Oakland University Climate Survey

Final Analytical Report: Faculty, Staff, and Students

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October 2013

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Acknowledgments

Most importantly, we would like to acknowledge all the survey respondents who took the time to provide their feedback on the Oakland University Climate Survey.

We would like to thank the Climate Culture Task Force Members who contributed to the survey efforts.

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Oakland University

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Methods

This report summarizes the results of the climate survey conducted by the Office of the Senior Advisor to the President for Diversity, Equity, and Inclusion and the Office of Inclusion at Oakland University under the direction of the Office of the President. The survey aimed to assess perceptions of the work and academic climate at Oakland University among faculty, staff, and students at Oakland University. The University of Illinois Survey Research Laboratory (SRL) assisted with the survey.

SRL personnel assisted in questionnaire development, programmed the Web survey instruments, managed the online data collection process, and conducted data analysis. Three separate questionnaires were prepared, one for each stratum of respondents: faculty, faculty, and students. All questionnaires were designed to collect feedback about participants' perceptions of the work and academic climate at the university, including inclusiveness, friendliness, cooperation, professionalism, recognition, support, and opportunities for career advancement/academic success. Respondents also answered a few questions about themselves. The final faculty questionnaire is presented in Appendix B.

Approval for the study protocol was sought both from the Oakland University Institutional Research Board (IRB) and the University at Illinois at Urbana-Champaign (UIUC) IRB. The Oakland University IRB deemed the protocol as not involving human subjects research, while the UIUC IRB approved it (under expedited protocol #13636) on March 22, 2013.

Data were collected primarily by means of an online survey. All faculty, staff, and students on the main campus and at other locations of Oakland University were sent an e-mail inviting them to participate in the survey (see Appendix L for text of the e-mail invitation). Initial e-mail invitations were sent via Oakland University's massmail system on March 26, 2013. Two e-mails reminding invitees to take part in the study were sent on March 29 and April 12. The survey was closed to responses on April 21, 2013.

SRL did not have access to the e-mail addresses for potential respondents. Instead, potential respondents were sent an e-mail invitation to the survey via Oakland University's massmail system. Massmails were sent out to approximately 22,000 potential respondents including 1,898 faculty, 1,335 staff, and 18,767 students. Of these, 2,027 completed the questionnaire, broken out by category as follows: 258 faculty, 463 staff, and 1,306 students. Table 1 presents the response rate for the respondents who completed the questionnaire.[1] Based on the numbers available for the total number of respondents to whom the massmails were sent, the overall response rate is 9.2%. The response rate varied from a low of 6.9% among students to a high of 34.7% among staff (see Table 1).

Organization of the Reports

The Oakland University Climate Survey gathered information from faculty, staff, and students on the main campus and at other

Table 1. Sample Frame, Completed Interviews, & Response Rate, by Sample Stratum

	Estimated sample frame size	Completed interviews	Response rate
Faculty	1,898	258	13.6%
Staff	1,335	463	34.7%
Students	18,767	1,306	6.9%
TOTAL	**22,000**	**2,207**	**9.2%**

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[1] Please note that the response rate is only an estimate based on administrative records of the total number of potential respondents. It is not possible to determine the exact number of potential respondents to whom the massmail was delivered.

Oakland locations. The analysis and reports are stratified by University role (faculty, staff, and student): (1) all faculty, (2) all staff, and (3) all students.

The reports provide background information on the method used to collect data, the overall approach to data analysis, computation of the measures, how to interpret the means, how to assess statistical significance, and charts and tables of results. Each report also includes appendices containing the survey instrument used, text of invitation and reminder e-mails, and detailed tables on individual questions in the questionnaire.

Overall Approach to the Analysis of the Data

The climate survey collected data from about 2,000 faculty, students, and staff. Each of the three questionnaires included over 50 questions, resulting in over 200 total variables in the data file. Presenting tables or graphs of all items in the questionnaire would result in an unwieldy amount of information from which it would be difficult to discern key findings. One of the challenges in analyzing the data was to organize the results in a way that included as much information as possible without overwhelming the reader with thousands of pages of data. Our strategy for meeting this challenge is as follows: construct a measure that captures the perception of faculty on the overall work climate at Oakland University, conduct principal components analysis to group the other questionnaire items into groups known as *principal components*, conduct regression analysis to understand how these components relate to or explain variation in perceptions of overall climate, prioritize components based on their relationship with overall climate and the mean ratings given to them by faculty, and assess whether there are any variations in these components based on faculty demographics.

Computing the Outcome Variable: Overall Climate

First, we computed a measure that would capture the perception of faculty on the overall work climate at Oakland University; this is the outcome variable of interest. It was created based on our judgment about which questions best capture respondent opinion of the overall university climate. For faculty, the items that best capture overall outcome are ones that ask about overall climate, satisfaction with the university as a good place to work, and recommending Oakland to others:

- Overall, how would you rate the climate on the campus where you are primarily located?
- Overall, how would you rate the climate in your primary department/unit?
- If your department/unit is part of a school/college/major administrative office, overall, how would you rate the climate in that school/college/major administrative office?
- Overall, how strongly would you recommend Oakland University to others as a good place to work?
- How satisfied are you, in general, with your job at the university?

We averaged the ratings given by faculty to these five items to create a single outcome variable that we will call "overall climate."

Principal Components Analysis

Next, we turned our attention to the questionnaire items asking about various aspects of the work climate for faculty, including perceptions of diversity, fairness of policies and procedures, and physical safety on campus,

among others. To reduce the number of explanatory variables while retaining as much information as possible, we employed a standard data reduction technique known as *principal components analysis*: individual items are sorted into groups known as *principal components*, based on their correlations with each other. Items grouped into one component will have higher correlations with each other than with items not included in that component. While there is no specific theory guiding the procedure—that is, there is no prior expectation about which items should group together—the resulting components are usually substantively meaningful. In other words, we would expect two items related to physical safety to be part of the same component; we would not expect items regarding issues as disparate as safety, academics, and friendliness to all belong to the same component.

Computing Explanatory Variables

Our approach to creating the explanatory components for these reports included four steps:
- Conduct principal components analysis for the five-point rating scale items.
- Inspect the output to determine whether the results are substantively meaningful.
- If necessary, make adjustments to the components (based on component "loadings"—the strength of the relationship between the overall component and the individual items in that component).
- Once the final components are identified, compute a score for each component, which is the mean of all items belonging to that component.

Regression Analysis

After computing the components, we conducted a regression analysis in which the outcome variable—overall climate—was regressed on the explanatory components. Regression analysis helps to understand the relationship between the outcome variable—overall climate—and the explanatory variables—specific aspects of climate. The relationship can be expressed in terms of a standardized regression coefficient, which can range from −1.0 to 1.0. The sign of the coefficient indicates the direction of the relationship: a negative coefficient indicates that the outcome variable and the explanatory variable are inversely related—as one increases, the other decreases; a positive coefficient means that as one variable increases so does the other. The size of the coefficient indicates the strength of the relationship, while controlling for all other variables in the regression: the closer the correlation is to −1.0 or 1.0, the stronger the relationship.

Prioritizing Explanatory Variables

Thereafter, we used the following procedures to determine the order of relevance for the explanatory variables:
- Examine the regression coefficient between the explanatory variables and the outcome variable (i.e., overall climate).
- Present the results in order of the explanatory variables' association with the outcome variable in order of decreasing strength of association.

The data in this report are presented as a series of grids and, for specific components, analyzed by background characteristics of the respondents. The appendices include frequencies for all closed-ended items in the questionnaire, cross-tabulated by respondent demographics.

Interpretation of the Means

All the items used in the construction of the explanatory and outcome variables are questions with five-point scales as response options. Some of the response scales used were unipolar; others were bipolar.

Below is an example of a unipolar scale.

Not at all comfortable	Not very comfortable	Moderately comfortable	Very comfortable	Extremely comfortable

As the example indicates, a unipolar scale measures the degree to which an attribute or quality is present ("degree of comfort," in this example). It has a zero-point at one end, indicating a complete absence of the attribute ("not at all") with the other end indicating the largest amount or presence of the attribute ("extremely"). Unipolar scales were coded such that a value of 1 was assigned to the zero-point and a value of 5 was assigned to the largest amount/presence point, with values of 2, 3, and 4 being assigned to the intermediate points. In the example above, "not very" was coded 2, the center of the scale point indicating a moderate amount or presence was coded 3, and "very" was coded 4. Thus, a score close to 1 indicates an absence of the attribute being asked about, a score close to 3 indicates a moderate presence, and a score close to 5 indicates a strong presence.

Below is an example of a bipolar scale. A bipolar scale has two opposing and mutually exclusive poles ("beneficial" and "detrimental," in the example below) and a zero or neutral point in the middle.

Extremely detrimental	Quite detrimental	Neither beneficial nor detrimental	Quite beneficial	Extremely beneficial

Bipolar scales were coded such that a value of 1 was assigned to the pole anchored with a label indicating a negative attribute ("detrimental," in this example), while a value of 5 was assigned to the opposite pole indicating a positive attribute ("beneficial," in this example). A value of 3 was assigned to the zero or neutral point ("neither beneficial nor detrimental," in this example). Thus, the closer the score is to 5, the more positive the response; the closer it is to 1, the more negative the response.

Individual items belonging to the same component are all scored in the same direction. For example, in the faculty data, one of the explanatory variables reflects work environment. It is the mean of 17 individual items. Two of these items were originally written such that a value of 5 indicates a negative perception or experience: the degree to which the respondent feels isolated and the frequency with which he/she experienced excluding or intimidating conduct. Prior to computing a component mean, these items were reverse coded so that a high value indicates not at all isolated or frequent and a low value means extremely isolated or often.

In general, throughout the reports, a value close to 5 indicates a positive attitude, experience, or perception, while a value of 1 indicates a negative response. The few exceptions to this are clearly identified in the reports.

Significance Tests

This report includes several graphs and tables that display mean differences in items and components by characteristics of the respondents (e.g., mean overall climate by number of years at Oakland). To calculate the means by respondent characteristic, we used the Analysis of Variance procedure (ANOVA). The procedure includes options for conducting significance tests for both for the overall model and for specific categories of the explanatory variables. In our example above, one significance test tells us simply that there are statistically significant differences in overall climate by age. If we want to know which differences between age categories (e.g., tenure at Oakland for less than 1 year compared to 1 to 3 years) are statistically significant, we need to look at a different significance test (referred to as a post hoc test).

While we could display the overall significance test for each model with the tables and graphs in the report and appendices, this would provide no information about the statistical significance of specific differences in the categories of the independent variables. Displaying the information from the post hoc tests would provide this information but would produce messy and difficult-to-read graphs and tables with multiple subscripts and footnotes. Instead, we are providing general information about the margins of error for each stratum of analysis, which readers can use to guide their understanding of the significance of differences evident in the reports.

Although public opinion polls routinely report margins of error for an overall poll (e.g., "this poll has a margin of error of +/− 3%"), margins of error are specific to individual items, not entire surveys, and depend on both the variation in the item and the sample size. For example, the margin of error of a yes/no question in which 50% said yes and 50% said no would differ from one in which 90% said yes and 10% said no, holding sample size constant. In order to simplify the reporting, public opinion polls generally report the margin of error that they would get with their sample size if they had a yes/no question in which 50% of the respondents said yes and 50% said no. This provides a conservative estimate of the margin of error without having to report on each specific item.

Table 2 employs the same strategy. The margin of error is what we would get for a yes/no question with a 50/50 split, assuming the sample sizes provided. The larger the sample size, the smaller the margin of error. In the overall faculty stratum, with 258 cases, the margin of error is 6.1%. This means that if a variable measured on a five-point scale has a mean of 3.5, the true value of that variable is 3.5 +/− 6.1%. On a five-point scale, that translates to a 3.0 +/− 0.31. If two means in that stratum differ by 0.31 points or more, then those differences are statistically significant. For example, if male faculty rated the climate as a 3.0 and women as a 3.31, that difference would be statistically significant.

Table 2 demonstrates, for each of the three strata, the statistically significant effect size detectable with the attained sample sizes. However, a difference that is statistically significant is not necessarily substantively meaningful. Table 2 shows that the sample size among Oakland faculty is large enough to state that a difference between a mean of 3.0 and 3.31 is statistically significant, but whether this difference is substantively meaningful is subjective. In general though, if a finding presented in these results is large enough to be substantively interesting, it is also most likely statistically significant.

Table 2. Margins of Error & Scale Point Equivalents, by Stratum

Stratum	Sample Size	Margin of Error	Equivalent Scale Point Difference	Example	
Faculty	258	5.3%	0.26	3.0	3.31
Staff	463	2.5%	0.15	3.0	3.15
Students	1,306	3.0%	0.13	3.0	3.13

Small Cell Sizes

In analyzing the climate data by campus and respondent background characteristics, we encountered some instances in which the sample sizes on a particular cross-tabulation were too small to present without potentially identifying the respondent. If a category of a demographic variable (e.g., transgender or worked at the university for more than 20 years) included fewer than 15 respondents, we either suppressed the results for that group or combined it with another, if appropriate. For instance, in the case of respondents who are transgendered, we simply did not report their results if there were fewer than 15, because it is not appropriate to combine them with men or women. On the other hand, if the number of respondents who report that they have worked at the university between 15–20+ years were too few to report individually, they were grouped together with into a "worked at the university for more than 15 years" category.[2]

Sample Weights

Sample weights are generally constructed for two reasons: to adjust for differential probability of selection of respondents and to correct for minor differences in nonresponse by respondent stratum. Because all faculty, staff, and students on all campuses were invited to participate in the climate survey, they all have the same probability of selection—1.0—and no adjustment is necessary.

On the other hand, the response rates among the different strata varied considerably, from a low of 6.9% among students to a high of 34.7% among faculty. If the analysis included all respondents regardless of role, we would need to weight the data to adjust for differential nonresponse. However, in each report, we are presenting data on each respondent stratum (i.e., faculty, staff, students) separately and therefore do not need to calculate a weight for this variable because we never combine these strata in the analysis.

Appendices

As already indicated, Appendix B contains the questionnaire administered to faculty, and Appendix L contains the text of the initial e-mail invitation and reminder messages.

For each report, Appendixes D through K contains each closed-ended item in the questionnaire cross-tabulated by respondent demographics. The items are sorted according to the component to which they belong. Items making up the outcome variable are presented first, followed by items making up the explanatory

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[2] The 15-respondent cutoff is arbitrary. We chose that number because it is large enough to protect the identity of individual respondents but small enough to minimize the number of categories we collapsed or omitted.

components, in order of the component's strength of association with the outcome variable. Closed-ended items that are not scale questions—and thus are not part of a component—are presented last.

Results

At the start of the questionnaire, respondents were asked, "So that we can direct you to the appropriate set of questions, from the list below, please select your current position(s)/role at Oakland University?" with the response options being staff, faculty, academic professional, and student. Overall, 258 respondents who completed the questionnaire selected "faculty" as the response to this question.

Later in the questionnaire, respondents were asked to "please select the main location out of which you work" from a list. The vast majority of faculty—96.1%— indicated that they work out of the main campus location, while the rest indicated that they work out of a different location.

As the numbers of faculty who indicated that they work out of a location other than the main campus is less than 15, for the analysis described in this report, we have not split out the analysis by campus location.

Demographic Profile of Faculty Respondents

Toward the end of the questionnaire, respondents were asked several questions about their employment and personal profile, such as campus on which the faculty member works, job title, the number of years the faculty member had worked at Oakland University, gender, race/ethnicity, year of birth, level of education, sexual orientation, citizenship status, number of children, and disability status. Table 3 below presents the profile of the faculty respondents with respect to these demographic variables.

Table 3. Employment & Personal Profile for Faculty Respondents

CHARACTERISTIC	%	CHARACTERISTIC	%
Main campus of work (*n* = 257)		**Race/Ethnicity (*n* = 258)**	
Main campus/Rochester	96.1%	None specified	12.8
Other	3.9	White, non-Hispanic	74.4
Academic Status (*n* = 250)		African American, non-Hispanic	1.6
Full time faculty, not in school of medicine	71.2	Asian	8.1
School of medicine faculty	4.0	Hispanic	2.3
Part-time faculty	4.8	Other	<1.0
Special lecturer	16.8	**Age (*n* = 258)**	
Other	3.2	None reported	27.9
Tenure Status (*n* = 250)		Less than 39 years old	15.9
Tenure track, tenured	42.0	39 to 49 years old	19.8
Tenure track, not tenured	26.0	50 years to 59 years	18.6
Not tenure track	32.0	60 years and above	17.8
Number of years worked at Oakland University (*n* = 250)		**Highest level of education completed (*n* = 253)**	
Less than 1 year	7.2	4-year college degree (e.g., BA, BS)	1.6
1 year to less than 3 years	15.2	Master's degree (e.g., MA, MS, MBA)	20.9
3 years to less than 5 years	15.6	Professional degree (e.g., JD, MD)	3.6
5 years to less than 10 years	19.2	Doctoral degree (e.g., PhD, EdD)	73.9
10 years or more	42.8	**Sexual orientation (*n* = 235)**	
Number of years worked in current position (*n* = 248)		Straight/Heterosexual	86.0
Less than 1 year	9.7	Gay/Lesbian/Bisexual/Other	14.0
1 year to less than 3 years	20.6	**Citizenship status (*n* = 241)**	
3 years to less than 5 years	19.4	U.S. citizen	91.3
5 years to less than 10 years	23.8	Permanent resident	5.0
10 years or more	26.6	Nonresident alien/Visa holder	3.7
Gender (*n* = 230)		**Dependent children (*n* = 237)**	
Female	57.4	Has	50.6
Male	40.0	Does not have	49.4
Other	2.6	**Disability status (*n* = 247)**	
		Has some type of disability	6.5
		Does not have any type of disability	93.5

Outcome Variable Index and Items

Among faculty respondents, the outcome variable is the mean of five items that best capture overall climate: (1) overall rating of climate on the campus where respondent is located, (2) overall rating of climate in the respondent's primary unit, (3) overall rating of climate in the respondent's school/college/major administrative unit, (4) recommendation of the university as a good place to work, and (5) overall satisfaction with job at the university. Responses to these five items were averaged to create the outcome variable index. Table 4 presents the mean rating on the index and on the individual items comprising the index. Throughout the rest of the report, the outcome variable index will be referred to as **overall climate**.

The mean overall climate rating is 3.5, indicating that faculty generally have a moderately positive perception of the university. The means for the three individual items asking about climate at the campus, department, and college level range from 3.4 to 3.7, with a value of 3 translating to a "fair" rating and a value of 4 translating to "good." The two items asking about satisfaction and recommending Oakland University to others have means of 3.6 and 3.4, respectively.

