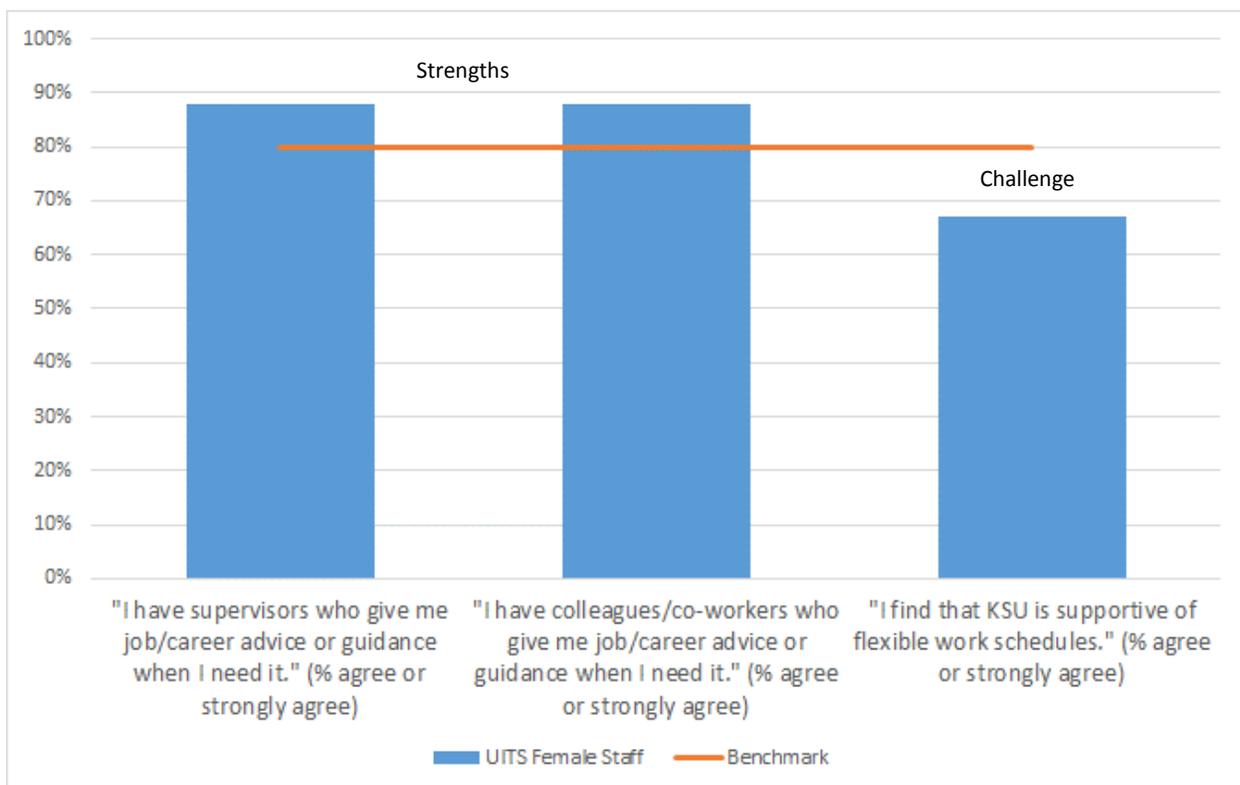
These questions refer to levels of agreement with a series of positively worded statements about work-life for staff, so the desired responses are “agree” or “strongly agree.” The goal is for such responses to be above the benchmark. The benchmark for these item types is 80% or more responding with “agree”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

The benchmark comparison for agree-disagree item types revealed two areas of strength. At percentages above the benchmark, UITS female staff agreed that

- they have supervisors who give career guidance when needed (88%, n=14), and
- they have colleagues who give career guidance when needed (88%, n=14).

The analysis also disclosed one area of challenge. At percentages below the benchmark, UITS female staff agreed that KSU is supportive of flexible work schedules (67%, n=10).

Chart 3.1: UITS Female Staff Work-Life Agreement Responses Compared to Benchmark

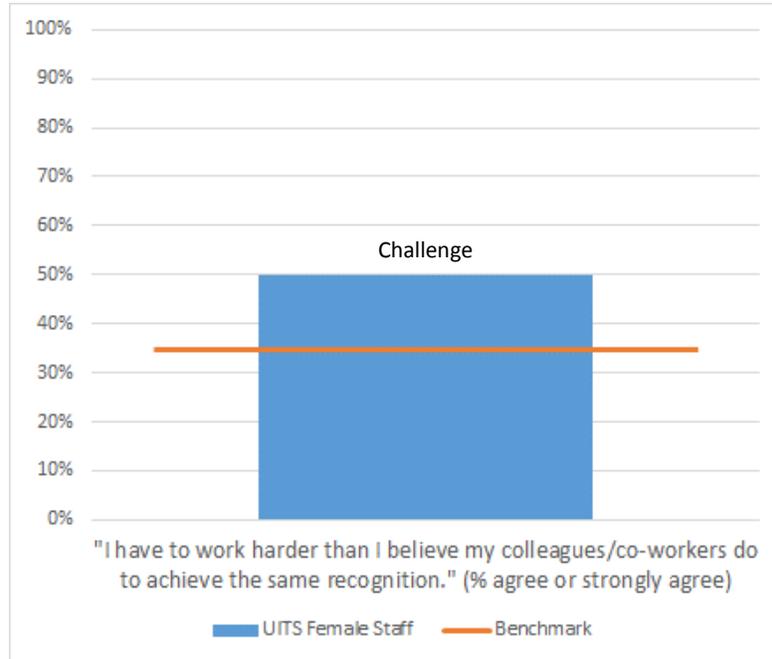


**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

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 comparison for negatively worded agree-disagree item types revealed one area of challenge. At percentages above the benchmark, UITS female staff agreed that they have to work harder than their colleagues to achieve the same recognition (50%, n=8).

Chart 3.2: UITS Female Staff Agreement with Negatively Worded Statements about Work-Life Compared to Benchmark



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

## UITS Staff, Race/Ethnicity

UITS staff of color are the reference group for this section. Within UITS, there were 16 staff of color respondents and 30 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 or challenges in two of three comparisons. Bold-faced items appear as top 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 3: Top Strengths and Challenges for UITS Staff of Color

UITS STAFF OF COLOR			
	<b>Comparison to All UITS Identity Groups</b>	<b>Comparison to UITS White 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.	Higher agreement that <ul style="list-style-type: none"> <li>• <u>KSU is supportive of taking leave</u></li> <li>• <u>they have colleagues who give career guidance when needed</u></li> </ul>	Higher agreement that <ul style="list-style-type: none"> <li>• <u>KSU is supportive of taking leave</u></li> <li>• <u>they have colleagues who give career guidance when needed</u></li> <li>• they have adequate access to administrative support</li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• <b>Higher agreement that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions</b></li> <li>• <u>Higher percentage who have seriously considered leaving KSU</u></li> <li><u>Lower levels of comfort with the climate</u> <ul style="list-style-type: none"> <li>• <u>at KSU<sup>21</sup></u></li> <li>• <u>in their departments<sup>21</sup></u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Higher agreement that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions</b></li> <li><u>Lower levels of comfort with the climate</u> <ul style="list-style-type: none"> <li>• <u>at KSU<sup>22</sup></u></li> <li>• <u>in their departments<sup>22</sup></u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <u>Higher percentage who have seriously considered leaving KSU</u></li> <li>• <b>Higher agreement that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions</b></li> <li>• Lower agreement that KSU is supportive of flexible work schedules</li> </ul>

### Section 2.4: UITS Staff of Color to All UITS Staff Identity Groups Comparisons<sup>23</sup>

<sup>21</sup> These two items are the same distance from the comparison and therefore have the same ranking.

<sup>22</sup> These two items are the same distance from the comparison and therefore have the same ranking.

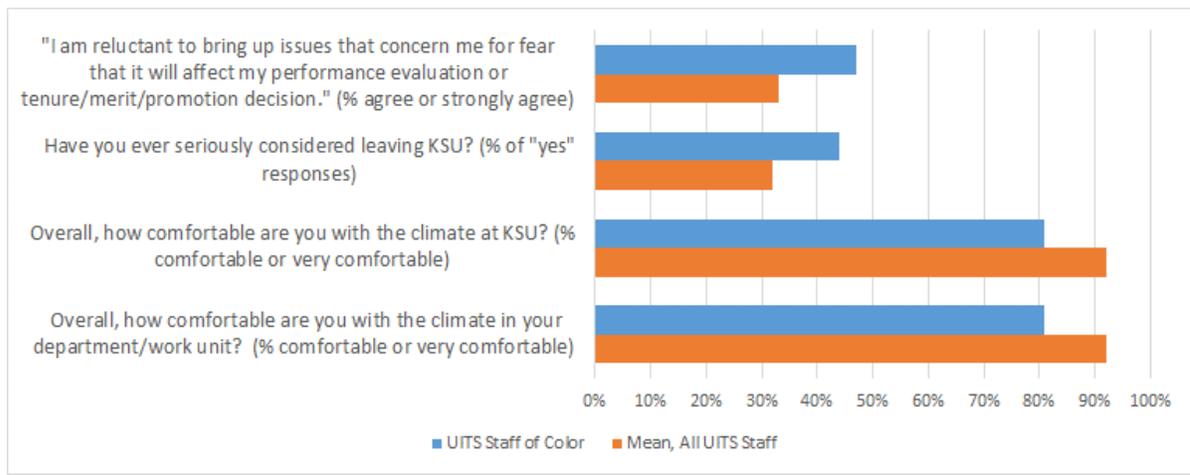
### Significant Strengths

No items met the criteria for significant strengths. See Table 3 of Appendix III for further information.