Table 4. Overall Climate Index & Constituent Items with Mean Ratings: Faculty

	Mean
Overall Climate	**3.5**
Overall, how would you rate the climate on the campus where you are primarily located?	3.6
If your department/unit is part of a college/major administrative office, overall, how would you rate the climate in that college/major administrative office?	3.4
Overall, how would you rate the climate in your primary department/unit?	3.7
Overall, how strongly would you recommend Oakland University to others as a good place to work?	3.4
How satisfied are you, in general, with your job at the University?	3.6

Figures 1 through 7 show the mean values of overall climate by several respondent demographic characteristics.

On the faculty questionnaire, the original response options for gender were male, female, transgender, and other. In addition, a sizeable number of respondents did not answer the question. Because of small cell sizes, we recoded gender into female, male, and other/missing. While female and male faculty ratings of overall climate are about equal (3.6 and 3.5), those who identify as "other" or who did not respond to the question are less positive about overall climate (3.2).

Figure 1. Mean Scores on Overall Climate, by Gender: Faculty
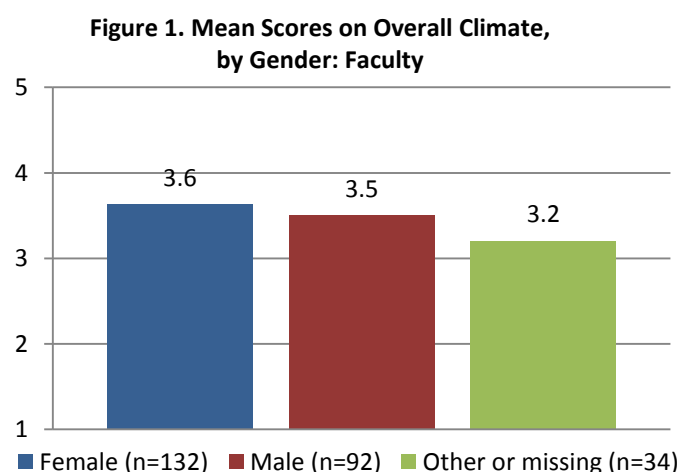
Figure 2. Mean Scores on Overall Climate, by Race/Ethnicity: Faculty

White (n=192) None (n=33) Other (n=33)
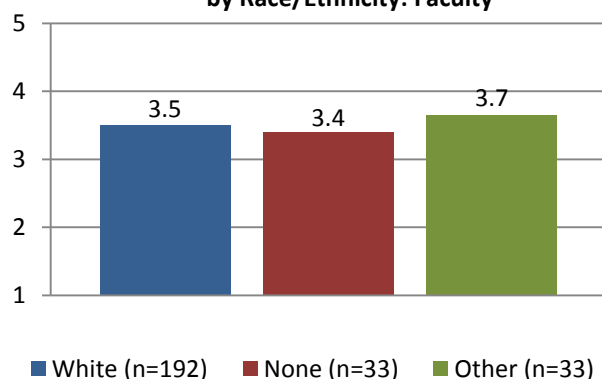
Figure 3. Mean Scores on Overall Climate, by Tenure Status: Faculty

Tenured (n=105) Not tenured (n=65)

Not tenure track (n=80)
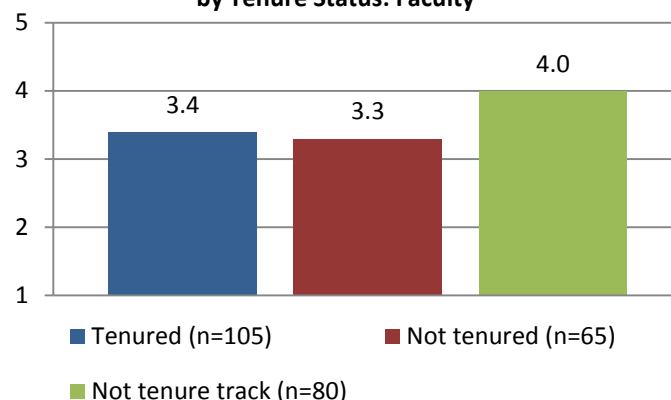
Figure 4. Mean Scores on Overall Climate, by Age: Faculty

<39 (n=41) 39-49 yrs (n=51)

50-59 yrs (n=48) 60 or older (n=46)

missing (n=72)
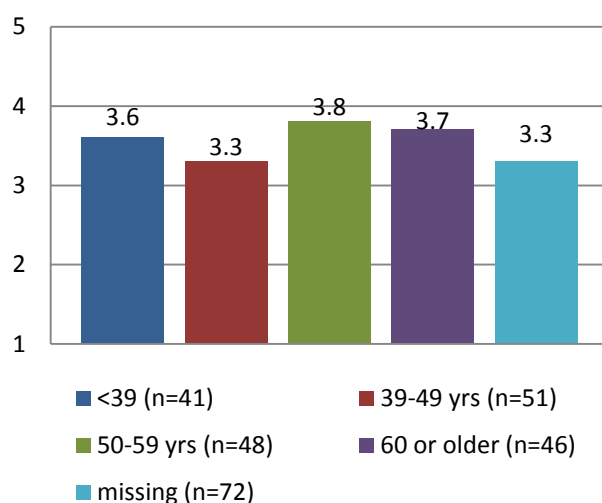
Figure 5. Mean Scores on Overall Climate, by Years Employed at the University: Faculty

<1 yr (n=18) 1 to <3 yrs (n=38)

3 to <5 yrs (n=39) 5 to <10 yrs (n=48)

10+ yrs (n=107)
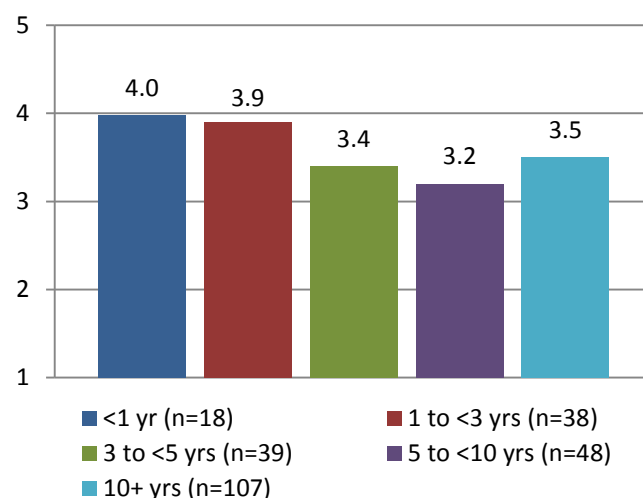
Figure 2 shows the mean of overall climate by race/ethnicity. Race/ethnicity was computed from two variables on the questionnaire: one asking whether the respondent is Hispanic or Latino and the other asking the respondent's race. The response options for race were American Indian or Alaskan Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, and White. In this analysis, those who identified as any race other than White were combined into a single category termed "other" owing to very small numbers for the individual groups. The mean among those who did not report a race (n = 33) is also reported. The evaluation of overall climate is highest among those of other racial groups (3.7). The mean among White respondents and those who did not report a race is only slightly lower (3.5 and 3.4, respectively).

Figure 3 shows ratings of overall climate by tenure status. Faculty who are not on a tenure track have the highest score (4.0). Those who are on a tenure track but have not yet been awarded tenure have the lowest overall climate score (3.3). Scores on overall climate range from 3.3 to 3.8 by age (Figure 4), with faculty age 50–59 having the highest mean score (3.8). Those age 39–49 or who did not report birth year have the lowest score (3.3).

The overall climate index by number of years employed is highest for those employed the least amount of time and lowest for those employed the longest (Figure 5).

Figure 6. Mean Scores on Overall Climate, by Sexual Orientation: Faculty

Straight/Heterosexual (n=202)
Other (n=33)
Missing (n=23)
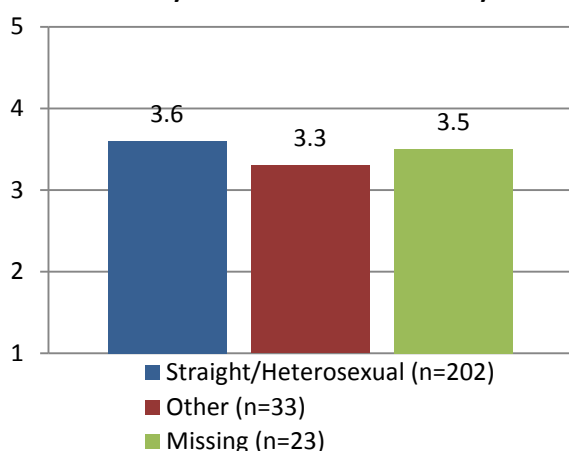
Figure 7. Mean Scores on Overall Climate, by Ability/Disability Status: Faculty

No disability (n=231)
Some type of disability (n=16)
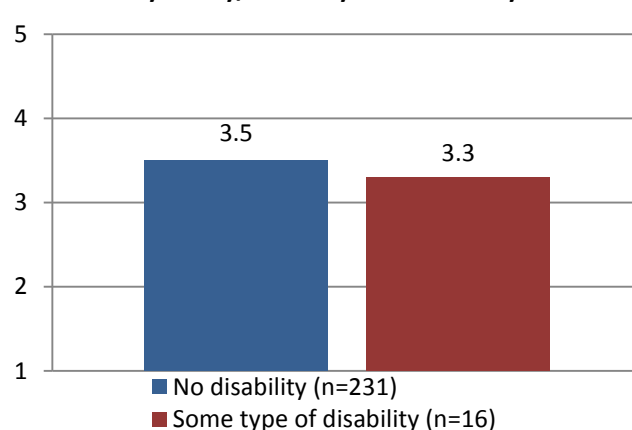
Figure 6 shows the mean of overall climate by sexual orientation. As the number of respondents who identified themselves in any one of the categories other than straight/heterosexual—gay, lesbian, bisexual, or of other orientation—is less than 15, these categories were combined into a single one termed "other." The mean rating of overall climate varies little by sexual orientation, with a mean of 3.6 among those who identify as straight/heterosexual compared to a mean of 3.3 in the "other" category. The mean rating among respondents with a disability is 3.3, compared to 3.5 among those without a disability (Figure 7).

Explanatory Variables and Items

As described in the introduction, the explanatory components (or themes) were constructed using principal components analysis. Table 5 shows the six components, the individual items that belong to them and the means for all components and items.

The first component includes 17 individual items, the majority of which ask about aspects of the work environment, recognition for work contributions, and belonging. We named this component **professional work environment**. A component score was constructed by averaging the responses to all items that comprise it. The mean on this component is 3.3; faculty ratings of their professional work environment are slightly above the midpoint.

Of the individual items comprising this component, the highest ratings are evident for experiencing excluding, intimidating conduct. This item is reverse-coded, such that a higher score indicates less frequent occurrence. Thus, the score of 4.0 means this rarely happens. The lowest ratings are evident for confidence that the respondent could file a complaint if treated in a way that is not fair and equitable (mean=2.6), recognition for service (2.6) and recognition for research (2.7).

The second component is **professional relationships,** and includes ratings of the degree to which relationships among groups of people (e.g. students and faculty) and courteous and professional. It also includes questions about disparaging comments and equitable recruiting practices. The overall mean is 4.0. The item with

the highest score is quality of the relationship between faculty and students, with a mean of 4.5. The lowest score is for fair and equitable recruiting practices, with a mean of 3.6.

The third component is **campus-wide diversity and fair and equitable practices**. It includes questions on how well administration promotes diversity and is committed to recruiting diverse students and staff. It also includes questions on equitable practices regarding access to support staff and access to equipment. The overall mean is 3.3. The item with the highest score is fair and equitable access to support staff, with a mean of 3.7. The lowest score is for fair and equitable allocation of space and resources, with a mean of 3.1.

The next component is **departmental diversity** and includes three items, all of which ask about some aspect of diversity at the departmental level. It has an overall mean of 3.2. The highest mean is for the item about satisfaction with diversity in the respondent's primary department or unit (3.3). The lowest mean is 3.1, for the item asking about effectiveness in retaining a diverse faculty and staff.

The fifth component is **physical safety** and includes three items. These items ask about safety in the respondent's immediate work environment, safety on campus, and safety of areas close to campus. The overall mean is 4.0, and does not vary by item.

The final component is **workload and balance**. It includes two items: one about workload and one about the difficulty of balancing work and family life. For the workload question, respondents could indicate that their workload was too high (coded 1), somewhat high (2), just right (3), somewhat low, (4), and too low (5). The original coding of this scale failed to reflect the relative negative or positive nature of the response categories (e.g., both "too high" and "too low," coded 1 and 5, respectively, indicate a negative state of affairs). Therefore, the item was recoded such that too high/too low = 1, somewhat high/somewhat low = 3, and just right = 5. The work-life balance question was coded as follows, extremely difficult = 1, very difficult = 2, moderately difficult = 3, slightly difficult = 4, and not at all difficult = 5. The mean rating of 3.1 on the component indicates that staff ratings on workload and balance are just about moderate, and as such is the lowest of all component scores.

Table 5. Explanatory Components & Constituent Items with Mean Ratings: Faculty

	Mean	*n*
PROFESSIONAL WORK ENVIRONMENT	**3.3**	**258**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University? (reverse coded)	4.0	256
To what extent do you feel your colleagues/coworkers treat you with respect?	3.8	257
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership—i.e., your Department/Program Director or Supervisor	3.7	240
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	3.6	251
How excluding or inclusive is your primary department/unit?	3.6	253
How committed is your department/unit head or chair to creating a positive work environment for you?	3.5	258
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	3.5	257
How comfortable do you feel expressing your personal identity in your immediate work environment?	3.4	258
Overall, how isolated do you feel at this University? (reverse coded)	3.4	258
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	3.4	210
To what extent does your current work environment provide opportunities for you to learn and grow?	3.3	257
How much of a say do you have in shaping your work environment?	3.0	256
How satisfied are you, in general, with your opportunities for career advancement within the University?	2.8	257
How much recognition do you get for your contributions at work? Teaching	2.8	256
How much recognition do you get for your contributions at work? Research	2.7	253
How much recognition do you get for your contributions at work? Service	2.6	257
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	2.6	255
PROFESSIONAL RELATIONSHIPS	**4.0**	**253**
How would you rate the overall quality of the relationship between you and students at the University?	4.5	258
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity? (reverse coded)	4.2	256
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	4.1	248
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	4.0	224
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	4.0	249
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	3.8	255
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	3.6	229

Table 5, continued

	Mean	*n*
CAMPUS-WIDE DIVERSITY AND FAIR AND EQUITABLE PRACTICES	**3.3**	**257**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	3.7	243
To what extent do you believe you have the tools and resources to do your job well?	3.5	255
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership—i.e., Vice Presidents/Provosts and Deans	3.3	202
Overall, how well does your campus meet the needs of those with disabilities?	3.3	210
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	3.2	252
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership—i.e., the President and the Board of Trustees	3.2	200
How committed is the University community at large to helping to retain a diverse student body?	3.2	249
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	3.1	238
DEPARTMENTAL DIVERSITY	**3.2**	**257**
Overall, how satisfied are you with the diversity in your primary department/unit?	3.3	255
How effective is your department in recruiting a diverse faculty and staff?	3.1	253
How effective is your department in retaining a diverse faculty and staff?	3.1	255
PHYSICAL SAFETY	**4.0**	**257**
How would you rate the physical safety of your immediate work environment?	4.0	254
Overall, how would you rate the physical safety of the areas close to campus?	4.0	253
Overall, how would you rate the physical safety of your campus?	4.0	250
WORKLOAD	**3.1**	**258**
Do you feel that the workload in your current job is too low, too high, or just right?	3.3	258
As an employee on this campus, how difficult is it for you to balance your work and family life?	2.9	257

After computing the components, we conducted a regression analysis in which the outcome variable—overall climate—was regressed on the six explanatory components. Table 6 presents the standardized regression coefficients for each statistically significant explanatory variable. As mentioned earlier, coefficients can range from –1.0 to 1.0. The sign of the coefficient indicates the direction of the relationship: a negative coefficient indicates that the outcome variable and the explanatory variable are inversely related—as one increases, the other decreases; a positive coefficient means that as one variable increases so does the other. All of the coefficients are positive. The size of the coefficient indicates the strength of the relationship: the closer the correlation is to –1.0 or 1.0, the stronger the relationship. In Table 6, the explanatory variables are presented in order of the strength of their relationship with the outcome variable.

The component labeled **professional work environment** has the highest coefficient with overall climate—0.51. This indicates that the more positively faculty rate this component, the higher they will rate the overall climate.

The next explanatory component—**campus-wide diversity and fair and equitable practices**—has a coefficient of .25. The more positively faculty rate this component, the more highly they will rate the overall climate.

Table 6. Standardized Regression Coefficients Ordered by Strength of Relationship with Overall Climate: Faculty

	Standardized Regression Coefficients
Professional work environment	0.51**
Campus-wide diversity & fair and equitable practices	0.25**
Professional relationships	0.15**
Workload	0.12**
Adjusted R^2	.730
n	250

Note: ** significant at the $p < .01$ level.

The next two explanatory components—**professional relationships and workload**—are both significantly related with overall climate, but less strongly than personal identity and belongingness and professional work environment.

The two other explanatory variables—**departmental diversity and physical safety**—are not listed in the table above because they are not significantly associated with the outcome variable.

Prioritizing Areas for Action

We have used the results of the regression analysis shown in Table 6 and the mean ratings on the components and the individual items shown in Table 5 to identify primary and secondary areas of strength and primary and secondary areas for action for faculty at Oakland University.

Primary versus secondary areas of focus

The results of the regression analysis can be used to define which issues can be tagged as primary or secondary. The two components that have the strongest relationship with overall climate—**professional work environment and campus wide diversity and equitable practices**—can be tagged as primary areas because affecting scores on these two components will greatly affect scores on overall climate. **Professional relationships and workload** are tagged as secondary areas because while they are significantly related to overall climate, changes in the scores on these two components will have a relatively smaller effect on overall climate scores.

Strengths versus areas for action

The mean ratings of the components and the individual items can be used to define which issues can be tagged as strengths and which ones as areas for action. Components or items for which the mean rating is at least half a scale point above the mean of 3 on a 5-point scale or higher—that is, at or above 3.5—can be considered as areas of strength; components or items on which the mean rating is below 3.5 can be considered as areas on which action needs to be taken. Please note that this cut-off point has been arbitrarily chosen for the reasons outlined above; the bar can be set higher or lower as desired.

Identifying strengths and prioritizing areas for action

Table 7 below presents the explanatory components delineated as primary or secondary and as strengths or areas for action. The cells in the top half represent primary areas, and the cells in the bottom half of the table represent secondary areas. The cells on the left represent areas of strength, and the cells on the right represent

areas for action. Thus, components in the top left cell include those that have a strong relationship with overall climate and that faculty rated highly/positively. These are strength areas for Oakland University with respect to faculty. Components in the top right cell include those that have a strong relationship with overall climate and to that faculty rated relatively low/negatively. These are areas on which Oakland University could consider taking action with respect to faculty.