### Meaningful Strengths

No items met the criteria for meaningful strengths. See Table 3 of Appendix III for further information.

Chart 4: Top Challenges, UITs Staff of Color Compared to All UITs 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 UITs staff of color who were comfortable or very comfortable with the climate

- at KSU (81%, n=13) was more than one standard deviation below the mean for all UITs staff identity groups (92%, n=41), and
- in their departments (81%, n=13) was more than one standard deviation below the mean for all UITs staff identity groups (92%, n=41).

### Meaningful Challenges

A higher percentage of UITs staff of color

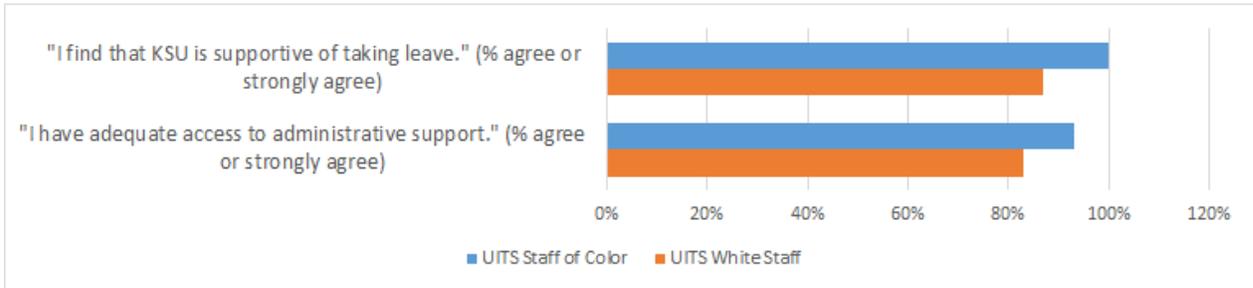
- agreed or strongly agreed that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions (47%, n=7) compared to all UITs staff identity groups (33%, n=14), and
- have seriously considered leaving KSU (44%, n=7) compared to all UITs staff identity groups (32%, n=17).

See Table 3 of Appendix III for further information.

### Section 2.5: UITs Staff of Color to UITs White Staff Comparisons

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

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



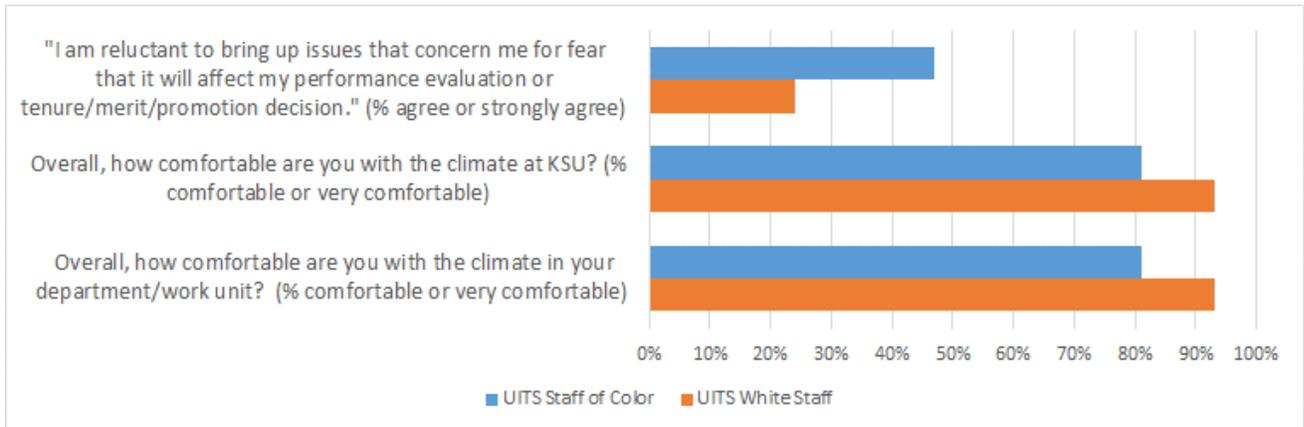
### Strengths

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

- KSU is supportive of taking leave (100%, n=15) compared to UITS white staff (87%, n=26), and
- they have adequate access to administrative support (93%, n=14) compared to UITS white staff (83%, n=24).

See Table 3 of Appendix III for further information.

Chart 5.1: Top Three Challenges, UITS Staff of Color Compared to UITS White Staff



### Challenges

#### A higher percentage of UITS staff of color

- agreed or strongly agreed they are reluctant to bring up issues of concern for fear it will affect performance evaluations or tenure/promotion decisions (47%, n=7) compared to UITS white staff (24%, n=7), and
- have seriously considered leaving KSU (44%, n=7) compared to UITS white staff (33%, n=10).

#### A lower percentage of UITS staff of color

- were comfortable or very comfortable with the climate at KSU (81%, n=13) compared to UITS white staff (93%, n=28),
- were comfortable or very comfortable with the climate in their departments (81%, n=13) compared to UITS white staff (93%, n=28), and
- agreed or strongly agreed that they are comfortable taking earned leave without fear that it may affect their careers (80%, n=12) compared to UITS white staff (90%, n=26).

### Section 2.6: UITS Staff of Color to Benchmark Comparisons<sup>24</sup>

The results of benchmark comparisons for UITS staff of color responses are presented here, arranged by item type.<sup>25</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:**

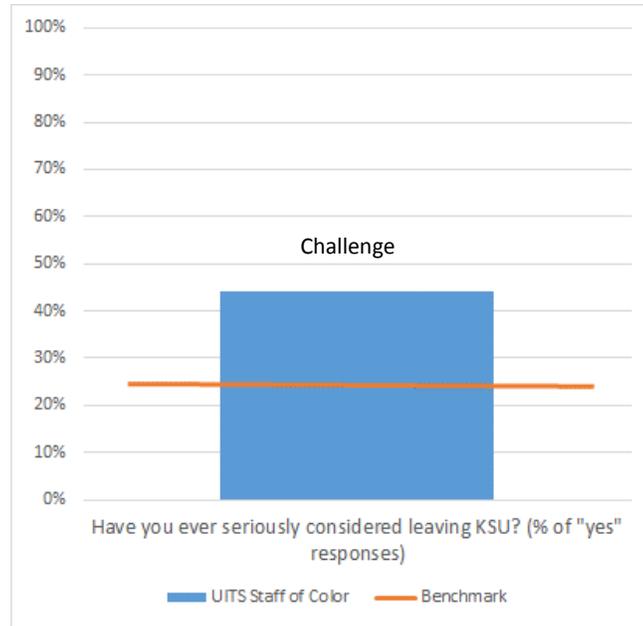
These questions refer to observations or experiences that are undesirable, so a “yes” response to any of these questions is also undesirable. The goal is for the percentage of “yes” responses to be below the benchmark. The benchmark for these items is 25% or less responding with “yes.”

<sup>24</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

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

The benchmark comparison for yes-no item types revealed one area of challenge. At percentages above the benchmark, UITS staff have seriously considered leaving KSU (44%, n=7).

Chart 6: UITS Staff of Color “Yes-No” Responses Compared to Benchmark



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

There were no items that met the criteria for this item type.

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

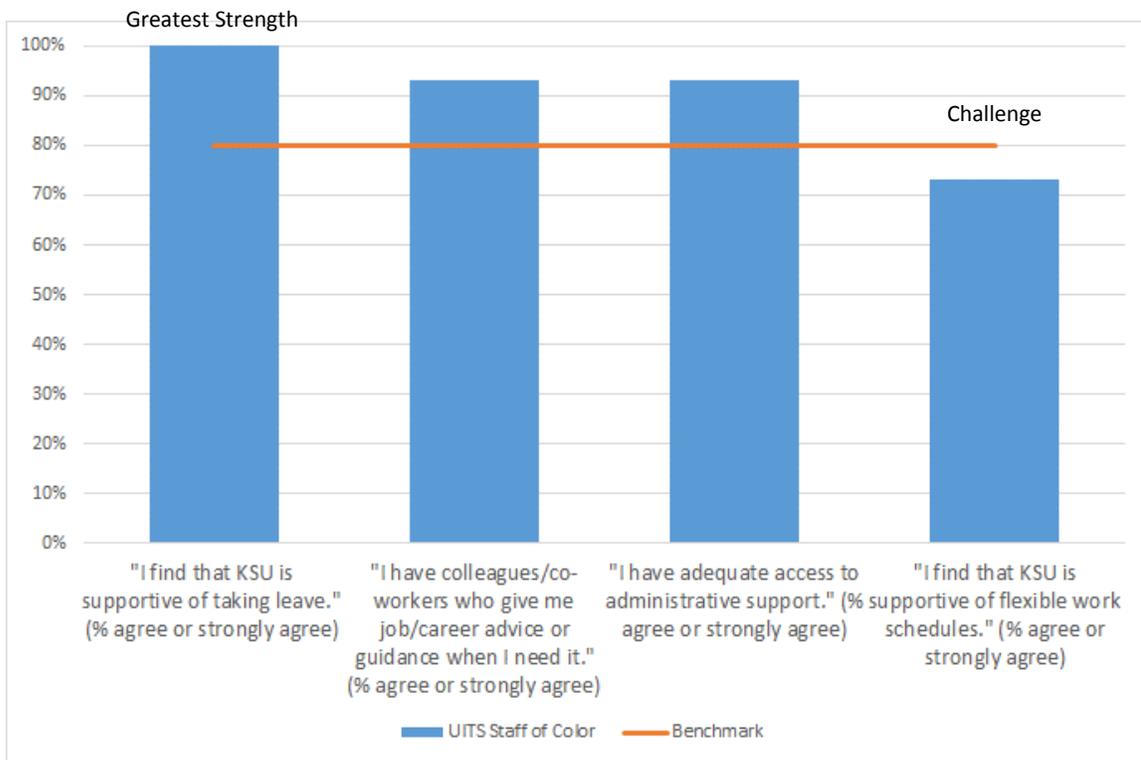
These questions refer to levels of agreement with a series of positively worded statements about work-life for instructors and staff, so the desired responses are “agree” or “strongly agree.” The goal is for such responses to be above the benchmark. The benchmark for these item types is 80% or more responding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

The benchmark comparison for agree-disagree item types revealed three areas of strength. At percentages above the benchmark, UITs staff of color agreed that

- KSU is supportive of taking leave (100%, n=15),
- they have colleagues who give career guidance when needed (93%, n=13), and
- they have adequate access to administrative support (93%, n=14).

The analysis also disclosed one area of challenge. At percentages below the benchmark, UITs staff of color agreed that KSU is supportive of flexible work schedules (73%, n=11).

Chart 6.1: UITs Staff of Color Work-Life Agreement Responses Compared to Benchmark

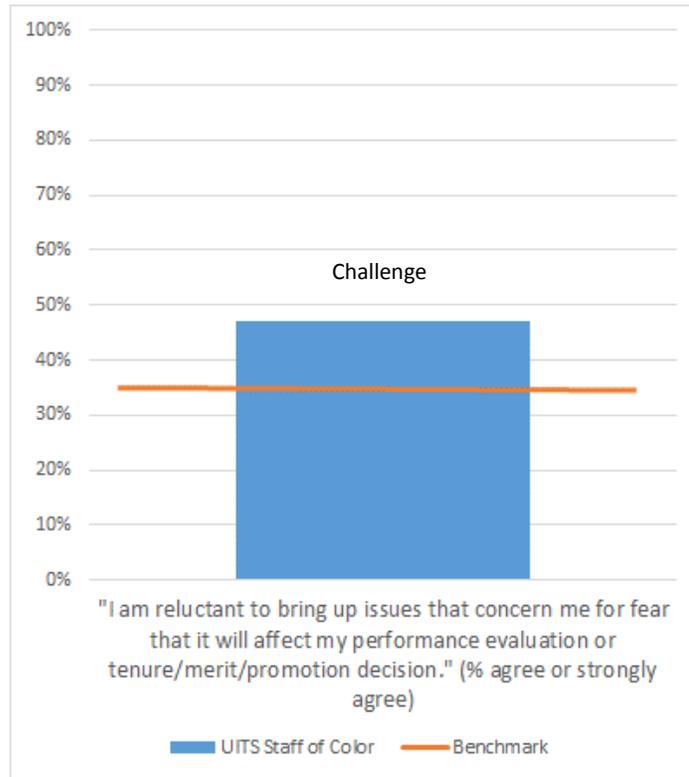


**Strongly Agree – Strongly Disagree Item Types (staff, negative statements):**

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 one area of challenge. At percentages above the benchmark, UITs staff of color agreed that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions (47%, n=7).

Chart 6.3: UITs Staff of Color Agreement with Negatively Worded Statements about Work-Life Compared to Benchmark



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

## UITS Staff, Disability Status

UITS staff with disabilities are the reference group for this section. Within UITS, there were 13 staff respondents with disabilities and 94 staff respondents without disabilities.

### OVERVIEW

Table 4 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. Items that appear in more than one comparison should be considered as having been emphasized in terms of their importance.

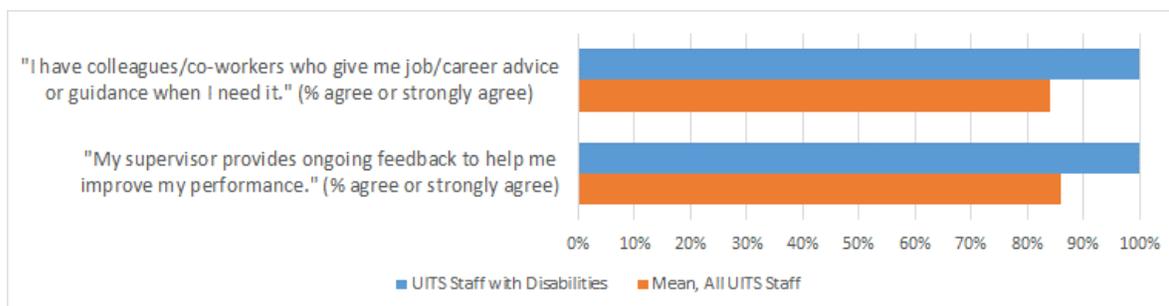
Table 4: Top Strengths and Challenges for UITS Staff with Disabilities

UITS STAFF WITH DISABILITIES			
	<b>Comparison to All UITS Identity Groups</b>	<b>Comparison to UITS Staff Without Disabilities</b>	<b>Comparison to Benchmarks</b>
Top Strengths	Higher agreement that <ul style="list-style-type: none"> <li>• <u>they have colleagues who give career guidance when needed</u></li> <li>• <u>their supervisors provide ongoing feedback to help improve performance</u></li> </ul>	There were no areas of strength with a difference of 10 percentage points or greater for this comparison.	Higher levels of comfort with the climate <ul style="list-style-type: none"> <li>• at KSU<sup>26</sup></li> <li>• in their departments<sup>26</sup></li> </ul> Higher agreement that <ul style="list-style-type: none"> <li>• <u>their supervisors provide ongoing feedback to help improve performance</u><sup>26</sup></li> <li>• <u>they have colleagues who give career guidance when needed</u><sup>26</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> </ul>	<ul style="list-style-type: none"> <li>• Higher agreement that they have to work harder than their colleagues to achieve the same recognition</li> <li>• Lower agreement that they have adequate access to administrative support</li> <li>• Higher percentage who have seriously considered leaving KSU</li> </ul>	<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> </ul>

<sup>26</sup> These items are all the same distance from the benchmark and therefore have the same ranking.

## Section 2.7: UITS Staff with Disabilities to All UITS Staff Identity Groups Comparisons<sup>27</sup>

Chart 7: Top Strengths, UITS Staff with Disabilities to All UITS Staff Identity Groups Comparisons



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

### Significant Strengths

- The percentage of UITS staff with disabilities who agreed or strongly agreed that their supervisors provide ongoing feedback to help improve performance (100%, n=9) was more than one standard deviation above the mean for all UITS staff identity groups (86%, n=38).

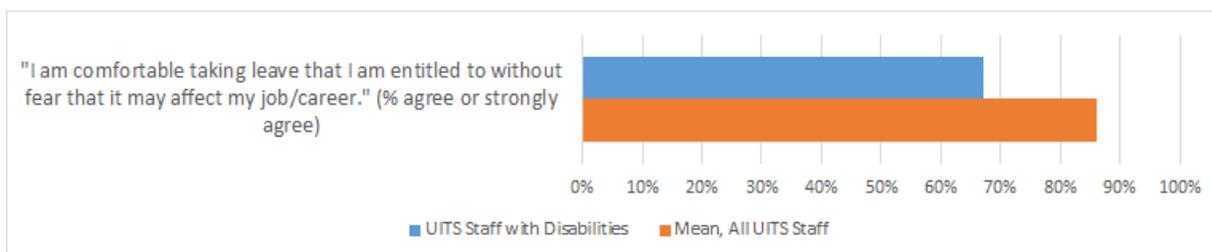
See Table 4 of Appendix III for further information.

### Meaningful Strengths

- A higher percentage of UITS staff with disabilities agreed or strongly agreed that they have colleagues who give career guidance when needed (100%, n=9) compared to all other UITS staff identity groups (84%, n=37).

See Table 4 of Appendix III for further information.

Chart 7.1: Top Challenge, UITS Staff with Disabilities to All UITS Staff Identity Groups Comparisons



\*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 UITS staff with disabilities who agreed or strongly agreed that they are comfortable taking earned leave without fear that it may affect their careers (67%, n=6) was more than one standard deviation below the mean for all UITS staff identity groups (86%, n=38).

<sup>27</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

See Table 4 of Appendix III for further information.