Components in the bottom left are those that have a relatively weaker relationship with overall climate and that faculty rated relatively high/positively. These are strong areas for Oakland University, but not as effectual in altering perceptions of overall climate. Components in the bottom right cell are those that have a relatively weaker relationship with overall climate and that faculty rated relatively low/negatively. These are areas of concern for Oakland University, but perhaps not as critical as ones in the top right cell.

Table 7. Explanatory Components Classified as Primary or Secondary, as Areas of Strength or Action

	High ratings (mean rating ≥ 3.5)	Low ratings (mean rating < 3.5)
Primary		Professional work environment (3.3) Campus-wide diversity & fair and equitable practices (3.3)
Secondary	Professional relationships (4.0)	Work load (3.1)

Tables 8 through 11 provide the same type of analysis, but this time for individual items within each of the components presented in Table 6. Areas of strength and weakness are identified in the same way as for the explanatory components. To classify an item as primary or secondary, we use the correlation of that item with the overall component to which it belongs (these correlations are output during the principal components analysis). Correlations can range from 0 to 1, and the closer it is to 1, the stronger the correlation. Items with correlations of .50 to 1.0 are classified as primary, and those with correlations from 0 to .49 are classified as secondary.

Areas of Strength and Action by Component

Professional Work Environment

This component has the strongest relationship with overall climate (beta = .51). The average rating of all individual items in this component is 3.3, which makes it an area where Oakland could take action. Table 8 provides the priority-performance grid, but this time for individual items within this component. Areas of strength and weakness are identified in the same way as for the overall component.

Table 8. Individual Items on "Professional Work Environment" Component Classified as Primary or Secondary, as Areas of Strength or Action

	High ratings (mean rating ≥ 3.5)	Low ratings (mean rating < 3.5)
Primary	In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University? (reverse coded) (4.0)	How comfortable do you feel expressing your personal identity in your immediate work environment? (3.4)
	To what extent do you feel your colleagues/coworkers treat you with respect? (3.8)	Overall, how isolated do you feel at this University? (reverse coded) (3.4)
	How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership—i.e., your Department/Program Director or Supervisor (3.7)	In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions (3.4)
	Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership (3.6)	To what extent does your current work environment provide opportunities for you to learn and grow? (3.3)
	How excluding or inclusive is your primary department/unit? (3.6)	How much of a say do you have in shaping your work environment? (3.0)
	How committed is your department/unit head or chair to creating a positive work environment for you? (3.5)	How satisfied are you, in general, with your opportunities for career advancement within the University? (2.8)
		How much recognition do you get for your contributions at work? Teaching (2.8)
		How much recognition do you get for your contributions at work? Research (2.7)
		How much recognition do you get for your contributions at work? Service (2.6)
		If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you? (2.6)
Secondary	How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well? (3.5)	

Figures 8 through 14 show the mean scores on professional work environment by demographic characteristics. The only statistically significant differences are those shown in Figures 11 and 12. Professional work environment is rated highest among older faculty members (age 50+) and lowest among those 39–49 (Figure 11). With respect to years of employment, faculty employed the least amount of time rate the work environment highest. Those who have been employed 5–10 years rate it the lowest (Figure 12).

Figure 8. Mean Scores on Professional Work Environment, by Gender: Faculty

■ Female (n=132) ■ Male (n=92) ■ Other/missing (n=34)
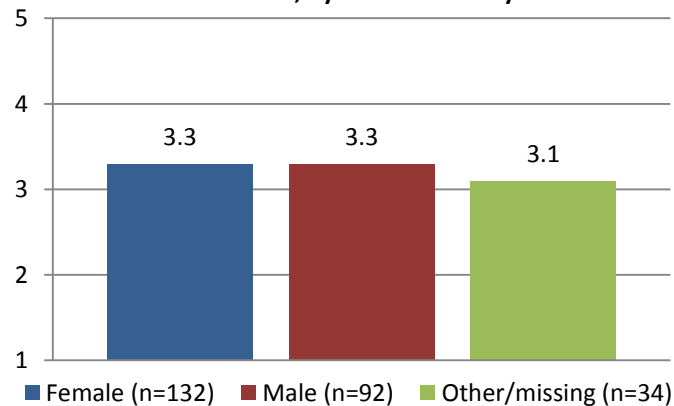
Figure 9. Mean Scores on Professional Work Environment, by Race/Ethnicity: Faculty

■ None specified (n=33) ■ White (n=192) ■ Other (n=33)
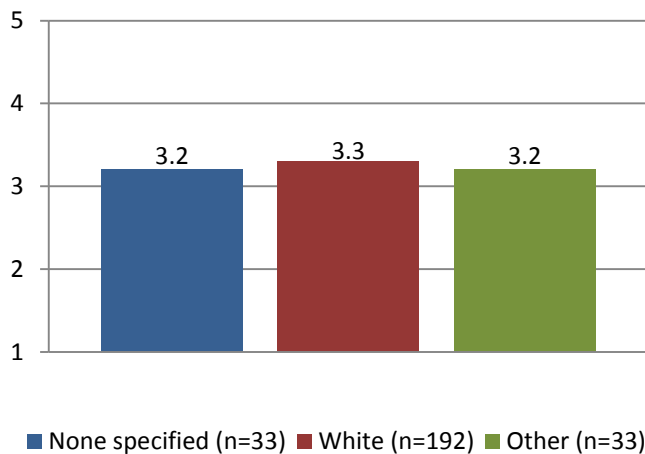
Figure 10. Mean Scores on Professional Work Environment, by Tenure Status: Faculty

■ Tenured (n=105)
■ Not tenured (n=65)
■ Not tenure track (n=80)
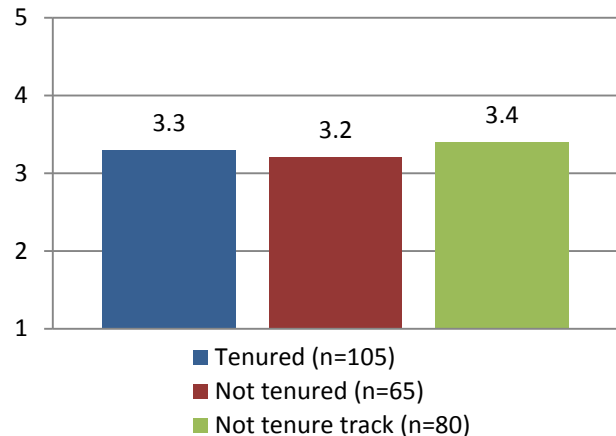
Figure 11. Mean Scores on Professional Work Environment, by Age: Faculty

Legend:
- Less than 39 years old (n=41)
- 39 to 49 (n=51)
- 50–59 (n=48)
- 60+ years (n=46)
- missing (n=72)
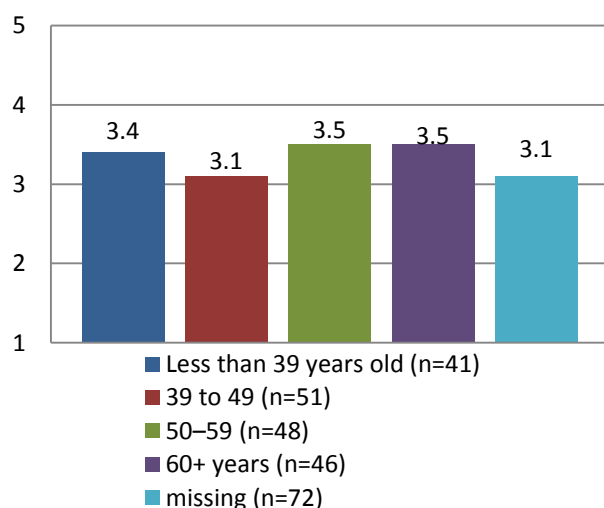
Figure 12. Mean Scores on Professional Work Environment, by Years Employed at the University: Faculty

Legend:
- <1 year (n=24)
- 1 to <3 years (n=51)
- 3 to <5 years (n=48)
- 5 to <10 years (n=59)
- 10+ years (n=66)
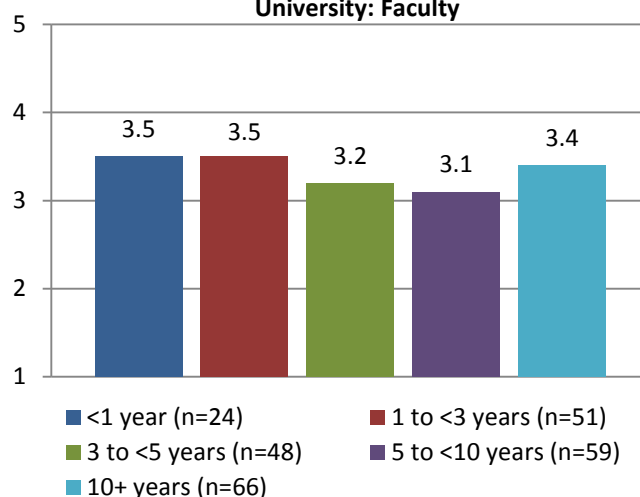
Figure 13. Mean Scores on Professional Work Environment, by Sexual Orientation: Faculty

Legend:
- Straight/Heterosexual (n=202)
- Other (n=33)
- Not specified (n=23)
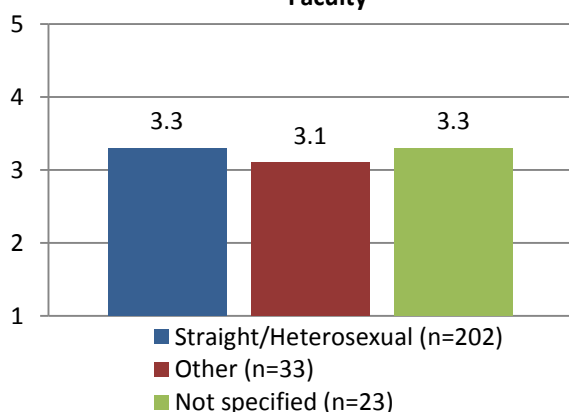
Figure 14. Mean Scores on Professional Work Environment, by Ability/Disability Status: Faculty

Legend:
- No disability (n=231)
- Some type of disability (n=16)
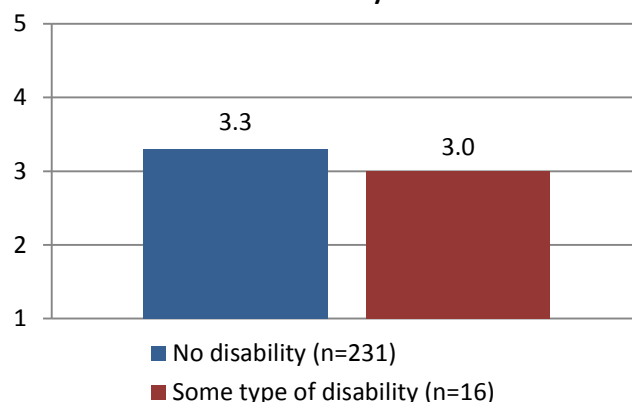
Campus-wide Diversity

This component is significantly related to overall climate and is the second of four components in terms of strength of relationship with it. As such, it has been classified as a primary area in terms of priority. The average rating of all individual items in this component is 3.3, which makes it area of concern for Oakland University.

Table 9 provides the priority performance grid, but this time for individual items within this component. Areas of strength and weakness are identified in the same way as for the overall component. Figures 15 through 21 show the mean scores on this component by demographic characteristics.

Table 9. Individual items on "Campus-wide Diversity" Component Classified as Primary or Secondary, as Areas of Strength or Action

	High ratings (mean rating ≥ 3.5)	Low ratings (mean rating < 3.5)
Primary		How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership—i.e., the President and the Board of Trustees (3.2)
		How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership—i.e., Vice Presidents/Provosts and Deans (3.3)
		How committed is the University and its leadership to promoting practices that help recruit a diverse student body? (3.2)
		Overall, how well does your campus meet the needs of those with disabilities? (3.3)
		How committed is the University community at large to helping to retain a diverse student body? (3.2)
Secondary	To what extent do you believe you have the tools and resources to do your job well? (3.5) In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff (3.7)	In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources (3.1)

Figure 15. Mean Scores on Campus-wide Diversity, by Gender: Faculty

Female (n=131) Male (n=92) Other or missing (n=34)
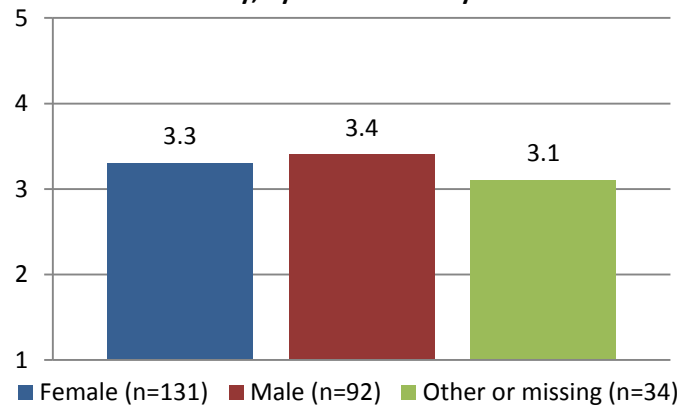
Figure 16. Mean Scores on Campus-wide Diversity, by Race/Ethnicity: Faculty

None specified (n=33) White (n=191)
Other (n=33)
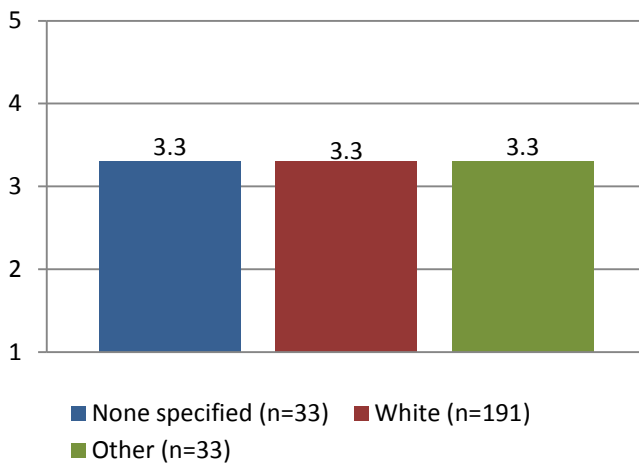
Figure 17. Mean Scores on Campus-wide Diversity, by Tenure Status: Faculty

Tenured (n=105)
Not tenured (n=65)
Not tenure track (n=79)
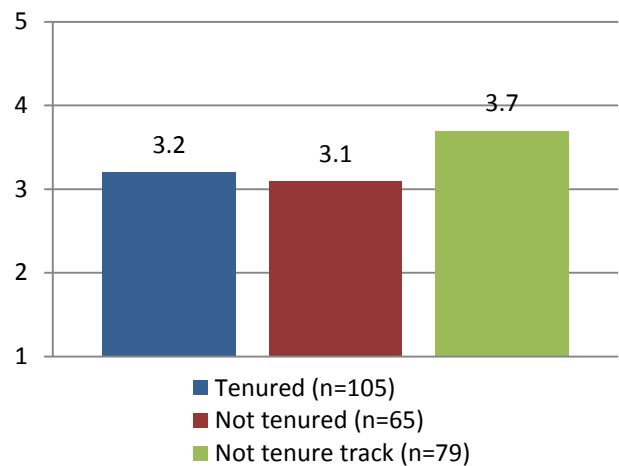
The only figures to show statistically significant differences are Figures 17, 18, and 20. Faculty who are not on a tenure track give campus-wide diversity a higher score than tenured or untenured faculty (3.7 compared to 3.2 and 3.1, respectively, Figure 17). Faculty age 50–59 have the highest score on this component (3.6), while those age 39–49 and those who do not provide their birth year have the lowest (3.2). From Figure 20, respondents who identify as heterosexual or who do not provide their sexual orientation have a higher mean rating (3.4) compared to respondents in the "other" category (2.9).

Figure 18. Mean Scores on Campus-wide Diversity, by Age: Faculty

- <39 (n=41)
- 39-49 (n=51)
- 50–59 (n=48)
- 60+ years (n=46)
- missing (n=71)
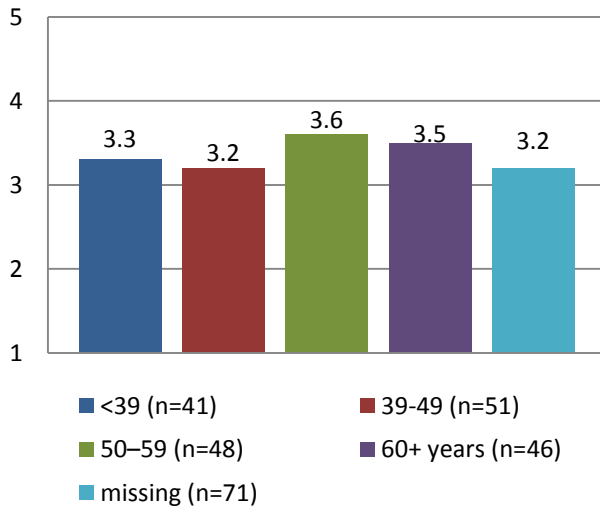
Figure 19. Mean Scores on Campus-wide Diversity, by Years Employed at the University: Faculty

- <1 year (n=24)
- 1 to <3 years (n=50)
- 3 to <5 years (n=48)
- 5 to <10 years (n=59)
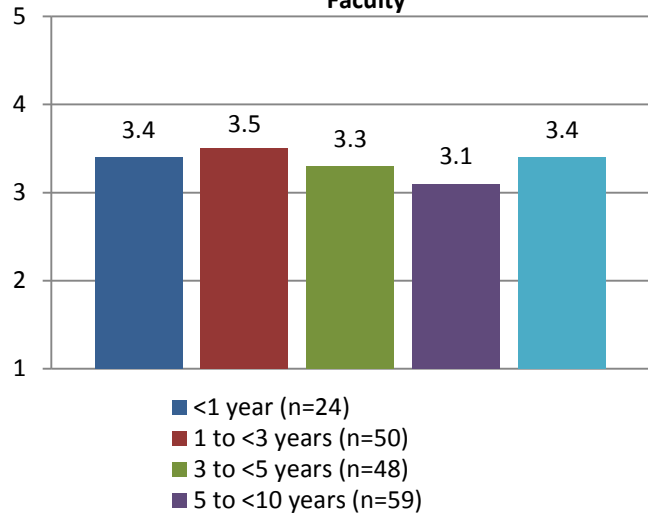
Figure 20. Mean Scores on Campus-wide Diversity, by Sexual Orientation: Faculty

- Straight/Heterosexual (n=201)
- Other (n=33)
- Not specified (n=23)
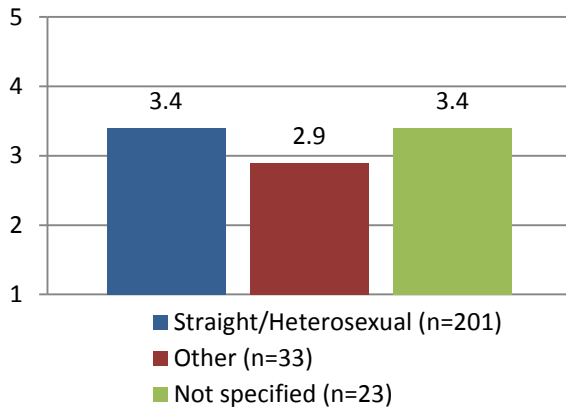
Figure 21. Mean Scores on Campus-wide Diversity, by Ability/Disability Status: Faculty

- No disability (n=230)
- Some type of disability (n=16)

.
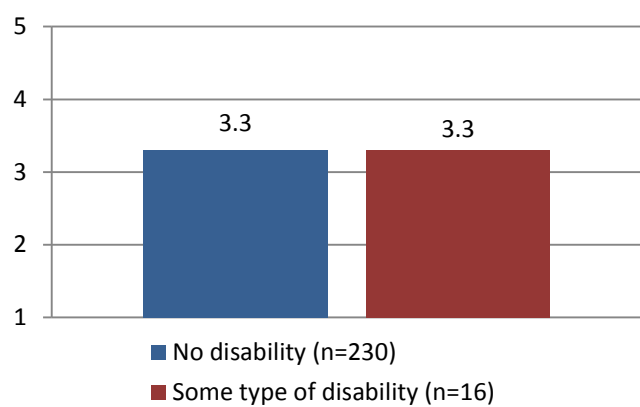
Professional Relationships

This component has the third strongest relationship with overall climate; however, as the strength of the relationship is low as compared to the first two components, it has been classified as a secondary area in terms of priority. The average rating of all individual items in this component is 4.0, which makes it area of strength for Oakland University; in fact, the avergae rating on this component is the highest of all components significantly related to overall climate.