### Meaningful Challenges

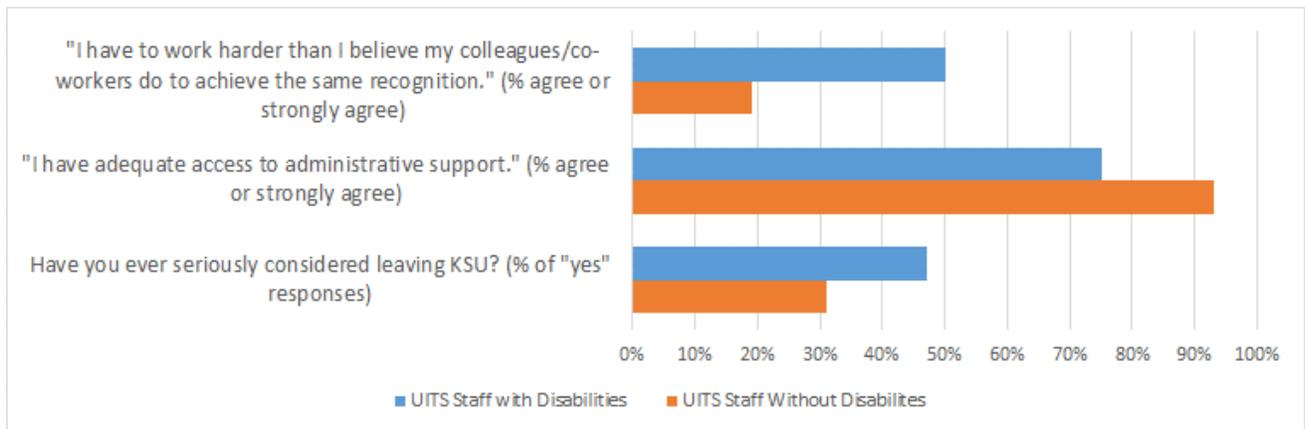
No items met the criteria for meaningful challenges.

## Section 2.8: UITS Staff with Disabilities to UITS Staff Without Disabilities Comparisons

### Strengths

No items met the criteria for strengths. See Table 4 of Appendix III for further information.

Chart 8: Top Three Challenges, UITS Staff with Disabilities Compared to UITS Staff Without Disabilities



### Challenges

A higher percentage of UITS staff with disabilities

- agreed or strongly agreed that they have to work harder than their colleagues to achieve the same recognition (50%, n=8), compared to UITS staff without disabilities (19%, n=5),
- have seriously considered leaving KSU (47%, n=8) compared to UITS staff without disabilities (31%, n=9), and
- agreed or strongly agreed that they are reluctant to bring up issues of concern for fear it will affect performance evaluations or promotion decisions (40%, n=6) compared to UITS staff without disabilities (28%, n=8).

A lower percentage of UITS staff with disabilities agreed or strongly agreed that

- they have adequate access to administrative support (75%, n=12) compared to UITS staff without disabilities (93%, n=26), and
- KSU is supportive of flexible work schedules (67%, n=10) compared to UITS staff without disabilities (79%, n=23).

See Table 4 of Appendix III for further information.

## Section 2.9: UITs Staff with Disabilities to Benchmark Comparisons<sup>28</sup>

The results of benchmark comparisons for UITs staff with disabilities responses are presented here, arranged by item type.<sup>29</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:

There were no items that met the criteria for this item type.

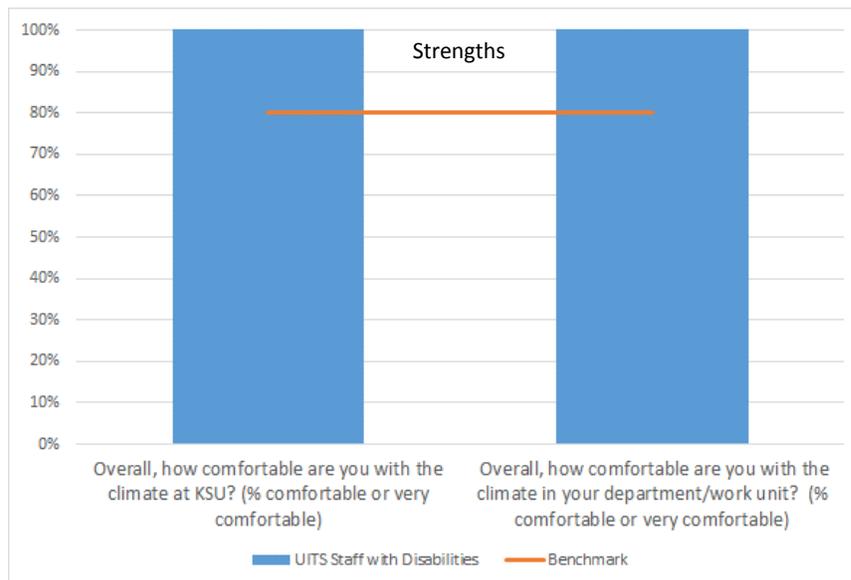
### Very Comfortable – Very Uncomfortable Item Types:

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. UITs staff with disabilities had levels of comfort above the benchmark with the climate

- at KSU (100%, n=9), and
- in their departments (100%, n=9).

Chart 9: UITs Staff with Disabilities 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 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.”

<sup>28</sup> See Appendix I: Methodology for more details and rationale for this method of comparison.

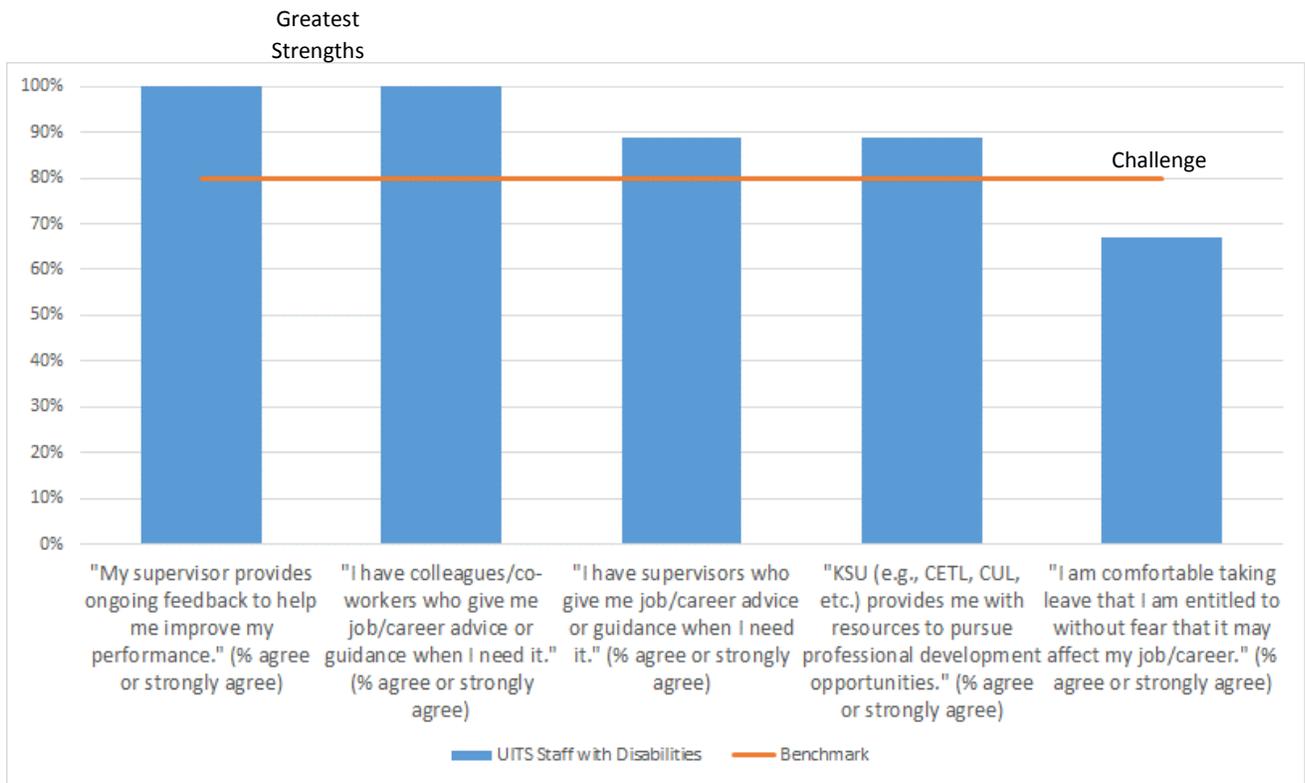
<sup>29</sup> See Table 4 in Appendix IV for details.

The benchmark comparison for agree-disagree item types revealed four areas of strength. At percentages above the benchmark, UITs staff with disabilities agreed that

- their supervisors provide ongoing feedback to help improve performance (100%, n=9),
- they have colleagues who give career guidance when needed (100%, n=9),
- they have supervisors who give career guidance when needed (89%, n=8), and
- KSU provides them with resources to pursue professional development (89%, n=8).

The analysis also disclosed one area of challenge. At percentages below the benchmark, UITs staff with disabilities agreed that they are comfortable taking earned leave without fear that it may affect their careers (67%, n=6).

Chart 9.1: UITs Staff with Disabilities Work-Life Agreement Responses Compared to Benchmark



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

There were no items that met the criteria for this item type.

See Section IV for additional findings for UITs staff with disabilities based on disability-specific items.