Table 10 provides the priority-performance grid, but this time for individual items within this component. Areas of strength and weakness are identified in the same way as for the overall component

Table 10. Individual Items on "Professional Relationships" Component Classified as Primary or Secondary, as Areas of Strength or Action

	High ratings (mean rating ≥ 3.5)	Low ratings (mean rating < 3.5)
Primary	Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students (4.1) Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff (4.0) Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students (4.0) Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty (3.8) In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity? (reverse coded) (4.2)	
Secondary	In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices (3.6) How would you rate the overall quality of the relationship between you and students at the University? (4.5)	

Figure 22. Mean Scores on Professional Relationships, by Gender: Faculty

4.1	4.1	3.8

■ Female (n=130) ■ Male (n=89) ■ Other or missing (n=34)
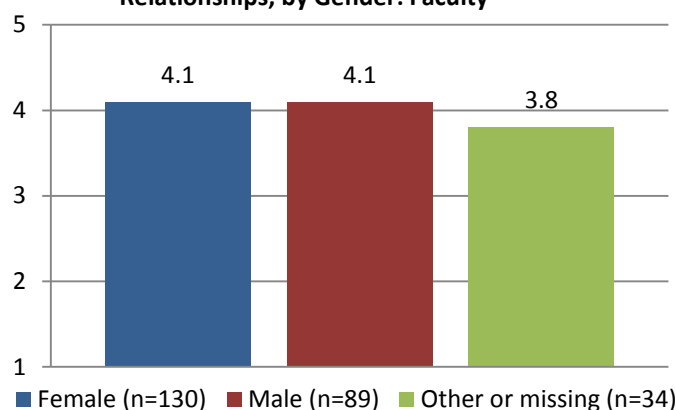
Figure 23. Mean Scores on Professional Relationships, by Race/Ethnicity: Faculty

3.9	4.1	4.0

■ None specified (n=33) ■ White (n=189) ■ Other (n=31)
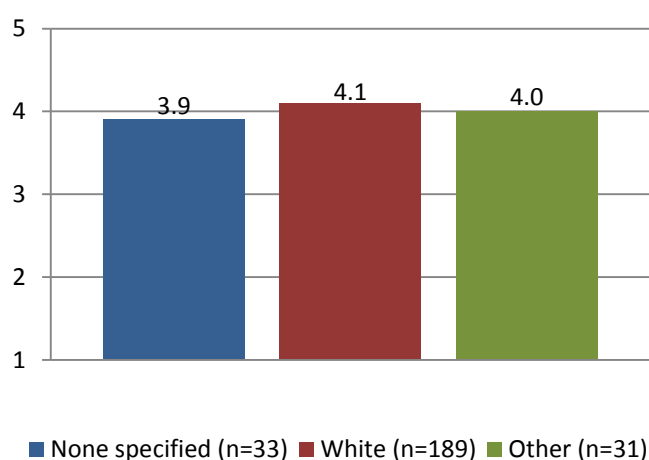
Figure 24. Mean Scores on Professional Relationships, by Tenure Status: Faculty

4.0	4.0	4.2

■ Tenured (n=104)
■ Not tenured (n=65)
■ Not tenure track (n=76)
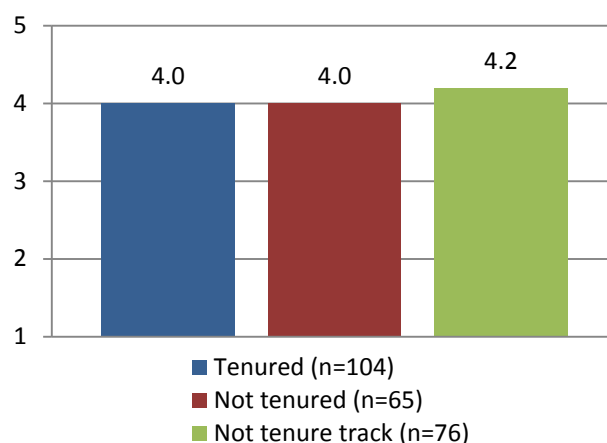
Figure 22 to 28 shows the mean scores on the professional relationships component by various demographic variables. In spite of small differences between demographic groups, three of the graphs show statistically significant differences—Figures 24, 25, and 26. Faculty who are not on a tenure track have a slightly higher mean on this component—4.2 compared to 4.0 among tenure-track faculty (Figure 24). Faculty age 50–59 have (Figure 25) the highest score on this component (4.3), while those who did not provide their age have the lowest (3.9). Faculty employed by Oakland University less than three years (Figure 26) have the highest scores (4.2), while those employed 5–10 years have the lowest (3.9).

Figure 25. Mean Scores on Professional Relationships, by Age: Faculty

- ■ <39 (n=39)
- ■ 39-49 (n=49)
- ■ 50–59 (n=47)
- ■ 60+ years (n=46)
- ■ missing (n=72)
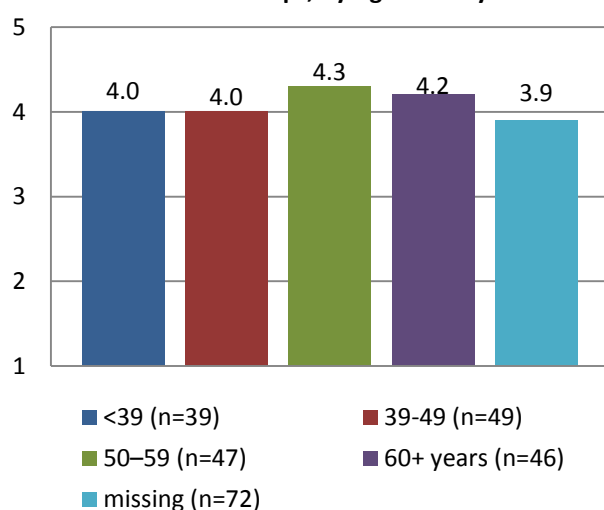
Figure 26. Mean Scores on Professional Relationships, by Years Employed at the University: Faculty

- ■ <1 year (n=23)
- ■ 1 to <3 years (n=49)
- ■ 3 to <5 years (n=48)
- ■ 5 to <10 years (n=57)
- ■ 10+ years (n=66)
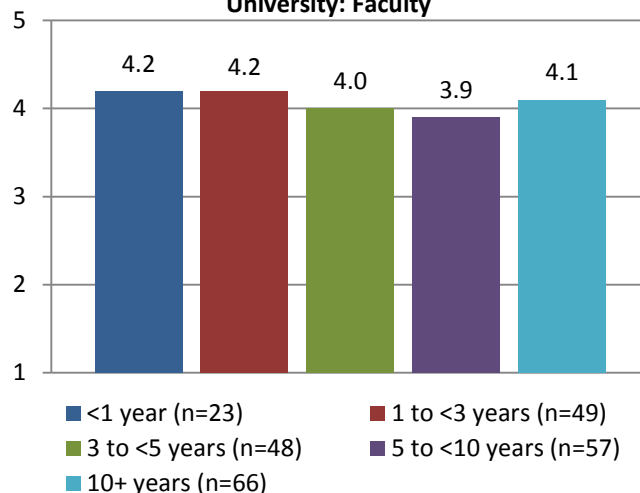
Figure 27. Mean Scores on Professional Relationships, by Sexual Orientation: Faculty

- ■ Straight/Heterosexual (n=198)
- ■ Other (n=32)
- ■ Not specified (n=23)
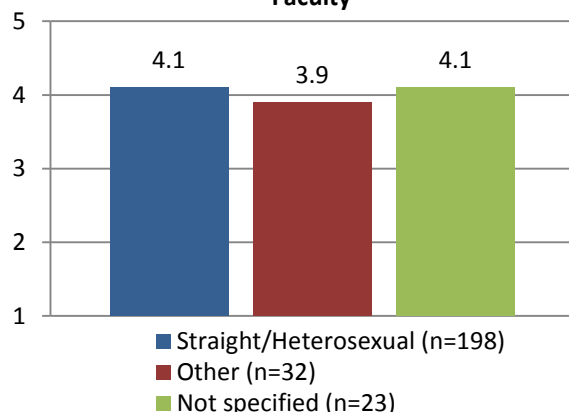
Figure 28. Mean Scores on Professional Relationships, by Ability/Disability Status: Faculty

- ■ No disability (n=226)
- ■ Some type of disability (n=16)
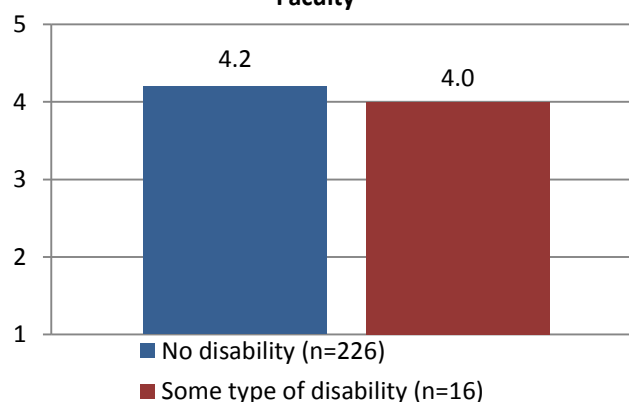
Workload

This component has a significant effect on overall climate and the smallest coefficient of all the significant correlates. Thus, it is classified as a secondary area in terms of priority. The average rating of all individual items in this component is 3.1, which makes it area of concern for Oakland University; in fact, the average rating on this component is the lowest of all components significantly realted to overall climate.

Table 11 provides the priority performance grid, but this time for individual items within this component. Areas of strength and weakness are identified in the same way as for the overall component.

Table 11. Individual Items on "Workload" Component Classified as Primary or Secondary, as Areas of Strength or Action

	High ratings (mean rating ≥ 3.5)	Low ratings (mean rating < 3.5)
Primary		Do you feel that the work load in your current job is too low, too high, or just right? (3.3) As an employee on this campus, how difficult is it for you to balance your work and family life? (2.9)
Secondary		

Figure 29 to 35 shows the mean scores on the workload component by various demographic variables.

The mean rating on the "workload" component varies significantly only by age (Figure 32). The youngest faculty members have the highest rating on workload, although the differences are small.

Figure 29. Mean Scores on Workload, by Gender: Faculty

■ Female (n=132) ■ Male (n=92) ■ Other or missing (n=34)
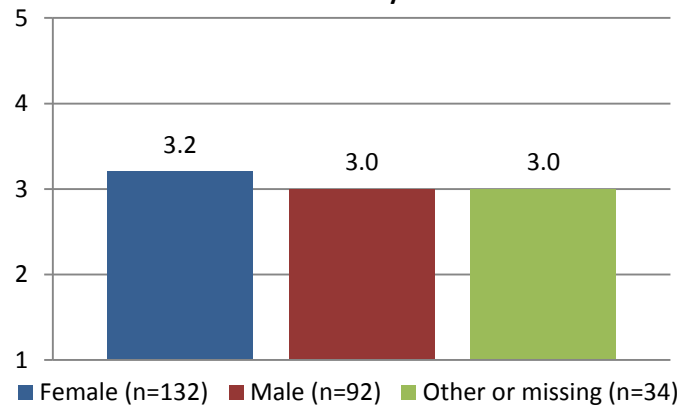
Figure 30. Mean Scores on Workload, by Race/Ethnicity: Faculty

■ None specified (n=33) ■ White (n=192) ■ Other (n=33)
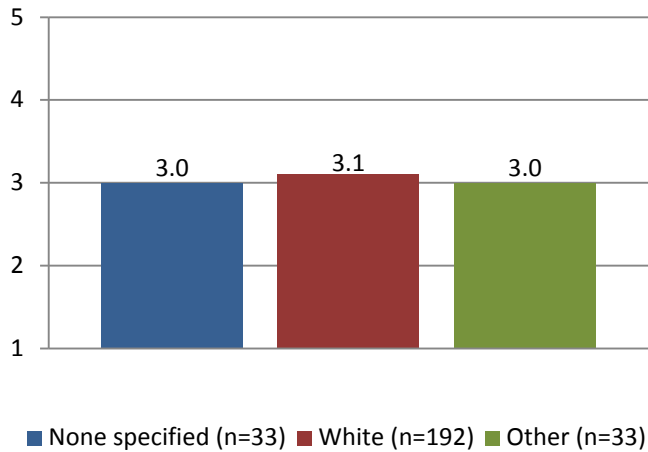
Figure 31. Mean Scores on Workload, by Tenure Status: Faculty

■ Tenured (n=105)
■ Not tenured (n=65)
■ Not tenure track (n=80)
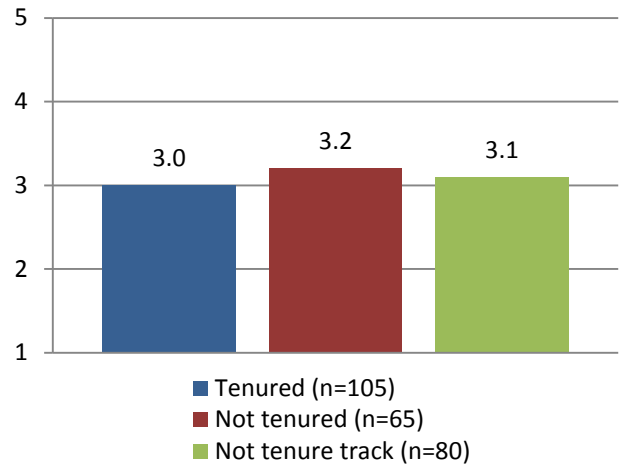
Figure 32. Mean Scores on Workload, by Age: Faculty

- <39 (n=41)
- 39 to 49 (n=51)
- 50–59 (n=48)
- 60+ years (n=46)
- missing (n=72)
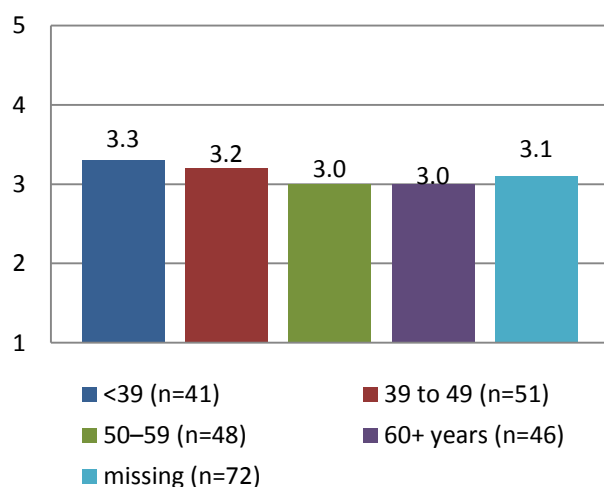
Figure 33. Mean Scores on Workload, by Years Employed at the University: Faculty

- <1 year (n=24)
- 1 to <3 years (n=51)
- 3 to <5 years (n=48)
- 5 to <10 years (n=59)
- 10+ years (n=66)
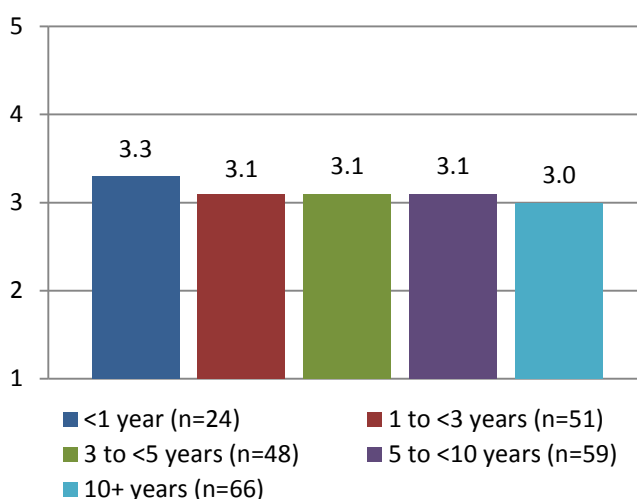
Figure 34. Mean Scores on Workload, by Sexual Orientation: Faculty

- Straight/Heterosexual (n=202)
- Other (n=33)
- Not specified (n=23)
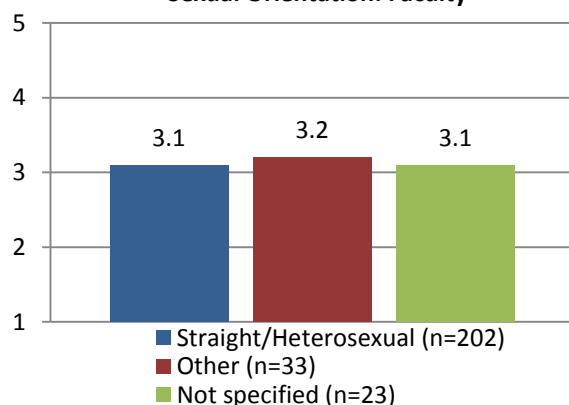
Figure 35. Mean Scores on Workload, by Ability/Disability Status: Faculty

- No disability (n=231)
- Some type of disability (n=16)
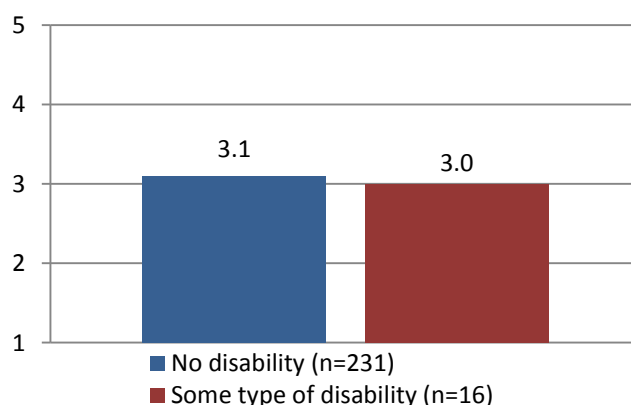
Responses to Open-end Questions

The questionnaire included two questions inviting open-ended comments from respondents. One asked for suggestions for improving the climate and the other asked respondents to mention relevant issues of climate or demographic information that was not covered in the questionnaire. There were 128 faculty who answered the question about suggestions for improving the climate, and 43 who answered the question asking if any issues of climate or demographic information was not covered in the questionnaire. For each question, we categorized the responses into several commonly occurring themes that were evident. Tables 12 and 13 summarize these themes and the number of mentions for each. Each respondent's comments could be classified into a single theme if it mentioned only one or into multiple themes if the comment touched upon more than one. Therefore the number of mentions listed for each theme when summed up across themes will be more than the total number of respondents who completed the survey.

Table 12. Suggestions for improving climate

Themes	Number of mentions
Administration, Leadership	29
Diversity related issues, Tolerance	22
Workload, staff levels, teaching/research/service balance	18
Research support	17
Resources (financial and other)	16
Faculty-administration relationship	15
Part-time faculty, Non-tenure track faculty issues	13
Salaries and pay	11
Communication	11
Valuing faculty	9
Intimidation, Fear, Harassment	8
Student quality	7
Rules, Policies and procedures	7
Recognition for work	7
Fairness, merit-based decisions	7
Leave, Family leave related issues	6
Space, Physical facilities	6
Accessibility, Accommodation	5
Collegiality, Collaboration	5
Career advancement	4
Tenure, Tenure process	3
Mentoring	3
Parking	2
Other (negative)	10
Other (positive)	10
Miscellaneous suggestions	18
None, No answer, Not applicable	4

Table 13 provides the themes and number of mentions for responses to the question on issues of climate or demographic information not covered in the questionnaire.

Table 13. Issues of climate or demographic questions not covered by the questionnaire

Themes	Number of mentions
Diversity and related issues	7
Salary and benefits	4
Valuing faculty	4
Leave, time off (for family and other reasons)	4
Work load, staffing	4
Administration	4
Student-related issues	3
Supervisor-related issues	3
No response	3
Age	2
Physical safety and security	2
Religion-related issues	2
Other	21

Summary of Results

In summary, these analyses derived an outcome variable termed "overall climate" and sought to examine factors or aspects of the climate that influence the overall climate rating. To do so, on the basis of a principal components analysis, six explanatory components were identified: Professional work environment; Professional relationships; Campus-wide diversity and fair and equitable practices; Departmental diversity practices; Physical safety; and Workload and balance. Of these explanatory variables, all but Physical safety and departmental diversity significantly influence ratings on overall climate.

Professional relationships is the only component that is significantly related to overall climate that has a mean greater than 3.5. However, its association with overall climate is too small to consider it a strength.

The two components that have a stronger association with overall climate—professional work environment and campus-wide diversity—can be considered areas for action for Oakland University among faculty in that their mean ratings are lower than 3.5 (on a scale ranging from 1 to 5 points). Ratings on professional work environment range from 3.0 to 3.5 across all demographic groups. They are lowest for faculty who have a disability and highest among older faculty and those employed the least amount of time. Ratings on campus-wide diversity range from 2.9 to 3.8. They are lowest among those in the "other" category of sexual orientation and highest among those who do not specify their gender.

Appendix A

Mean Ratings by Demographics on Components not Significantly Related to Overall Climate

The figures on the following pages present the mean ratings on the three components which were not significantly related to overall climate: Departmental Diversity and Physical Safety.

Figure A1. Mean Scores on Components Not Significantly Related to Overall Climate, by Gender: Faculty

	Departmental Diversity	Physical safety
■ Female (n=131)	3.2	4.0
■ Male (n=92)	3.3	4.1
■ Other or missing (n=34)	2.9	3.7
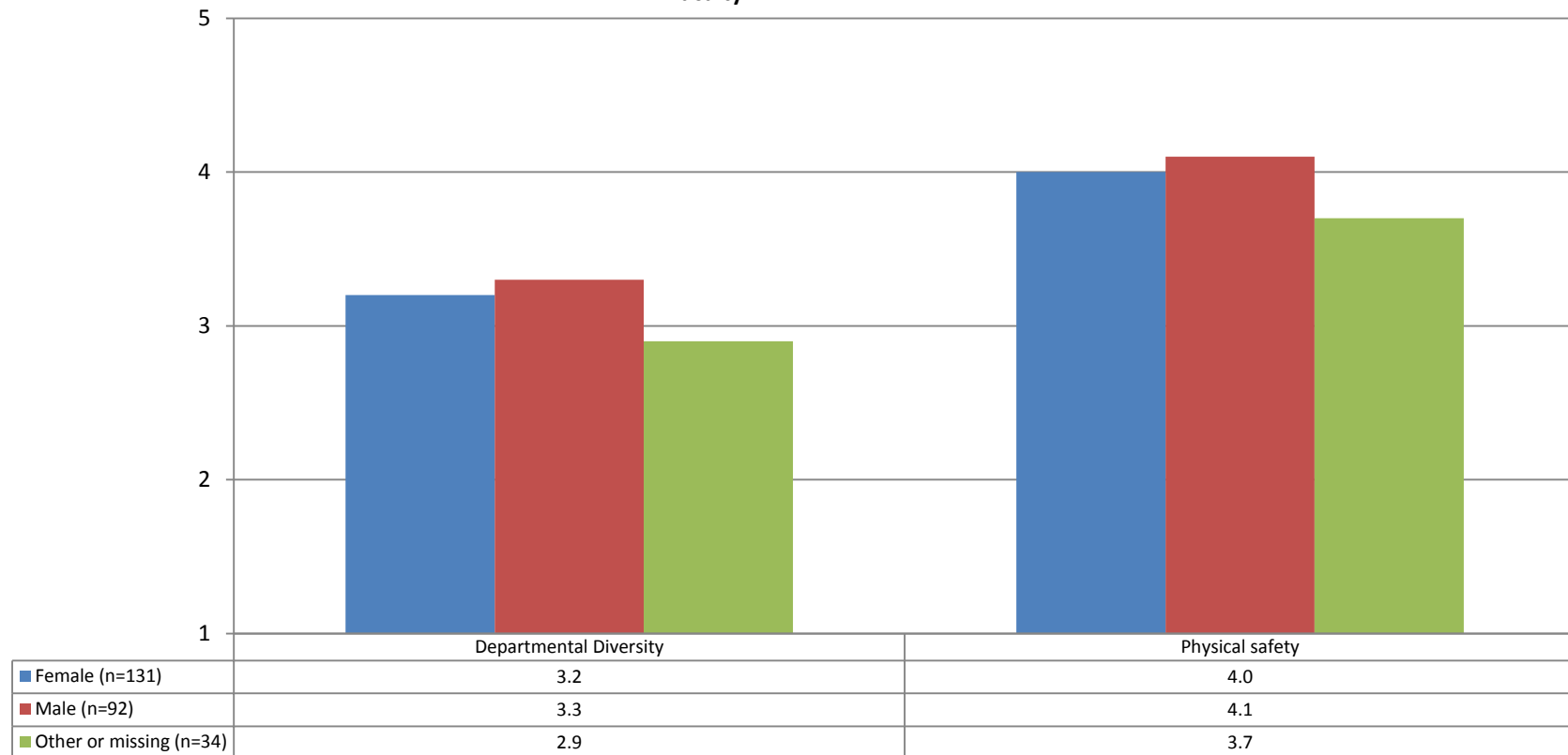
Figure A2. Mean Scores on Components Not Significantly Related to Overall Climate, by Race/Ethnicity: Faculty

	Departmenal diversity	Physical safety
■ None specified (n=33)	2.8	3.9
■ White (n=191)	3.2	4.0
■ Other (n=33)	3.5	4.1
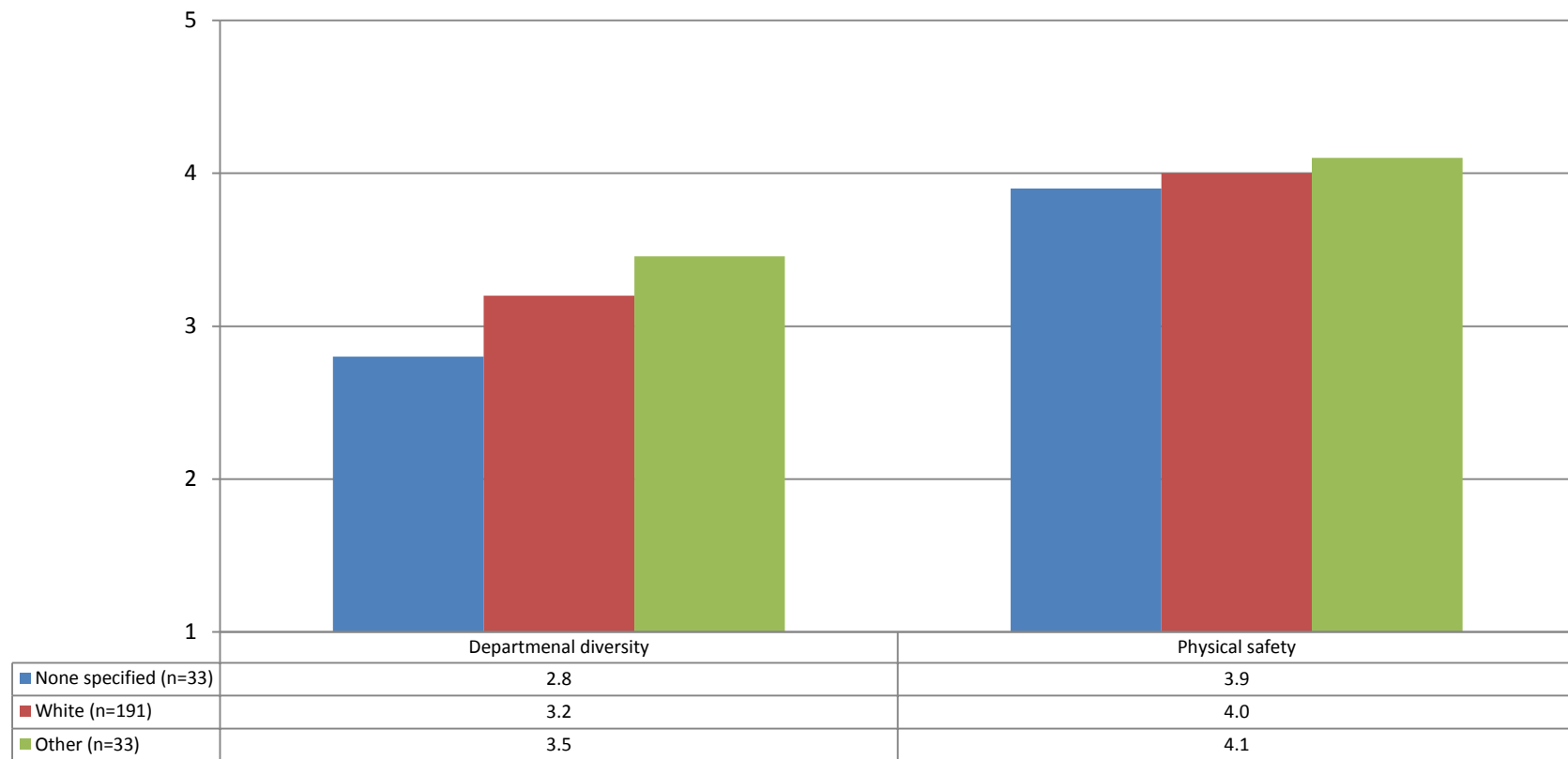
Figure A3. Mean Scores on Components Not Significantly Related to Overall Climate, by Tenure Status: Faculty

	Departmental Diversity	Physical safety
■ Tenured (n=105)	3.2	3.9
■ Not tenured (n=65)	2.7	4.0
■ Not tenure track (n=79)	3.5	4.1
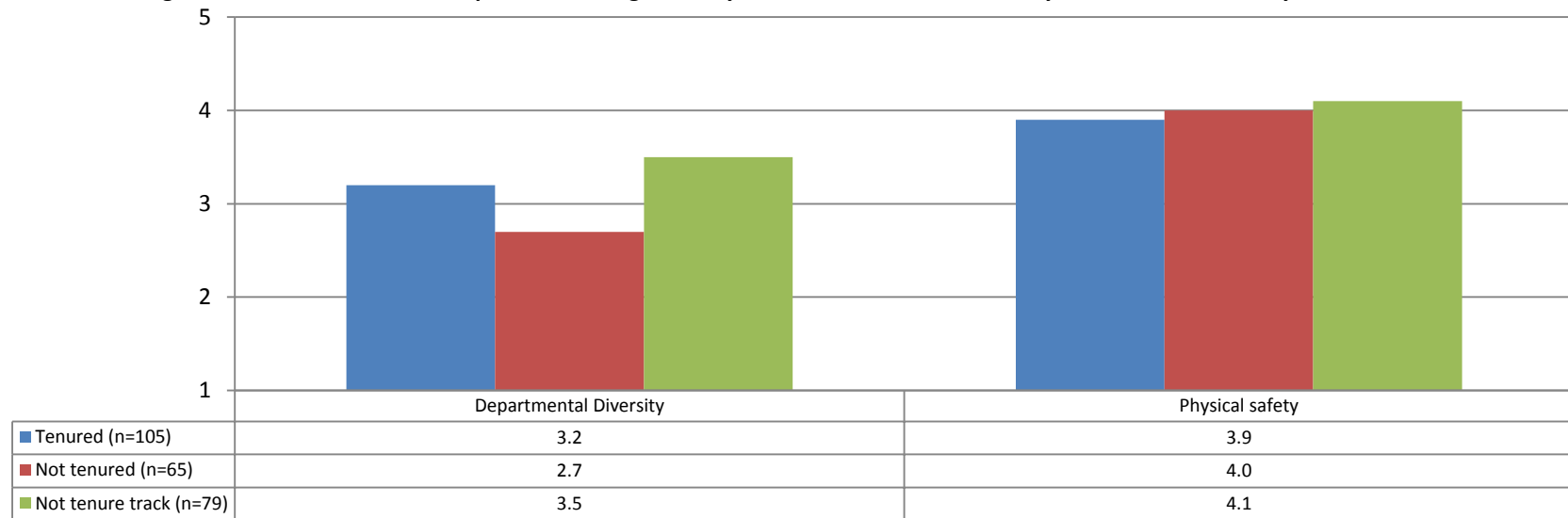
Figure A4. Mean Scores on Components Not Significantly Related to Overall Climate, by Age: Faculty

	Departmenal diversity	Physical safety
■ <39 (n=41)	3.0	4.1
■ 39-49 (n=50)	3.0	3.8
■ 50–59 (n=48)	3.5	4.2
■ 60+ years (n=46)	3.4	4.2
■ missing (n=72)	3.0	3.8
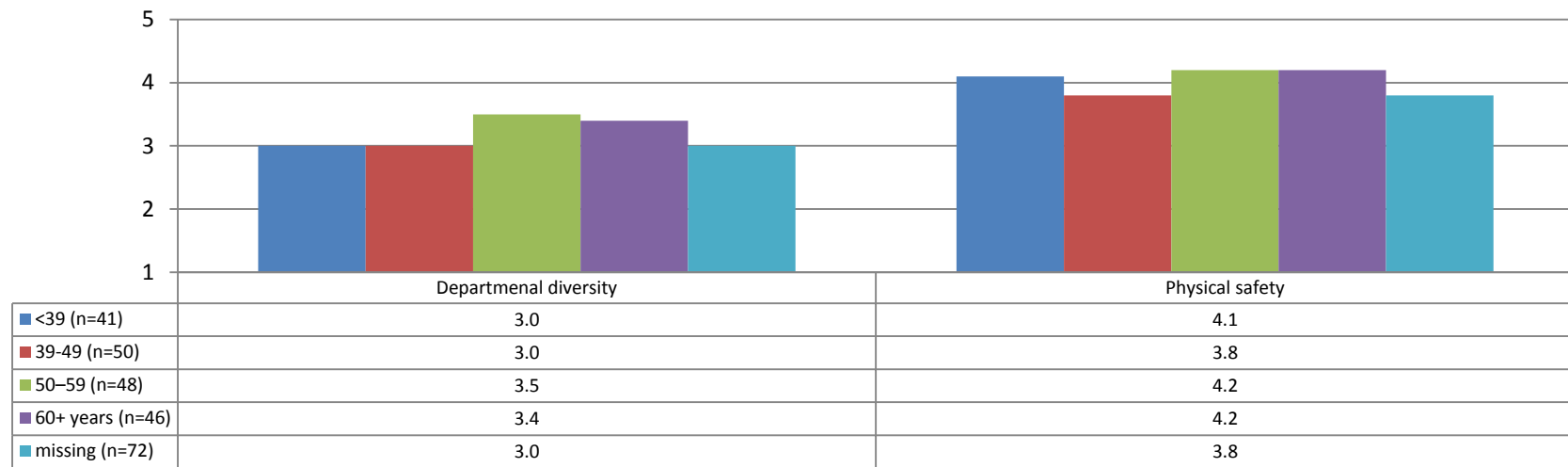
Figure A5. Mean Scores on Components Not Significantly Related to Overall Climate, by Years Employed at the University: Faculty