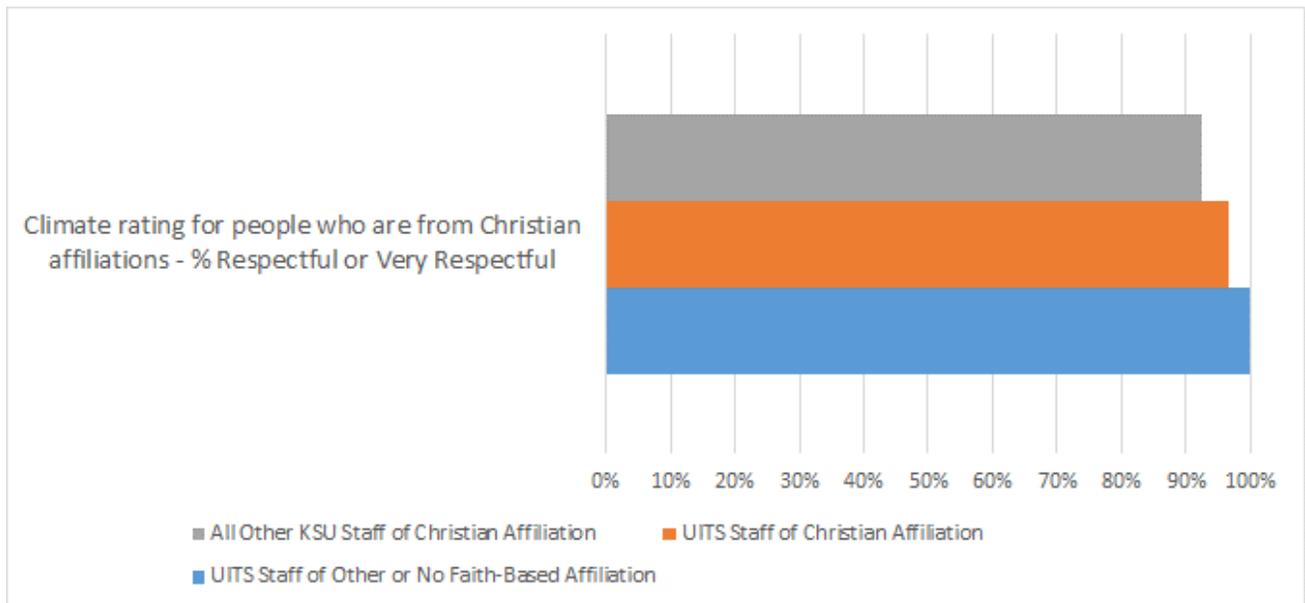
## UIITS Staff, Religious and Political Affiliation

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 responses 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 2.10: UIITS Staff Religious Affiliation Comparisons

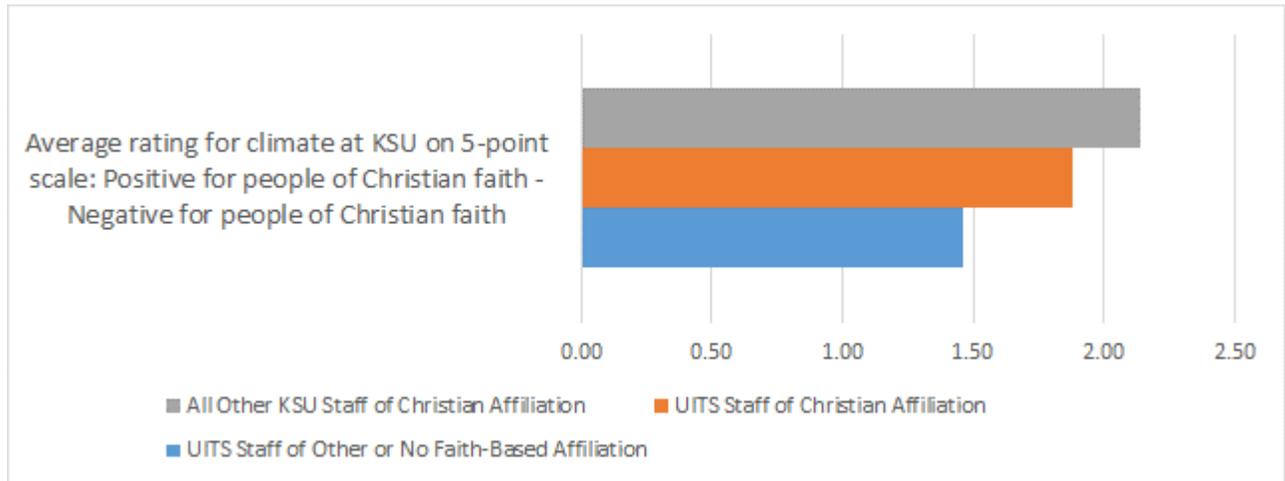
As illustrated in the chart below, there was minimal difference between the ratings of UIITS staff of Christian affiliation (97%, n=28), UIITS non-Christian staff (100%, n=9). All other KSU staff of Christian affiliation had the lowest percentage (92%, n=394).

Chart 10: Percentage Ratings of Climate for Christians, by Religious Affiliation



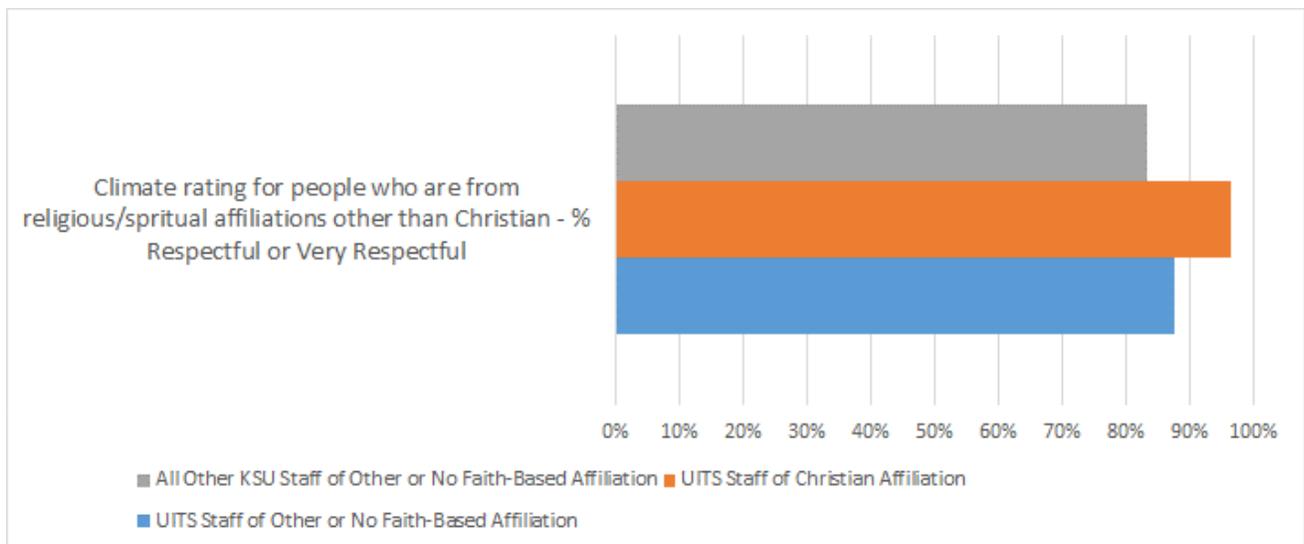
A related item asked respondents to rate the climate on a 5-point scale where 1 was “positive for people of Christian faith” and 5 was “negative for people of Christian faith.” The ratings of UITS staff of other or no faith-based affiliation were much closer to “positive for people of Christian faith” (1.46, n=13) compared to UITS staff of Christian affiliation (1.88, n=33). All other KSU staff of Christian faith had ratings further from “positive for people of Christian faith” (2.14, n=478).

Chart 10.1: Scale Ratings of Climate for Christians, by Religious Affiliation



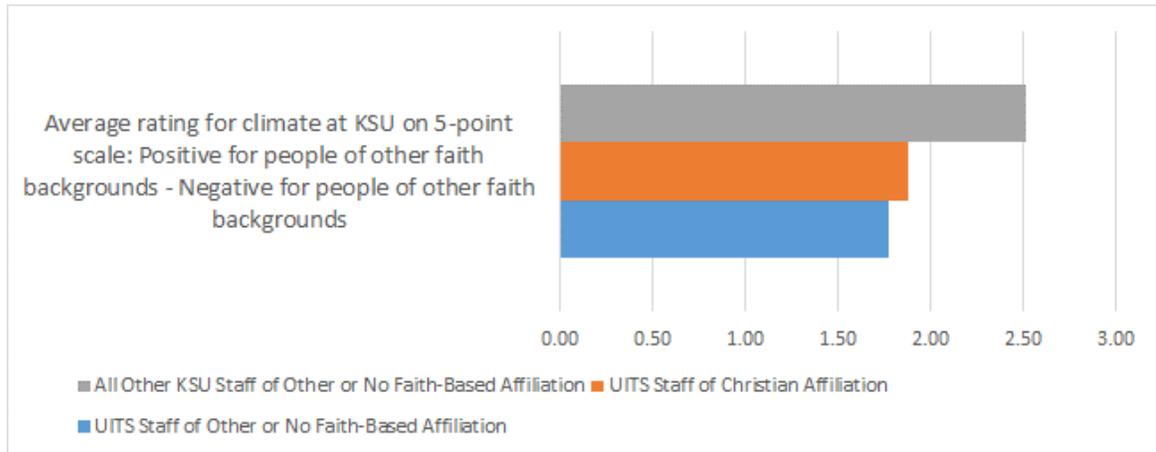
The next set of items pertains to the climate for those other than Christians. All other KSU staff from other or no religious/spiritual affiliation had the lowest percentage of “respectful or very respectful” responses (83%, n=110), followed closely by UITS staff of other or no religious/spiritual affiliation (88%, n=7). UITS staff of Christian affiliation had the highest percentage (97%, n=28).

Chart 10.2: Percentage Ratings of Climate for Other or No Religious Affiliation, by Religious Affiliation



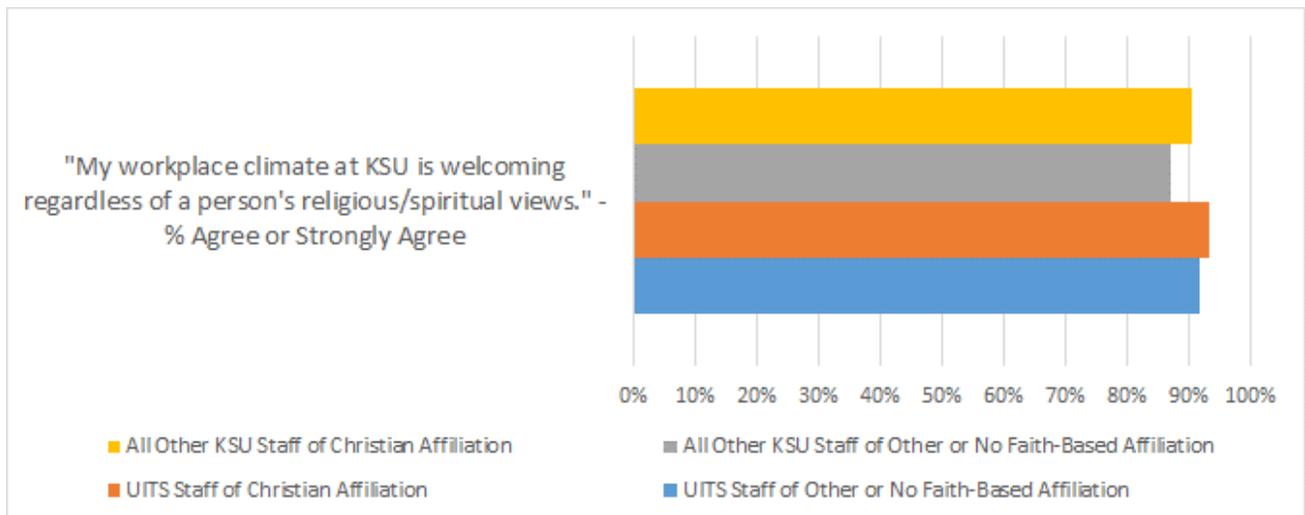
A related item asked respondents to rate the climate on a 5-point scale where 1 was “positive for people of other faith backgrounds” and 5 was “negative for people of other faith backgrounds.” The ratings of UITS staff of other or no faith-based affiliation (1.77, n=13) were slightly farther from “positive for people of other faith backgrounds” than were UITS Christian staff (1.88, n=33). All other KSU staff of other or no faith background rated the climate as furthest from “positive for people of other faith backgrounds” (2.52, n=158).

Chart 10.3: 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 similar for all groups compared: UITS Christian staff (93%, n=28), UITS staff of other or no faith-based affiliation (92%, n=11), all other KSU Christian staff of Christian (90%, n=386), and all other KSU staff of other or no faith-based affiliation-based affiliations (87%, n=121).

Chart 10.4: Ratings of How Welcoming Climate is Regardless of Spiritual Views, by Religious Affiliation

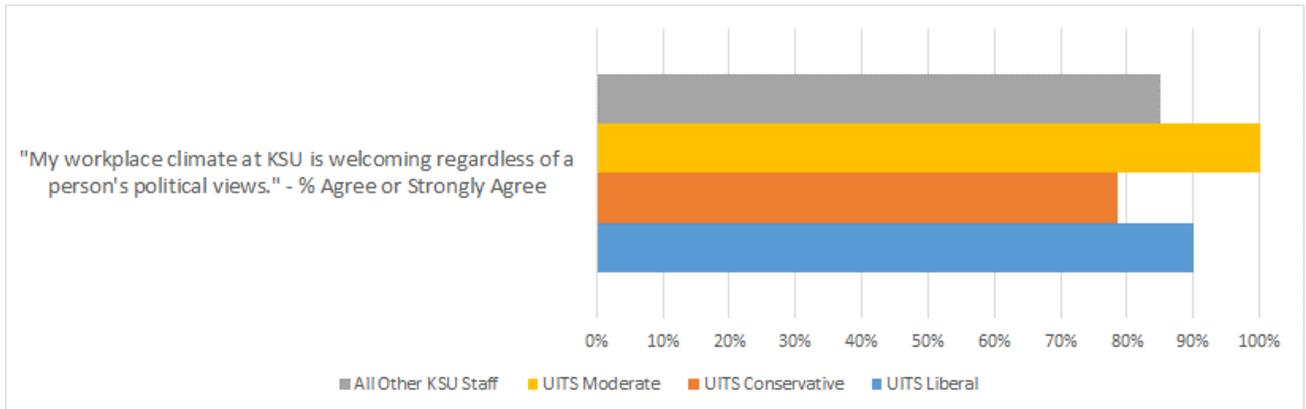


Section 2.11: UITS Staff Political Affiliation Comparisons

There was only one item on the climate assessment related to political affiliation. The categories were liberal, 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 UITS staff political affiliation were compared to those of all KSU staff.

The highest percentage of agreement was among UITS moderate staff (100%, n=7), followed by UITS liberal staff (90%, n=9). All other KSU staff followed closely (85%, n=480). UITS conservative staff had the lowest percentage of agreement (79%, n=11).

Chart 11: Ratings of How Welcoming Climate is Regardless of Political Views, by Political Affiliation

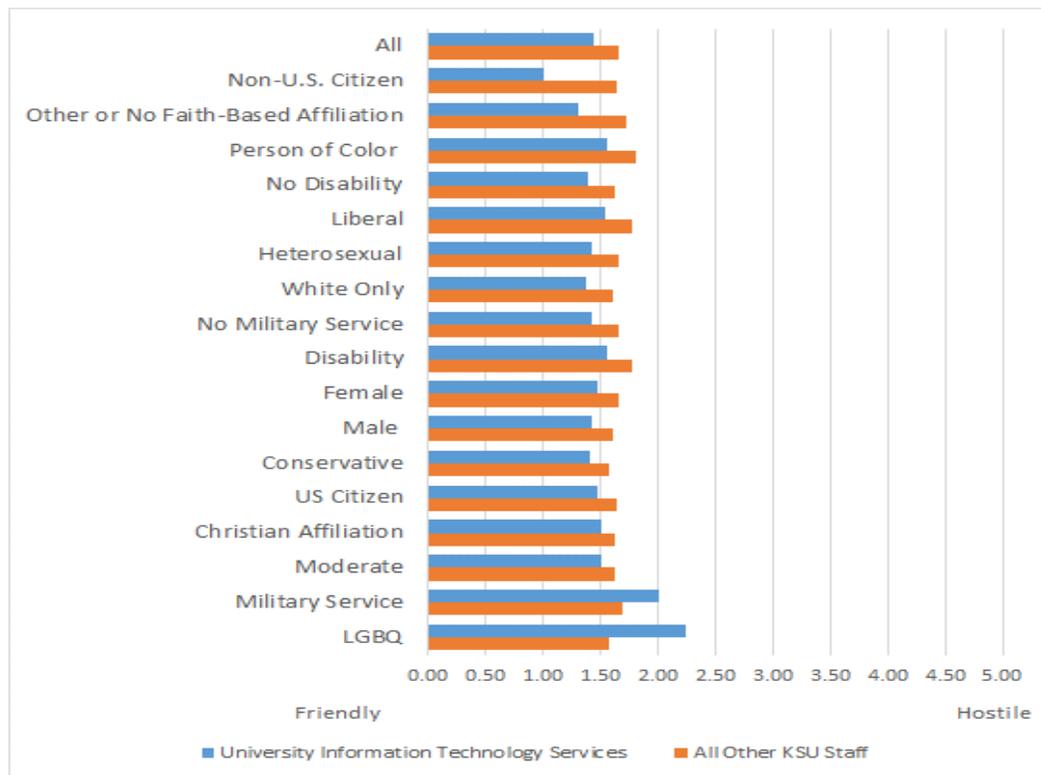


### SECTION III: ANALYSIS OF GENERAL CLIMATE SCALES BY IDENTITY GROUP

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. 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  
 UITs Staff vs. All Other KSU Staff