	Departmental diversity	Physical safety
■ <1 year (n=24)	3.3	4.2
■ 1 to <3 years (n=50)	3.3	4.0
■ 3 to <5 years (n=48)	3.0	4.0
■ 5 to <10 years (n=58)	2.9	3.9
■ 10+ years (n=66)	3.4	4.0
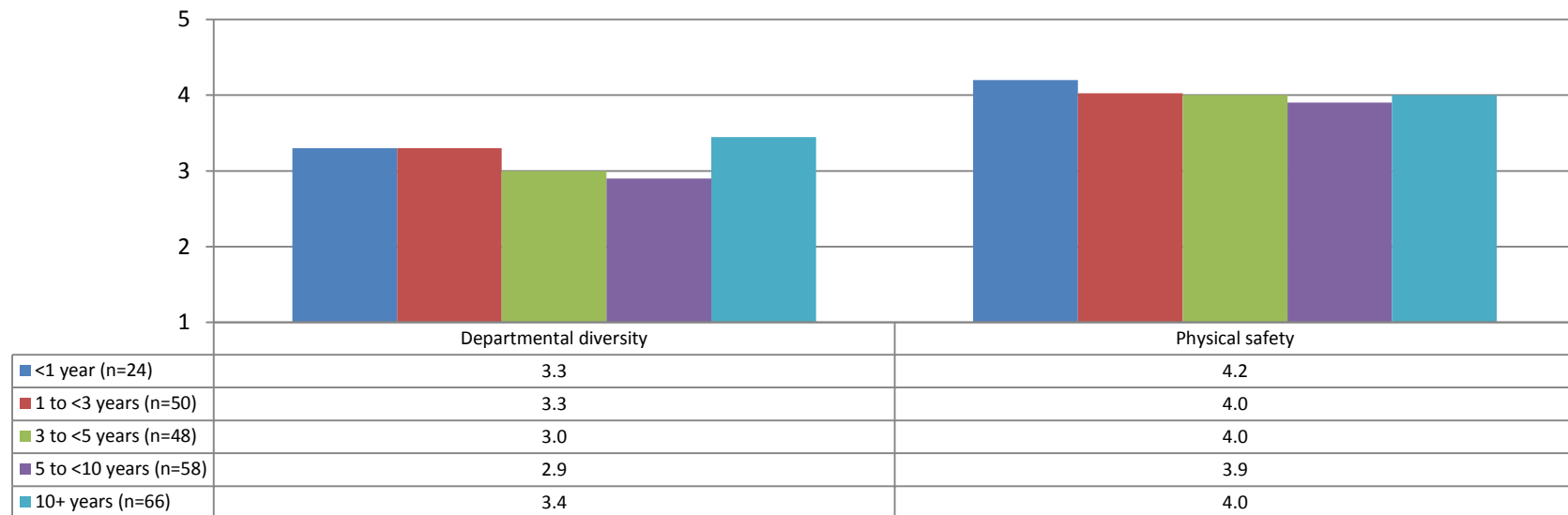
Figure A6. Mean Scores on Components Not Significantly Related to Overall Climate, by Sexual Orientation: Faculty

	Departmental diversity	Physical safety
■ Straight/Heterosexual (n=201)	3.2	4.0
■ Other (n=33)	2.6	3.8
■ Not specified (n=23)	3.3	4.0
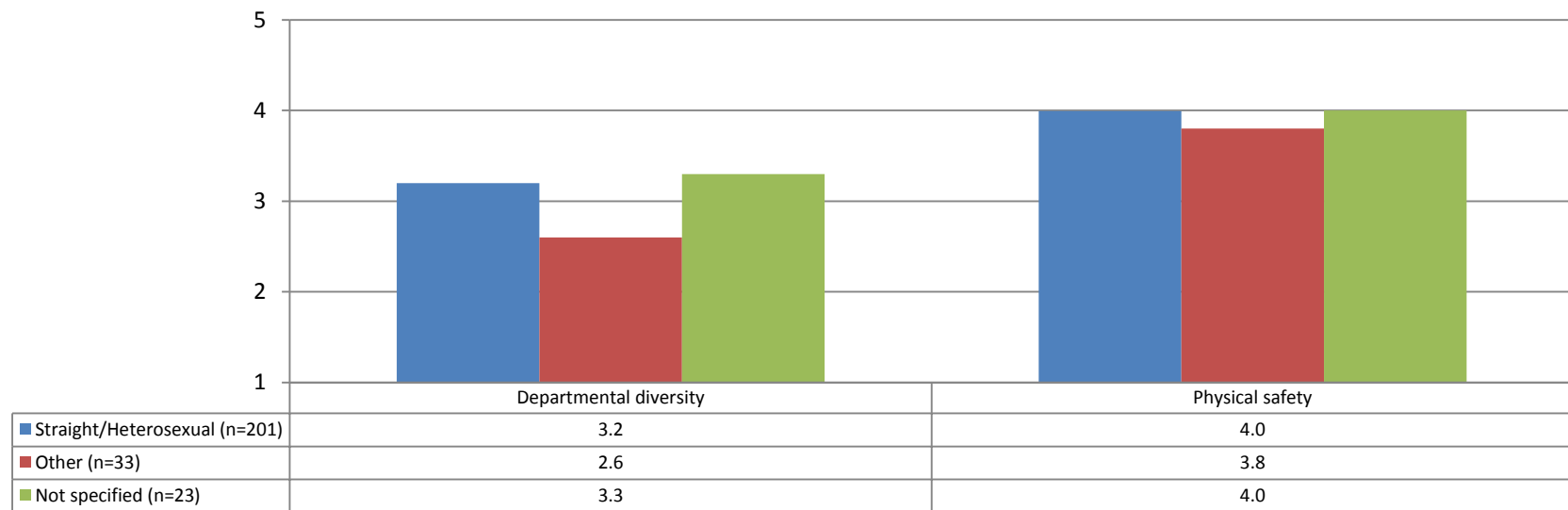
Figure A7. Mean Scores on Components Not Significantly Related to Overall Climate, by Ability/Disability Status: Faculty

	Departmental diversity	Physical safety
■ No disability (n=230)	3.1	4.0
■ Some type of disability (n=16)	3.1	4.0
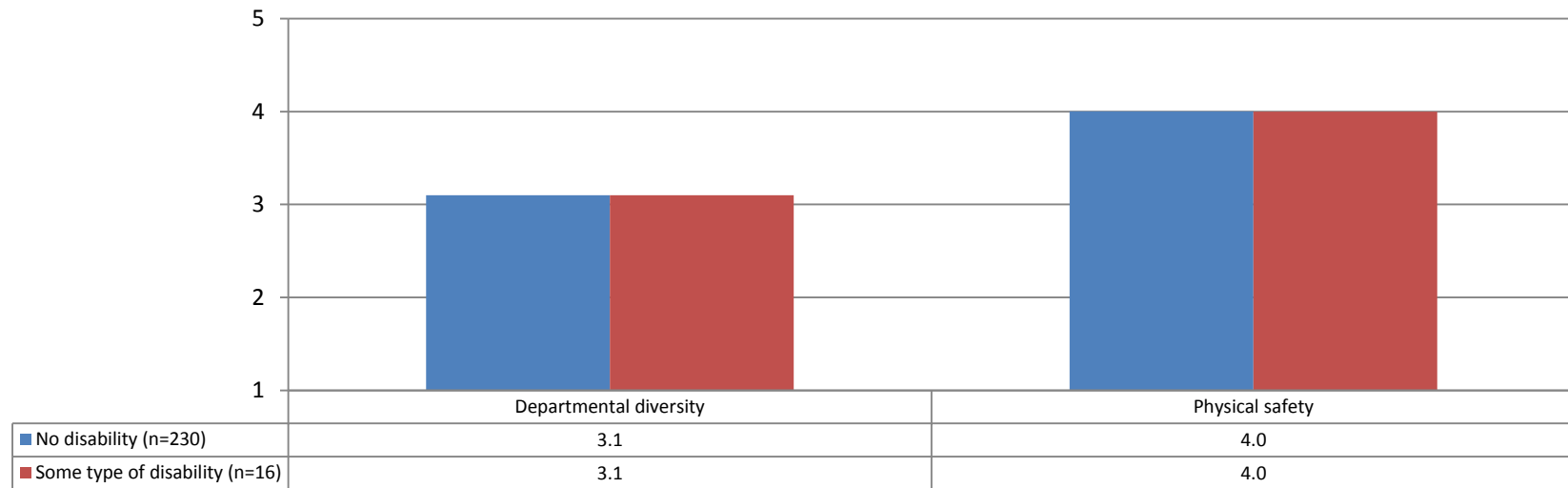
Appendix B

Faculty Questionnaire

Oakland University Climate Study—Faculty Questionnaire

1. So that we can direct you to the appropriate set of questions, from the list below, please select your current position(s)/role at Oakland University.

   ☐ Faculty

   ☐ Academic Professional

   ☐ Academic Administrator/Staff

   ☐ Student

   Later in this questionnaire, we will be asking you more questions about your role and location at the University and about yourself. You will also have the opportunity to provide comments toward the end of this questionnaire.

   "Climate" may be considered as the atmosphere of an organization as perceived by its members. An organization's climate is reflected in its structures, policies, and practices; the demographics of its members; the attitudes and values of its members and leaders; and the quality of personal interactions. It includes perceptions of inclusiveness, diversity, friendliness, cooperation, professionalism, recognition, respect, accessibility, support and opportunities for advancement.

   PROGRAMMING NOTE: Rolling over the term "inclusiveness and diversity" will show this definition "Diversity and inclusion at Oakland include the dimensions of race, sex, gender identity, gender expression, sexual orientation, age, height, weight, disability, color, religion and creed, national origin or ancestry, marital status, familial status or veteran status."

2a. Overall, how would you rate the climate on the **campus** where you are primarily located?

   If you are not located on the main campus (for example, if you are at a different site or are taking courses primarily online, etc.) please interpret "campus" to mean Oakland University community rather than a specific geographic location.

   ☐ Very poor

   ☐ Poor

   ☐ Fair

   ☐ Good

   ☐ Very good

2b. Overall, how would you rate the climate in your primary **department/unit**?

If you are affiliated with more than one department/unit, please answer this question with reference to the department/unit in which you spend the most time.

- ☐ Very poor
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Very good

2c. If your department/unit is part of a school or college, overall, how would you rate the climate in your **school or college**?

- ☐ Very poor
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Very good
- ☐ *Not applicable*

3. Overall, how isolated do you feel at this University?

- ☐ Not at all isolated
- ☐ Not very isolated
- ☐ Moderately isolated
- ☐ Very isolated
- ☐ Extremely isolated

4. How excluding or inclusive is your primary department/unit?

If you are affiliated with more than one department/unit, please answer this question with reference to the department/unit in which you spend the most time.

- ☐ Extremely excluding
- ☐ Somewhat excluding
- ☐ Neither excluding nor inclusive
- ☐ Somewhat inclusive
- ☐ Extremely inclusive

5. Overall, how satisfied are you with the diversity in your primary department/unit?

   PROGRAMMING NOTE: Rolling over the term "diversity" will show this definition "Diversity and inclusion at Oakland include the dimensions of race, sex, gender identity, gender expression, sexual orientation, age, height, weight, disability, color, religion and creed, national origin or ancestry, marital status, familial status or veteran status."

   ☐ Not at all satisfied
   ☐ Not very satisfied
   ☐ Moderately satisfied
   ☐ Very satisfied
   ☐ Extremely satisfied

6. How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this University?

	Extremely detrimental	Quite detrimental	Neither beneficial nor detrimental	Quite beneficial	Extremely beneficial	Not enough information to say
The University leadership—that is, the President and the Board of Trustees	☐	☐	☐	☐	☐	☐
Campus leadership—that is, Vice Presidents/Provosts and Deans	☐	☐	☐	☐	☐	☐
Your department/unit leadership—that is, your Department /Program Director or Supervisor	☐	☐	☐	☐	☐	☐

7. How comfortable do you feel expressing your personal identity in your immediate work environment**?**

   ☐ Not comfortable at all
   ☐ Not very comfortable
   ☐ Moderately comfortable
   ☐ Very comfortable
   ☐ Extremely comfortable

8. In the past 12 months, how often have you **personally experienced** excluding, intimidating, offensive, and/or hostile conduct from members of this University?

   ☐ Never
   ☐ Not very often
   ☐ Moderately often
   ☐ Very often
   ☐ Extremely often

9. In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?

☐ Never
☐ Not very often
☐ Moderately often
☐ Very often
☐ Extremely often

10. In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your department/unit?

	Not at all	Not very	Moderately	Very	Extremely	Not enough information to say
Recruitment policies and practices	☐	☐	☐	☐	☐	☐
Promotion decisions	☐	☐	☐	☐	☐	☐
Salary decisions	☐	☐	☐	☐	☐	☐
Allocation of space/equipment or other resources	☐	☐	☐	☐	☐	☐
Access to departmental support staff	☐	☐	☐	☐	☐	☐
Graduate student assignments	☐	☐	☐	☐	☐	☐

11. You indicated that [RESPONSE FROM #10] was [NOT AT ALL/Not very] fair and equitable In the past 12 months. To which of the following factors would you attribute the treatment?

    Please select all that apply.

    ☐ Ability/disability status
    ☐ Age
    ☐ Citizenship status
    ☐ Political beliefs
    ☐ Race/ethnicity
    ☐ Religious/spiritual beliefs
    ☐ Sex
    ☐ Gender identity/gender expression
    ☐ Sexual orientation
    ☐ Socioeconomic status
    ☐ National origin
    ☐ Marital or family status
    ☐ Veteran status
    ☐ Height
    ☐ Weight
    ☐ Other—PLEASE SPECIFY:

12. How well does your department/unit address issues of unfair or inequitable treatment to employees owing to their diversity?

    PROGRAMMING NOTE: Rolling over the term "diversity" will show this definition "Diversity and inclusion at Oakland include the dimensions of race, sex, gender identity, gender expression, sexual orientation, age, height, weight, disability, color, religion and creed, national origin or ancestry, marital status, familial status or veteran status."

    ☐ Not well at all
    ☐ Not very well
    ☐ Moderately well
    ☐ Very well
    ☐ Extremely well
    ☐ Not enough information to say

13. As far as you know, are there systems or offices in place to assist employees if they experience any treatment that is not fair and equitable, or does it not?

    ☐ There are systems/offices
    ☐ There are no systems/offices [SKIP TO #14]

13a. How effective are these systems or offices in addressing issues of treatment that are not fair and equitable?

☐ Not at all effective

☐ Not very effective

☐ Moderately effective

☐ Very effective

☐ Extremely effective

☐ *Not enough information to say*

14. If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?

☐ Not at all confident

☐ Not very confident

☐ Moderately confident

☐ Very confident

☐ Extremely confident

15. How would you rate the physical safety of your immediate work environment?

☐ Not safe at all

☐ Not very safe

☐ Moderately safe

☐ Very safe

☐ Extremely safe

16. Overall, how would you rate the physical safety of your campus?

☐ Not safe at all

☐ Not very safe

☐ Moderately safe

☐ Very safe

☐ Extremely safe

17. Overall, how would you rate the physical safety of the areas close to campus?

☐ Not safe at all

☐ Not very safe

☐ Moderately safe

☐ Very safe

☐ Extremely safe

18. Overall, how well does your campus meet the needs of those with disabilities?

☐ Not well at all
☐ Not very well
☐ Moderately well
☐ Very well
☐ Extremely well
☐ *Not enough information to say*

19. To what extent do you feel your colleagues/coworkers treat you with respect?

☐ Not at all
☐ To a slight extent
☐ To a moderate extent
☐ To a large extent
☐ To a great extent

20. Please rate the relationships between the following groups in your department/unit/college/school in terms of the degree to which they are both courteous and professional.

	Not at all	Not very	Moderately	Very	Extremely	Not enough information to say
Between faculty	☐	☐	☐	☐	☐	☐
Between faculty and department/unit leadership	☐	☐	☐	☐	☐	☐
Between faculty and staff	☐	☐	☐	☐	☐	☐
Between faculty and students	☐	☐	☐	☐	☐	☐
Between staff and students	☐	☐	☐	☐	☐	☐

21. How would you rate the overall quality of the relationship between you and students at the University?

☐ Very poor
☐ Poor
☐ Fair
☐ Good
☐ Very good

22. To what extent do you believe you have the tools and resources to do your job well?

☐ Not at all
☐ To a slight extent
☐ To a moderate extent
☐ To a large extent
☐ To a great extent

23. How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?

☐ Not at all
☐ A little
☐ Some
☐ A lot
☐ A great deal

24. How satisfied are you, in general, with your job at the University?

☐ Not at all satisfied
☐ Not very satisfied
☐ Moderately satisfied
☐ Very satisfied
☐ Extremely satisfied

25. How satisfied are you, in general, with your opportunities for career advancement within the University?

☐ Not at all satisfied
☐ Not very satisfied
☐ Moderately satisfied
☐ Very satisfied
☐ Extremely satisfied

26. To what extent does your current work environment provide opportunities for you to learn and grow?

☐ Not at all
☐ To a slight extent
☐ To a moderate extent
☐ To a large extent
☐ To a great extent

27. Do you feel that the work load in your current job is too low, too high, or just right?

   ☐ Too low
   ☐ Somewhat low
   ☐ Just right
   ☐ Somewhat high
   ☐ Too high

28. Is there anyone at the University whom you currently consider to be a mentor—an individual or individuals who gives advice, counsels on career issues, and/or advocates for you—or is there no one at the University like that?

   ☐ Yes, there is
   ☐ No, there is not [SKIP TO #29]

28a. Is your mentor part of a formal mentorship program, or is he or she not part of a formal mentorship program?

   ☐ Formal
   ☐ Not formal
   ☐ Don't know

29. How much recognition do you get for each of your following types of contribution at work?

	None at all	A little	A moderate amount	A lot	A great deal
Research	☐	☐	☐	☐	☐
Teaching	☐	☐	☐	☐	☐
Service	☐	☐	☐	☐	☐

30. How committed is your department/unit head or chair to creating a positive work environment for you?

   ☐ Not at all committed
   ☐ Not very committed
   ☐ Moderately committed
   ☐ Very committed
   ☐ Extremely committed

31. How much of a say do you have in shaping your work environment?

    ☐ None at all
    ☐ A little bit
    ☐ A moderate amount
    ☐ A lot
    ☐ A great deal

32. How effective is your department in recruiting a diverse faculty and staff?

    ☐ Not at all effective
    ☐ Not very effective
    ☐ Moderately effective
    ☐ Very effective
    ☐ Extremely effective

33. How effective is your department in retaining a diverse faculty and staff?

    ☐ Not at all effective
    ☐ Not very effective
    ☐ Moderately effective
    ☐ Very effective
    ☐ Extremely effective

34. How committed is the **University and its leadership** to promoting practices that help recruit a diverse student body?