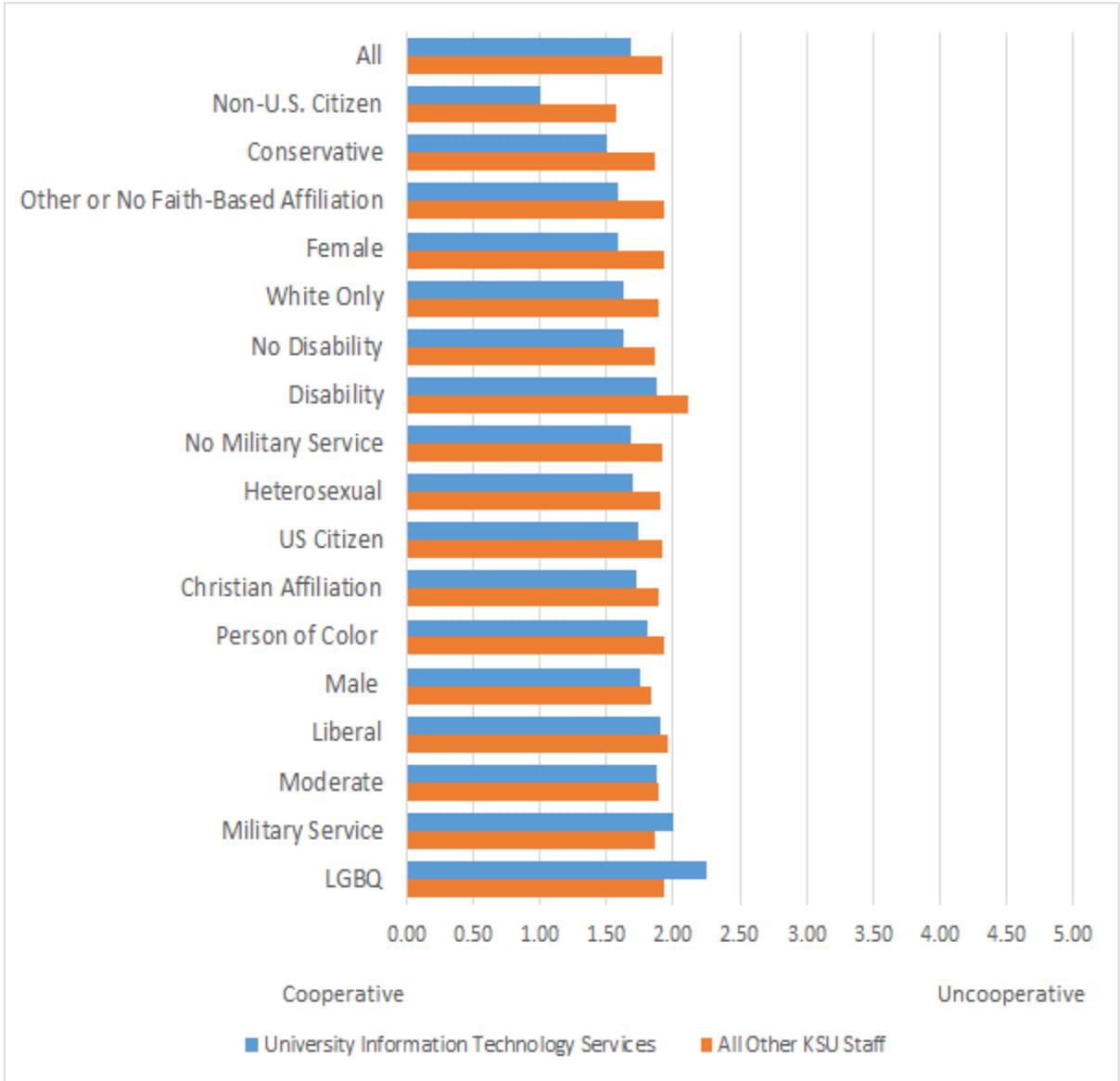


- UITs staff overall rated the climate as closer to “friendly” compared to all other KSU staff. There were more UITs staff groups whose ratings were closer to “friendly” than their counterparts, although some of these groups had response numbers <5.<sup>30</sup>
- In comparison to their KSU counterparts, non-U.S. citizen UITs staff and those of other or no faith-based affiliation rated the climate as closest to “friendly” in comparison to their KSU counterparts.
- UITs LGBQ staff and those with military service rated the climate as furthest from “friendly” compared to their KSU counterparts.

<sup>30</sup> See table in Appendix V for further information.

Section 3.2: Cooperative – Uncooperative Dimension

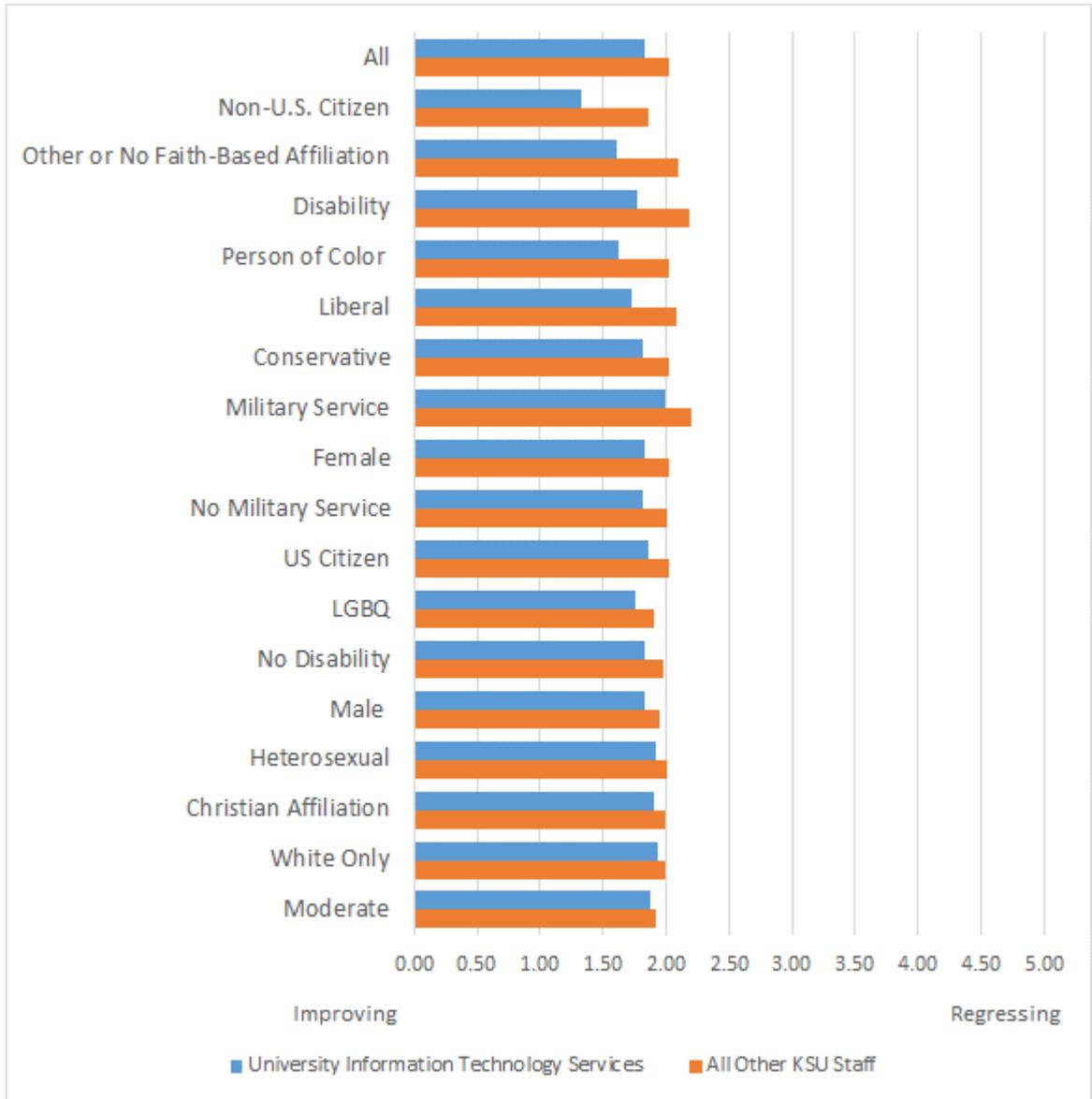
Chart 2: Comparison of Climate Ratings for “Cooperative – Uncooperative” Dimension by Identity Groups  
 UITs Staff vs. All Other KSU Staff



- UITs staff overall rated the climate as closer to “cooperative” compared to all other KSU staff. There were more UITs staff groups whose ratings were closer to “cooperative” than their counterparts.
- In comparison to their KSU counterparts, UITs non-U.S. citizen staff rated the climate as closest to “cooperative.”
- UITs LGBQ staff rated the climate as furthest from “cooperative” compared to their KSU counterparts.