    ☐ Not at all committed
    ☐ Not very committed
    ☐ Moderately committed
    ☐ Very committed
    ☐ Extremely committed

35. How committed is the **University community at large** to helping to retain a diverse student body?

    ☐ Not at all committed
    ☐ Not very committed
    ☐ Moderately committed
    ☐ Very committed
    ☐ Extremely committed

36. As an employee on this campus, how difficult is it for you to balance your work and family life?

☐ Not at all
☐ Not very
☐ Moderately
☐ Very
☐ Extremely

37. Overall, how strongly would you recommend Oakland University to others as a good place to work?

☐ Not at all strongly
☐ Not very strongly
☐ Moderately strongly
☐ Very strongly
☐ Extremely strongly

38. Please provide your suggestions for how the climate on your campus could be improved.

39. From the list below, please select the main location out of which you work.

☐ Main campus / Rochester
☐ Other—PLEASE SPECIFY:

40. [ASK IF RESPONSE TO #1 = FACULTY] Which of the following best describes your tenure status?

☐ Tenure track, tenured
☐ Tenure track, not tenured
☐ Not tenure track

41. [ASK IF RESPONSE TO #1 = FACULTY] Which of the following best describes your academic status?

☐ Full time faculty, not in School of Medicine
☐ School of Medicine faculty
☐ Part-time faculty
☐ Special lecturers
☐ Academic Research, Visiting Faculty
☐ Continuing Education Instructor

42. In which school or college/administrative unit do you have your primary job appointment?
    [LIST MENU]

43. In which department/unit/office do you have your primary job appointment?
    [LIST MENU]

44. For how many total years have you worked at the University?
    ☐ Less than 1 year
    ☐ 1 year to less than 3 years
    ☐ 3 years to less than 5 years
    ☐ 5 years to less than 10 years
    ☐ 10 years or more

45. For how many years have you been working in your current position at the University?
    ☐ Less than 1 year
    ☐ 1 year to less than 3 years
    ☐ 3 years to less than 5 years
    ☐ 5 years to less than 10 years
    ☐ 10 years or more

46. What is your appointment period?
    ☐ 12 month
    ☐ 10 month
    ☐ 8 month
    ☐ Other, as contracted

47. Across all positions you hold at the University, how many hours per week are you currently contracted to work?
    [TEXT BOX]

48. In what year were you born?

49. What is the highest level of education you have completed?

    ☐ Less than high school
    ☐ High school diploma or GED
    ☐ 2-year college degree (e.g., Associate's)
    ☐ 4-year college degree (e.g., BA, BS)
    ☐ Master's degree (e.g., MA, MS, MBA)
    ☐ Professional degree (e.g., JD, MD)
    ☐ Doctoral degree (e.g., PhD, EdD)

50. Please indicate your sex.

☐ Female

☐ Male

☐ Transgender (Please specify, e.g., Male to Female)

☐ Other

51. Which of the following best describes you?

☐ Straight or heterosexual (Skip to citizenship status)

☐ Gay (Skip to citizenship status)

☐ Lesbian (Skip to citizenship status)

☐ Bisexual (Skip to citizenship status)

☐ Queer (Skip to citizenship status)

☐ Other [Please specify]

52. What is your citizenship status?

☐ U.S. citizen

☐ Permanent Resident (e.g., Green Card holder)

☐ Non-resident alien/Visa holder

☐ Other

53. Do you have any dependent children (please include children you gave birth to, adopted, or are raising/have raised)?

☐ Have dependent children

☐ Do not have dependent children [SKIP TO #54]

53a. How many of your dependent children are…

Under the age of 18?

18 years or older?

54. Do you have any type of disability, or do you not?

☐ Have

☐ Do not have [SKIP TO #57]

55. Which of the following types of disability do you have? (PLEASE SELECT ALL THAT APPLY.)

☐ ADHD
☐ Blind
☐ Low-vision
☐ Acquired Brain Injury
☐ Deaf
☐ Hard-of-hearing
☐ Deaf-Blind
☐ Developmental Delay
☐ Specific Learning Disability
☐ Mobility
☐ Psychological
☐ Speech/Language Impairment
☐ Systemic/Chronic Health
☐ Other (please specify)

56. Have you requested an accommodation through Academic Human Resources (AHR), or have you not done that?

☐ Have requested
☐ Have not requested

57. Are you Hispanic/Latino, or are you not? (CLICK HERE FOR A DEFINITION OF "Hispanic/Latino"]

[PROGRAMMING NOTE: DISPLAY "A person of Cuban, Mexican, Puerto Rican, Central or South American, or other Spanish cultures or origin, regardless of race" AS DEFINITION.]

☐ Hispanic/Latino(a)
☐ Not Hispanic/Latino(a)

58. Which of the following racial groups best describes you? (PLEASE SELECT ALL THAT APPLY.) (CLICK HERE FOR A DEFINITION OF RACE CATEGORIES.]

☐ American Indian or Alaskan Native [PROGRAMMING NOTE: DISPLAY ": A person having origins in any of the original peoples of North and South America (including Central America), and who maintains a tribal affiliation or community attachment" AS DEFINITION.]

☐ Asian [PROGRAMMING NOTE: DISPLAY "A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam" AS DEFINITION.]

☐ Black or African American [PROGRAMMING NOTE: DISPLAY "A person having origins in any of the Black racial groups of Africa" AS DEFINITION.]

☐ Native Hawaiian or Other Pacific Islander [PROGRAMMING NOTE: DISPLAY "A person having origins in any of the original persons of Hawaii, Guam, Samoa or other Pacific Islands" AS DEFINITION.]

☐ White [PROGRAMMING NOTE: DISPLAY "A person having origins in any of the original peoples of Europe, North Africa, or the Middle East" AS DEFINITION.]

59. This questionnaire asked about perceptions of climate and about demographic information. If an issue of climate was not covered or some demographic information was not covered in this questionnaire, please let us know.

Appendix C

Text of E-mail Invitation

To the Oakland University community,

All students, faculty and staff are invited to participate in a 2013 study to assess Oakland University's culture. The survey will measure perceptions of climate including inclusiveness, diversity, friendliness, cooperation, professionalism, recognition, respect, accessibility, support and opportunities for career advancement and academic success here on campus.

To protect the confidentiality and anonymity of your responses, the Survey Research Laboratory (SRL) of the University of Illinois has been selected to administer the survey. Sowmya Anand and Linda Owens of the Survey Research Laboratory at the University of Illinois (IRB Protocol # 13636) are the surveyors. Should you have questions, please fee free to contact Sowmya Anand at (217) 333-2219.

If you have any questions about your rights as a participant in this study or any concerns or complaints, you may contact the Oakland University Institutional Review Board at 248-370-2762. You can also contact the University of Illinois Institutional Review Board at 217-333-2670 (collect calls will be accepted if you identify yourself as a research participant) or via email at irb@illinois.edu.

Your participation is important and will provide valuable insights into the issues being examined. Thank you in advance for your contribution to this important initiative. The deadline for completing the survey is April 16.

Click here https://www.surveygizmo.com/s3/1181883/1137-Oakland-University-Climate-survey to access survey.

Sincerely

Gary D. Russi
President
--
Gary D. Russi
President
Oakland University
204 Wilson Hall
Rochester, MI 48309-4401
248-370-3500
248-370-3504 (fax)

Appendix D

Tables of Individual Items: All Faculty

Tables for Outcome Variable "Overall Climate"

		Faculty
n=		258
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	9
		3.5%
	Poor	21
		8.1%
	Fair	76
		29.5%
	Good	111
		43.0%
	Very good	41
		15.9%
Mean		**3.60**

		Faculty
n=		257
Overall, how would you rate the climate in your primary department or unit?	Very poor	15
		5.8%
	Poor	27
		10.5%
	Fair	61
		23.7%
	Good	79
		30.7%
	Very good	75
		29.2%
Mean		**3.67**

		Faculty
n=		232
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	11
		4.7%
	Poor	24
		10.3%
	Fair	83
		35.8%
	Good	82
		35.3%
	Very good	32
		13.8%
Mean		**3.43**

		Faculty
n=		257
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	19
		7.4%
	Not very strongly	28
		10.9%
	Moderately strongly	92
		35.8%
	Very strongly	78
		30.4%
	Extremely strongly	40
		15.6%
Mean		**3.36**

		Faculty
n=		258
How satisfied are you, in general, with your job at the University?	Not at all satisfied	10
		3.9%
	Not very satisfied	27
		10.5%
	Moderately satisfied	75
		29.1%
	Very satisfied	103
		39.9%
	Extremely satisfied	43
		16.7%
Mean		**3.55**

Tables for "Professional Work Environment" Component

		Faculty
n=		257
How much recognition do you get for your contributions at work? Service	None at all	39
		15.2%
	A little	85
		33.1%
	A moderate amount	76
		29.6%
	A lot	43
		16.7%
	A great deal	14
		5.4%
Mean		**2.64**

		Faculty
n=		256
How much recognition do you get for your contributions at work? Teaching	None at all	33
		12.9%
	A little	69
		27.0%
	A moderate amount	81
		31.6%
	A lot	56
		21.9%
	A great deal	17
		6.6%
	Mean	**2.82**

		Faculty
n=		258
Overall, how isolated do you feel at this University?	Extremely isolated	9
		3.5%
	Very isolated	37
		14.3%
	Moderately isolated	92
		35.7%
	Not very isolated	86
		33.3%
	Not at all isolated	34
		13.2%
	Mean	**3.38**

		Faculty
n=		256
How much of a say do you have in shaping your work environment?	None at all	30
		11.7%
	A little bit	58
		22.7%
	A moderate amount	83
		32.4%
	A lot	59
		23.0%
	A great deal	26
		10.2%
	Mean	**2.97**

		Faculty
n=		258
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	14
		5.4%
	Not very comfortable	38
		14.7%
	Moderately comfortable	73
		28.3%
	Very comfortable	86
		33.3%
	Extremely comfortable	47
		18.2%
	Mean	**3.44**

		Faculty
n=		258
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	23
		8.9%
	Not very committed	27
		10.5%
	Moderately committed	61
		23.6%
	Very committed	84
		32.6%
	Extremely committed	63
		24.4%
	Mean	**3.53**

		Faculty
n=		253
How excluding or inclusive is your primary department/unit?	Extremely excluding	15
		5.9%
	Somewhat excluding	51
		20.2%
	Neither inclusive nor excluding	40
		15.8%
	Somewhat inclusive	71
		28.1%
	Extremely inclusive	76
		30.0%
	Mean	**3.56**

		Faculty
n=		257
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	9
		3.5%
	To a slight extent	20
		7.8%
	To a moderate extent	54
		21.0%
	To a large extent	102
		39.7%
	To a great extent	72
		28.0%
	Mean	**3.81**

		Faculty
n=		256
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	9
		3.5%
	Very often	14
		5.5%
	Moderately often	42
		16.4%
	Not very often	89
		34.8%
	Never	102
		39.8%
	Mean	**4.02**

		Faculty
n=		253
How much recognition do you get for your contributions at work? Research	None at all	48
		19.0%
	A little	60
		23.7%
	A moderate amount	85
		33.6%
	A lot	44
		17.4%
	A great deal	16
		6.3%
	Mean	**2.68**

		Faculty
n=		251
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	15
		6.0%
	Not very courteous and professional	27
		10.8%
	Moderately courteous and professional	54
		21.5%
	Very courteous and professional	92
		36.7%
	Extremely courteous and professional	63
		25.1%
	Mean	**3.64**

		Faculty
n=		257
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	31
		12.1%
	Not very satisfied	56
		21.8%
	Moderately satisfied	104
		40.5%
	Very satisfied	53
		20.6%
	Extremely satisfied	13
		5.1%
	Mean	**2.85**

		Faculty
n=		255
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	61
		23.9%
	Not very confident	57
		22.4%
	Moderately confident	74
		29.0%
	Very confident	44
		17.3%
	Extremely confident	19
		7.5%
	Mean	**2.62**

		Faculty
n=		210
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	15
		7.1%
	Not very fair and equitable	40
		19.0%
	Moderately fair and equitable	53
		25.2%
	Very fair and equitable	60
		28.6%
	Extremely fair and equitable	42
		20.0%
Mean		**3.35**

		Faculty
n=		257
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	16
		6.2%
	To a slight extent	40
		15.6%
	To a moderate extent	94
		36.6%
	To a large extent	75
		29.2%
	To a great extent	32
		12.5%
Mean		**3.26**

		Faculty
n=		240
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	15
		6.3%
	Quite detrimental	18
		7.5%
	Neither beneficial nor detrimental	57
		23.8%
	Quite beneficial	89
		37.1%
	Extremely beneficial	61
		25.4%
Mean		**3.68**

		Faculty
n=		257
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	11
		4.3%
	A little	28
		10.9%
	Some	87
		33.9%
	A lot	96
		37.4%
	A great deal	35
		13.6%
	Mean	**3.45**

Tables for "Professional Relationships" Component

		Faculty
n=		248
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	10
		4.0%
	Moderately courteous and professional	39
		15.7%
	Very courteous and professional	119
		48.0%
	Extremely courteous and professional	80
		32.3%
	Mean	**4.08**

		Faculty
n=		249
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	6
		2.4%
	Not very courteous and professional	10
		4.0%
	Moderately courteous and professional	50
		20.1%
	Very courteous and professional	106
		42.6%
	Extremely courteous and professional	77
		30.9%
	Mean	**3.96**

		Faculty
n=		224
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	2 .9%
	Not very courteous and professional	8 3.6%
	Moderately courteous and professional	47 21.0%
	Very courteous and professional	91 40.6%
	Extremely courteous and professional	76 33.9%
	Mean	**4.03**

		Faculty
n=		255
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	5 2.0%
	Not very courteous and professional	15 5.9%
	Moderately courteous and professional	63 24.7%
	Very courteous and professional	106 41.6%
	Extremely courteous and professional	66 25.9%
	Mean	**3.84**

		Faculty
n=		256
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	5 2.0%
	Very often	10 3.9%
	Moderately often	29 11.3%
	Not very often	102 39.8%
	Never	110 43.0%
	Mean	**4.18**

		Faculty
n=		229
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	10
		4.4%
	Not very fair and equitable	35
		15.3%
	Moderately fair and equitable	49
		21.4%
	Very fair and equitable	71
		31.0%
	Extremely fair and equitable	64
		27.9%
	Mean	**3.63**

		Faculty
n=		258
How would you rate the overall quality of the relationship between you and students at the University?	Poor	2
		.8%
	Fair	17
		6.6%
	Good	78
		30.2%
	Very good	161
		62.4%
	Mean	**4.54**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Faculty
n=		200
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	16
		8.0%
	Quite detrimental	37
		18.5%
	Neither beneficial nor detrimental	62
		31.0%
	Quite beneficial	62
		31.0%
	Extremely beneficial	23
		11.5%
	Mean	**3.20**

		Faculty
n=		202
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	11
		5.4%
	Quite detrimental	31
		15.3%
	Neither beneficial nor detrimental	68
		33.7%
	Quite beneficial	69
		34.2%
	Extremely beneficial	23
		11.4%
	Mean	**3.31**

		Faculty
n=		252
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	11
		4.4%
	Not very committed	38
		15.1%
	Moderately committed	100
		39.7%
	Very committed	85
		33.7%
	Extremely committed	18
		7.1%
	Mean	**3.24**

		Faculty
n=		210
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	9
		4.3%
	Not very well	37
		17.6%
	Moderately well	71
		33.8%
	Very well	73
		34.8%
	Extremely well	20
		9.5%
	Mean	**3.28**

		Faculty
n=		249
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	11
		4.4%
	Not very committed	42
		16.9%
	Moderately committed	111
		44.6%
	Very committed	65
		26.1%
	Extremely committed	20
		8.0%
Mean		**3.16**

		Faculty
n=		238
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	27
		11.3%
	Not very fair and equitable	45
		18.9%
	Moderately fair and equitable	75
		31.5%
	Very fair and equitable	58
		24.4%
	Extremely fair and equitable	33
		13.9%
Mean		**3.11**

		Faculty
n=		255
To what extent do you believe you have the tools and resources to do your job well?	Not at all	5
		2.0%
	To a slight extent	30
		11.8%
	To a moderate extent	83
		32.5%
	To a large extent	103
		40.4%
	To a great extent	34
		13.3%
Mean		**3.51**

		Faculty
n=		243
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	16
		6.6%
	Not very fair and equitable	14
		5.8%
	Moderately fair and equitable	68
		28.0%
	Very fair and equitable	83
		34.2%
	Extremely fair and equitable	62
		25.5%
	Mean	**3.66**

Tables for "Departmental Diversity" Component

		Faculty
n=		255
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	19
		7.5%
	Not very satisfied	44
		17.3%
	Moderately satisfied	78
		30.6%
	Very satisfied	81
		31.8%
	Extremely satisfied	33
		12.9%
	Mean	**3.25**

		Faculty
n=		253
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	25
		9.9%
	Not very effective	47
		18.6%
	Moderately effective	73
		28.9%
	Very effective	84
		33.2%
	Extremely effective	24
		9.5%
	Mean	**3.14**

		Faculty
n=		255
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	32
		12.5%
	Not very effective	35
		13.7%
	Moderately effective	91
		35.7%
	Very effective	78
		30.6%
	Extremely effective	19
		7.5%
	Mean	**3.07**

Tables for "Physical Safety" Component

		Faculty
n=		250
Overall, how would you rate the physical safety of your campus?	Not safe at all	1
		.4%
	Not very safe	5
		2.0%
	Moderately safe	58
		23.2%
	Very safe	124
		49.6%
	Extremely safe	62
		24.8%
	Mean	**3.96**

		Faculty
n=		253
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	2
		.8%
	Moderately safe	64
		25.3%
	Very safe	127
		50.2%
	Extremely safe	60
		23.7%
	Mean	**3.97**

		Faculty
n=		254
How would you rate the physical safety of your immediate work environment?	Not safe at all	1
		.4%
	Not very safe	9
		3.5%
	Moderately safe	53
		20.9%
	Very safe	105
		41.3%
	Extremely safe	86
		33.9%
Mean		**4.05**

Tables for "Workload" Component

		Faculty
n=		257
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	16
		6.2%
	Not very difficult	82
		31.9%
	Moderately difficult	88
		34.2%
	Very difficult	47
		18.3%
	Extremely difficult	24
		9.3%
Mean		**2.93**

		Faculty
n=		258
Do you feel that the workload in your current job is too low, too high, or just right?	Too low	3
		1.2%
	Somewhat low	6
		2.3%
	Just right	84
		32.6%
	Somewhat high	118
		45.7%
	Too high	47
		18.2%
Mean		**3.78**

Appendix E

Tables of Individual Items: By Gender

Tables for Outcome Variable "Overall Climate"