Section 3.3: Improving – Regressing Dimension

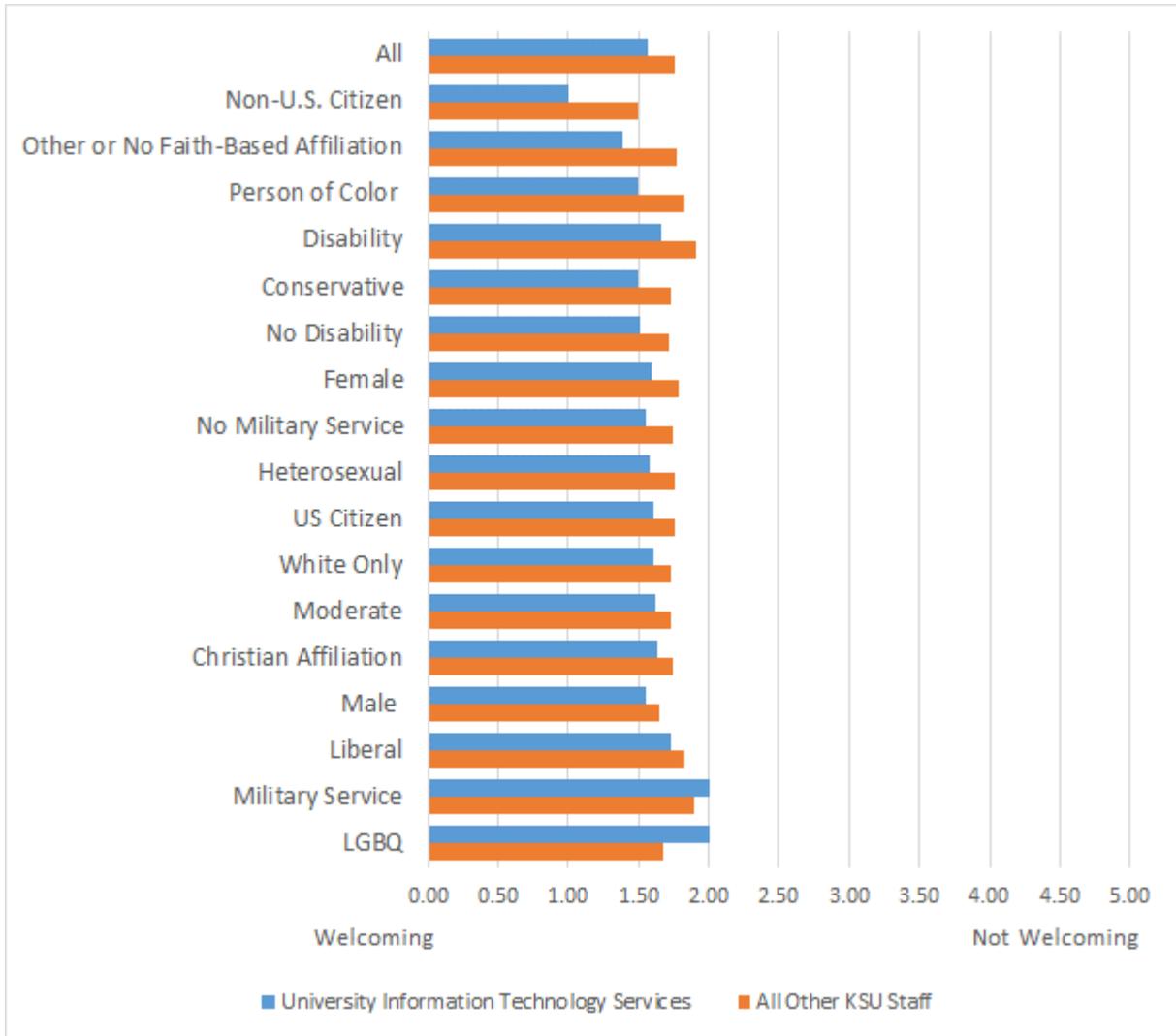
Chart 3: Comparison of Climate Ratings for “Improving – Regressing” Dimension by Identity Groups  
 UITs Staff vs. All Other KSU Staff



- UITs staff overall rated the climate as somewhat closer to “improving” compared to all other KSU staff. There were only three UITs staff groups whose ratings were closer to “improving.”
- There were no groups whose ratings were further from “improving” than their KSU counterparts.
- UITs non-U.S. citizen staff and those of no or other faith-based affiliations had ratings that were closest to “improving” when compared to their KSU counterparts.

Section 3.4: Welcoming – Not Welcoming Dimension

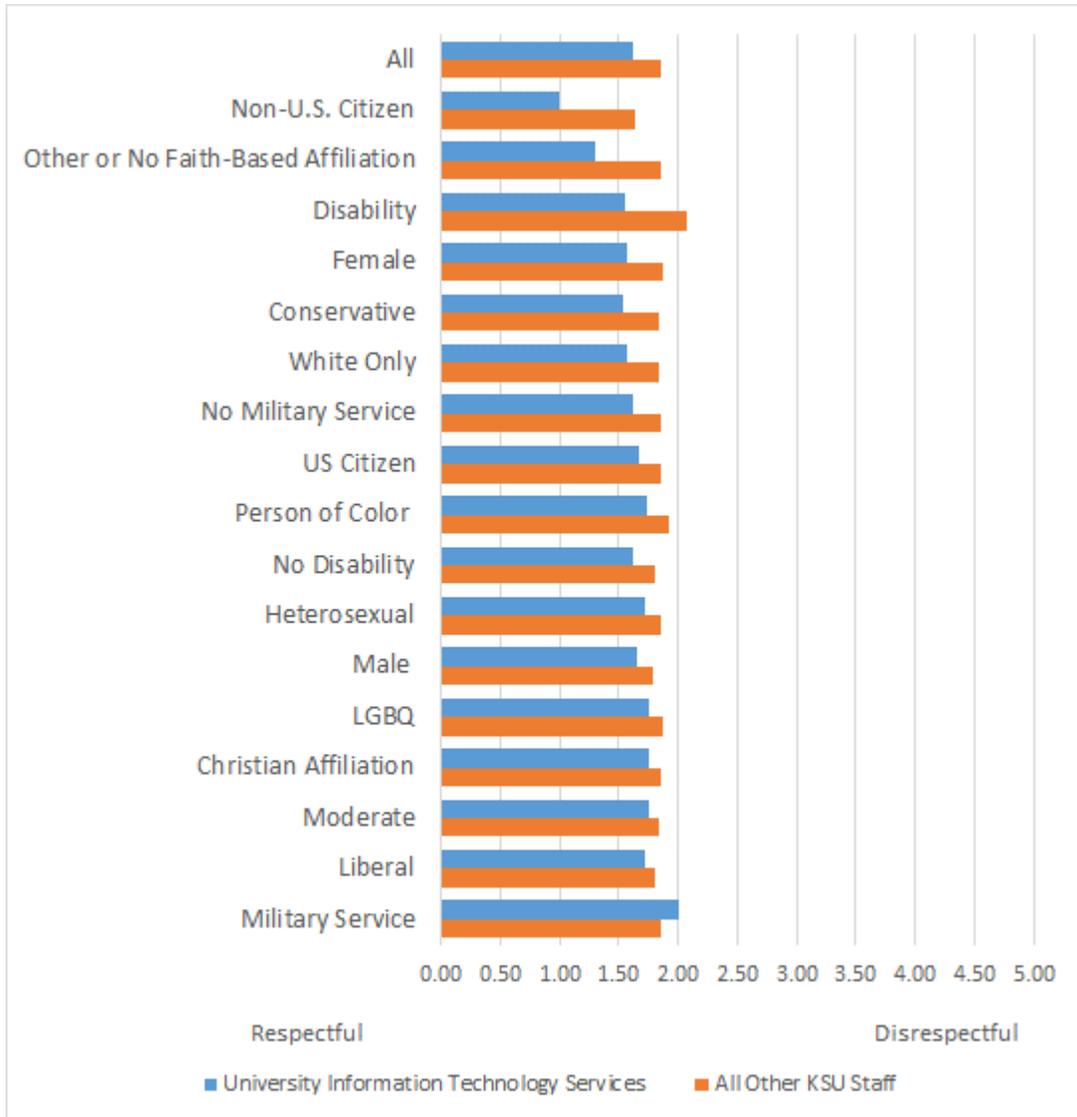
Chart 4: Comparison of Climate Ratings for “Welcoming – Not Welcoming” Dimension by Identity Groups  
 UITs Staff vs. All Other KSU Faculty/Staff



- UITs staff overall rated the climate as closer to “welcoming” compared to all other KSU staff.
- UITs non-U.S. citizens had ratings closest to “welcoming” when compared to their KSU counterparts.
- UITs LGBQ staff had ratings furthest from “welcoming” when compared to their KSU counterparts.

Section 3.5: Respectful – Disrespectful Dimension

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



- UITs staff overall rated the climate as closer to “respectful” compared to all other KSU staff.
- UITs non-U.S. citizen staff and those of no or other faith-based affiliations rated the climate as closest to “respectful” when compared to their KSU counterparts.
- Only UITs staff with military service rated the climate as further from “respectful” than their KSU counterpart.

## 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. Comparing responses from UITS staff of one identity group to another identity group for these items yielded some interesting findings. Highlights are presented here for staff by identity group.<sup>31</sup> Details of these findings are included in the data tables in Appendix III.

#### Section 4.1: Gender

A comparison of the responses of UITS female staff to those of UITS male staff on items relating to gender/gender identity provided findings that were unremarkable. All differences between comparison groups were less than 10%.

#### Section 4.2: Race/Ethnicity

A comparison of the responses of UITS staff of color to those of UITS white staff on items relating to race/ethnicity provided the following finding:

- On a scale of “not racist – racist,” ratings for UITS staff of color were 19% further from “not racist” compared to ratings of UITS white staff.

#### Section 4.3: Disability Status

A comparison of the responses of UITS staff with disabilities to those of UITS staff without disabilities on items relating to conditions impacting learning/living activities provided the following findings:

- On a scale of “positive for persons with disabilities – negative for persons with disabilities,” ratings of UITS staff with disabilities were 32% further from “positive for persons with disabilities” than were those of UITS staff without disabilities.
- On a scale of “disability-friendly – not disability-friendly,” ratings of UITS staff with disabilities were 32% further from “disability-friendly” than were those of UITS staff without disabilities.
- A lower percentage of UITS staff with disabilities rated the climate for people who have mental/psychological health issues as respectful or very respectful compared to UITS staff without disabilities, by a difference of 13%.
- A lower percentage of UITS staff with disabilities rated the climate for people who have a learning disability as respectful or very respectful compared to UITS staff without disabilities, by a difference of 13%.

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<sup>31</sup> Highlights are listed in descending order of the amount of difference between the comparison groups. Differences of less than 10% were not included.

## 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.

College of Humanities and Social Sciences, Dean Robin Dorff, Ph.D.

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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