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	6	2	1
		4.5%	2.2%	2.9%
	Poor	5	10	6
		3.8%	10.9%	17.6%
	Fair	41	20	15
		31.1%	21.7%	44.1%
	Good	53	49	9
		40.2%	53.3%	26.5%
	Very good	27	11	3
		20.5%	12.0%	8.8%
Mean		**3.68**	**3.62**	**3.21**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**33**
Overall, how would you rate the climate in your primary department or unit?	Very poor	9	3	3
		6.8%	3.3%	9.1%
	Poor	14	9	4
		10.6%	9.8%	12.1%
	Fair	31	22	8
		23.5%	23.9%	24.2%
	Good	35	32	12
		26.5%	34.8%	36.4%
	Very good	43	26	6
		32.6%	28.3%	18.2%
Mean		**3.67**	**3.75**	**3.42**

		Gender		
		Female	Male	Other/missing
n=		**117**	**85**	**30**
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	5	3	3
		4.3%	3.5%	10.0%
	Poor	10	9	5
		8.5%	10.6%	16.7%
	Fair	40	29	14
		34.2%	34.1%	46.7%
	Good	41	35	6
		35.0%	41.2%	20.0%
	Very good	21	9	2
		17.9%	10.6%	6.7%
Mean		**3.54**	**3.45**	**2.97**

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**34**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	8	8	3
		6.1%	8.7%	8.8%
	Not very strongly	11	9	8
		8.4%	9.8%	23.5%
	Moderately strongly	47	33	12
		35.9%	35.9%	35.3%
	Very strongly	44	26	8
		33.6%	28.3%	23.5%
	Extremely strongly	21	16	3
		16.0%	17.4%	8.8%
Mean		**3.45**	**3.36**	**3.00**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	4	4	2
		3.0%	4.3%	5.9%
	Not very satisfied	10	8	9
		7.6%	8.7%	26.5%
	Moderately satisfied	38	30	7
		28.8%	32.6%	20.6%
	Very satisfied	53	36	14
		40.2%	39.1%	41.2%
	Extremely satisfied	27	14	2
		20.5%	15.2%	5.9%
Mean		**3.67**	**3.52**	**3.15**

Tables for "Professional Work Environment" Component

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**34**
How much recognition do you get for your contributions at work? Service	None at all	22	12	5
		16.8%	13.0%	14.7%
	A little	43	28	14
		32.8%	30.4%	41.2%
	A moderate amount	38	29	9
		29.0%	31.5%	26.5%
	A lot	22	16	5
		16.8%	17.4%	14.7%
	A great deal	6	7	1
		4.6%	7.6%	2.9%
Mean		**2.60**	**2.76**	**2.50**

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**33**
How much recognition do you get for your contributions at work? Teaching	None at all	19	9	5
		14.5%	9.8%	15.2%
	A little	34	24	11
		26.0%	26.1%	33.3%
	A moderate amount	41	33	7
		31.3%	35.9%	21.2%
	A lot	26	22	8
		19.8%	23.9%	24.2%
	A great deal	11	4	2
		8.4%	4.3%	6.1%
	Mean	**2.82**	**2.87**	**2.73**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
Overall, how isolated do you feel at this University?	Extremely isolated	6	3	0
		4.5%	3.3%	0.0%
	Very isolated	15	18	4
		11.4%	19.6%	11.8%
	Moderately isolated	50	24	18
		37.9%	26.1%	52.9%
	Not very isolated	47	33	6
		35.6%	35.9%	17.6%
	Not at all isolated	14	14	6
		10.6%	15.2%	17.6%
	Mean	**3.36**	**3.40**	**3.41**

		Gender		
		Female	Male	Other/missing
n=		**130**	**92**	**34**
How much of a say do you have in shaping your work environment?	None at all	14	9	7
		10.8%	9.8%	20.6%
	A little bit	28	23	7
		21.5%	25.0%	20.6%
	A moderate amount	45	28	10
		34.6%	30.4%	29.4%
	A lot	27	25	7
		20.8%	27.2%	20.6%
	A great deal	16	7	3
		12.3%	7.6%	8.8%
	Mean	**3.02**	**2.98**	**2.76**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	6	4	4
		4.5%	4.3%	11.8%
	Not very comfortable	20	12	6
		15.2%	13.0%	17.6%
	Moderately comfortable	38	22	13
		28.8%	23.9%	38.2%
	Very comfortable	49	30	7
		37.1%	32.6%	20.6%
	Extremely comfortable	19	24	4
		14.4%	26.1%	11.8%
	Mean	**3.42**	**3.63**	**3.03**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	13	6	4
		9.8%	6.5%	11.8%
	Not very committed	11	14	2
		8.3%	15.2%	5.9%
	Moderately committed	25	26	10
		18.9%	28.3%	29.4%
	Very committed	44	28	12
		33.3%	30.4%	35.3%
	Extremely committed	39	18	6
		29.5%	19.6%	17.6%
	Mean	**3.64**	**3.41**	**3.41**

		Gender		
		Female	Male	Other/missing
n=		**131**	**88**	**34**
How excluding or inclusive is your primary department/unit?	Extremely excluding	7	3	5
		5.3%	3.4%	14.7%
	Somewhat excluding	24	18	9
		18.3%	20.5%	26.5%
	Neither inclusive nor excluding	22	13	5
		16.8%	14.8%	14.7%
	Somewhat inclusive	39	26	6
		29.8%	29.5%	17.6%
	Extremely inclusive	39	28	9
		29.8%	31.8%	26.5%
	Mean	**3.60**	**3.66**	**3.15**

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**34**
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	5	3	1
		3.8%	3.3%	2.9%
	To a slight extent	9	4	7
		6.9%	4.3%	20.6%
	To a moderate extent	23	22	9
		17.6%	23.9%	26.5%
	To a large extent	57	35	10
		43.5%	38.0%	29.4%
	To a great extent	37	28	7
		28.2%	30.4%	20.6%
	Mean	**3.85**	**3.88**	**3.44**

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**33**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	4	3	2
		3.1%	3.3%	6.1%
	Very often	7	5	2
		5.3%	5.4%	6.1%
	Moderately often	20	12	10
		15.3%	13.0%	30.3%
	Not very often	50	28	11
		38.2%	30.4%	33.3%
	Never	50	44	8
		38.2%	47.8%	24.2%
	Mean	**4.03**	**4.14**	**3.64**

		Gender		
		Female	Male	Other/missing
n=		**129**	**90**	**34**
How much recognition do you get for your contributions at work? Research	None at all	26	17	5
		20.2%	18.9%	14.7%
	A little	30	19	11
		23.3%	21.1%	32.4%
	A moderate amount	45	30	10
		34.9%	33.3%	29.4%
	A lot	21	17	6
		16.3%	18.9%	17.6%
	A great deal	7	7	2
		5.4%	7.8%	5.9%
	Mean	**2.64**	**2.76**	**2.68**

		Gender		
		Female	Male	Other/missing
n=		**127**	**91**	**33**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	10 7.9%	4 4.4%	1 3.0%
	Not very courteous and professional	9 7.1%	12 13.2%	6 18.2%
	Moderately courteous and professional	28 22.0%	19 20.9%	7 21.2%
	Very courteous and professional	49 38.6%	31 34.1%	12 36.4%
	Extremely courteous and professional	31 24.4%	25 27.5%	7 21.2%
Mean		**3.65**	**3.67**	**3.55**

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**34**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	15 11.5%	8 8.7%	8 23.5%
	Not very satisfied	26 19.8%	23 25.0%	7 20.6%
	Moderately satisfied	60 45.8%	33 35.9%	11 32.4%
	Very satisfied	23 17.6%	22 23.9%	8 23.5%
	Extremely satisfied	7 5.3%	6 6.5%	0 0.0%
Mean		**2.85**	**2.95**	**2.56**

		Gender		
		Female	Male	Other/missing
n=		**132**	**91**	**32**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	31 23.5%	16 17.6%	14 43.8%
	Not very confident	28 21.2%	22 24.2%	7 21.9%
	Moderately confident	40 30.3%	30 33.0%	4 12.5%
	Very confident	23 17.4%	16 17.6%	5 15.6%
	Extremely confident	10 7.6%	7 7.7%	2 6.3%
Mean		**2.64**	**2.74**	**2.19**

		Gender		
		Female	Male	Other/missing
n=		**104**	**75**	**31**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	9 8.7%	4 5.3%	2 6.5%
	Not very fair and equitable	21 20.2%	11 14.7%	8 25.8%
	Moderately fair and equitable	26 25.0%	20 26.7%	7 22.6%
	Very fair and equitable	31 29.8%	21 28.0%	8 25.8%
	Extremely fair and equitable	17 16.3%	19 25.3%	6 19.4%
Mean		**3.25**	**3.53**	**3.26**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**33**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	6 4.5%	7 7.6%	3 9.1%
	To a slight extent	20 15.2%	14 15.2%	6 18.2%
	To a moderate extent	49 37.1%	32 34.8%	13 39.4%
	To a large extent	39 29.5%	27 29.3%	9 27.3%
	To a great extent	18 13.6%	12 13.0%	2 6.1%
Mean		**3.33**	**3.25**	**3.03**

		Gender		
		Female	Male	Other/missing
n=		**123**	**85**	**32**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	9 7.3%	4 4.7%	2 6.3%
	Quite detrimental	4 3.3%	11 12.9%	3 9.4%
	Neither beneficial nor detrimental	31 25.2%	21 24.7%	5 15.6%
	Quite beneficial	48 39.0%	28 32.9%	13 40.6%
	Extremely beneficial	31 25.2%	21 24.7%	9 28.1%
Mean		**3.72**	**3.60**	**3.75**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**33**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	5	5	1
		3.8%	5.4%	3.0%
	A little	11	12	5
		8.3%	13.0%	15.2%
	Some	43	31	13
		32.6%	33.7%	39.4%
	A lot	50	35	11
		37.9%	38.0%	33.3%
	A great deal	23	9	3
		17.4%	9.8%	9.1%
Mean		**3.57**	**3.34**	**3.30**

Tables for "Professional Relationships" Component

		Gender		
		Female	Male	Other/missing
n=		**127**	**87**	**34**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	4	4	2
		3.1%	4.6%	5.9%
	Moderately courteous and professional	19	12	8
		15.0%	13.8%	23.5%
	Very courteous and professional	59	43	17
		46.5%	49.4%	50.0%
	Extremely courteous and professional	45	28	7
		35.4%	32.2%	20.6%
Mean		**4.14**	**4.09**	**3.85**

		Gender		
		Female	Male	Other/missing
n=		**127**	**88**	**34**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	4	1	1
		3.1%	1.1%	2.9%
	Not very courteous and professional	5	3	2
		3.9%	3.4%	5.9%
	Moderately courteous and professional	24	16	10
		18.9%	18.2%	29.4%
	Very courteous and professional	55	36	15
		43.3%	40.9%	44.1%
	Extremely courteous and professional	39	32	6
		30.7%	36.4%	17.6%
Mean		**3.94**	**4.08**	**3.68**

		Gender		
		Female	Male	Other/missing
n=		**120**	**75**	**29**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	0	1	1
		0.0%	1.3%	3.4%
	Not very courteous and professional	3	3	2
		2.5%	4.0%	6.9%
	Moderately courteous and professional	24	15	8
		20.0%	20.0%	27.6%
	Very courteous and professional	54	29	8
		45.0%	38.7%	27.6%
	Extremely courteous and professional	39	27	10
		32.5%	36.0%	34.5%
	Mean	**4.08**	**4.04**	**3.83**

		Gender		
		Female	Male	Other/missing
n=		**131**	**90**	**34**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	5	0	0
		3.8%	0.0%	0.0%
	Not very courteous and professional	5	6	4
		3.8%	6.7%	11.8%
	Moderately courteous and professional	30	21	12
		22.9%	23.3%	35.3%
	Very courteous and professional	54	40	12
		41.2%	44.4%	35.3%
	Extremely courteous and professional	37	23	6
		28.2%	25.6%	17.6%
	Mean	**3.86**	**3.89**	**3.59**

		Gender		
		Female	Male	Other/missing
n=		**131**	**91**	**34**
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	3	0	2
		2.3%	0.0%	5.9%
	Very often	5	4	1
		3.8%	4.4%	2.9%
	Moderately often	11	11	7
		8.4%	12.1%	20.6%
	Not very often	50	38	14
		38.2%	41.8%	41.2%
	Never	62	38	10
		47.3%	41.8%	29.4%
	Mean	**4.24**	**4.21**	**3.85**

		Gender		
		Female	Male	Other/missing
n=		**119**	**78**	**32**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	7 5.9%	1 1.3%	2 6.3%
	Not very fair and equitable	17 14.3%	15 19.2%	3 9.4%
	Moderately fair and equitable	18 15.1%	17 21.8%	14 43.8%
	Very fair and equitable	44 37.0%	22 28.2%	5 15.6%
	Extremely fair and equitable	33 27.7%	23 29.5%	8 25.0%
Mean		**3.66**	**3.65**	**3.44**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	1 .8%	1 1.1%	0 0.0%
	Fair	6 4.5%	8 8.7%	3 8.8%
	Good	37 28.0%	27 29.3%	14 41.2%
	Very good	88 66.7%	56 60.9%	17 50.0%
Mean		**4.61**	**4.50**	**4.41**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Gender		
		Female	Male	Other/missing
n=		**95**	**77**	**28**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	9 9.5%	6 7.8%	1 3.6%
	Quite detrimental	13 13.7%	15 19.5%	9 32.1%
	Neither beneficial nor detrimental	33 34.7%	22 28.6%	7 25.0%
	Quite beneficial	29 30.5%	24 31.2%	9 32.1%
	Extremely beneficial	11 11.6%	10 13.0%	2 7.1%
Mean		**3.21**	**3.22**	**3.07**

		Gender		
		Female	Male	Other/missing
n=		**101**	**73**	**28**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	6	3	2
		5.9%	4.1%	7.1%
	Quite detrimental	10	13	8
		9.9%	17.8%	28.6%
	Neither beneficial nor detrimental	38	23	7
		37.6%	31.5%	25.0%
	Quite beneficial	30	30	9
		29.7%	41.1%	32.1%
	Extremely beneficial	17	4	2
		16.8%	5.5%	7.1%
	Mean	**3.42**	**3.26**	**3.04**

		Gender		
		Female	Male	Other/missing
n=		**130**	**88**	**34**
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	4	6	1
		3.1%	6.8%	2.9%
	Not very committed	17	12	9
		13.1%	13.6%	26.5%
	Moderately committed	57	30	13
		43.8%	34.1%	38.2%
	Very committed	43	31	11
		33.1%	35.2%	32.4%
	Extremely committed	9	9	0
		6.9%	10.2%	0.0%
	Mean	**3.28**	**3.28**	**3.00**

		Gender		
		Female	Male	Other/missing
n=		**102**	**79**	**29**
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	5	1	3
		4.9%	1.3%	10.3%
	Not very well	22	8	7
		21.6%	10.1%	24.1%
	Moderately well	34	29	8
		33.3%	36.7%	27.6%
	Very well	31	33	9
		30.4%	41.8%	31.0%
	Extremely well	10	8	2
		9.8%	10.1%	6.9%
	Mean	**3.19**	**3.49**	**3.00**

		Gender		
		Female	Male	Other/missing
n=		**128**	**88**	**33**
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	8	2	1
		6.3%	2.3%	3.0%
	Not very committed	19	12	11
		14.8%	13.6%	33.3%
	Moderately committed	58	41	12
		45.3%	46.6%	36.4%
	Very committed	32	24	9
		25.0%	27.3%	27.3%
	Extremely committed	11	9	0
		8.6%	10.2%	0.0%
	Mean	**3.15**	**3.30**	**2.88**

		Gender		
		Female	Male	Other/missing
n=		**122**	**83**	**33**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	18	5	4
		14.8%	6.0%	12.1%
	Not very fair and equitable	22	17	6
		18.0%	20.5%	18.2%
	Moderately fair and equitable	37	26	12
		30.3%	31.3%	36.4%
	Very fair and equitable	31	19	8
		25.4%	22.9%	24.2%
	Extremely fair and equitable	14	16	3
		11.5%	19.3%	9.1%
	Mean	**3.01**	**3.29**	**3.00**

		Gender		
		Female	Male	Other/missing
n=		**130**	**91**	**34**
To what extent do you believe you have the tools and resources to do your job well?	Not at all	1	2	2
		.8%	2.2%	5.9%
	To a slight extent	11	13	6
		8.5%	14.3%	17.6%
	To a moderate extent	50	22	11
		38.5%	24.2%	32.4%
	To a large extent	52	41	10
		40.0%	45.1%	29.4%
	To a great extent	16	13	5
		12.3%	14.3%	14.7%
	Mean	**3.55**	**3.55**	**3.29**

		Gender		
		Female	Male	Other/missing
n=		**124**	**85**	**34**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	10	4	2
		8.1%	4.7%	5.9%
	Not very fair and equitable	4	7	3
		3.2%	8.2%	8.8%
	Moderately fair and equitable	33	23	12
		26.6%	27.1%	35.3%
	Very fair and equitable	44	26	13
		35.5%	30.6%	38.2%
	Extremely fair and equitable	33	25	4
		26.6%	29.4%	11.8%
Mean		**3.69**	**3.72**	**3.41**

Tables for "Departmental Diversity" Component

		Gender		
		Female	Male	Other/missing
n=		**129**	**92**	**34**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	11	3	5
		8.5%	3.3%	14.7%
	Not very satisfied	24	15	5
		18.6%	16.3%	14.7%
	Moderately satisfied	32	32	14
		24.8%	34.8%	41.2%
	Very satisfied	48	26	7
		37.2%	28.3%	20.6%
	Extremely satisfied	14	16	3
		10.9%	17.4%	8.8%
Mean		**3.23**	**3.40**	**2.94**

		Gender		
		Female	Male	Other/missing
n=		**128**	**91**	**34**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	12	8	5
		9.4%	8.8%	14.7%
	Not very effective	24	18	5
		18.8%	19.8%	14.7%
	Moderately effective	39	22	12
		30.5%	24.2%	35.3%
	Very effective	44	29	11
		34.4%	31.9%	32.4%
	Extremely effective	9	14	1
		7.0%	15.4%	2.9%
Mean		**3.11**	**3.25**	**2.94**

		Gender		
		Female	Male	Other/missing
n=		**130**	**91**	**34**
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	16	9	7
		12.3%	9.9%	20.6%
	Not very effective	13	16	6
		10.0%	17.6%	17.6%
	Moderately effective	54	28	9
		41.5%	30.8%	26.5%
	Very effective	36	30	12
		27.7%	33.0%	35.3%
	Extremely effective	11	8	0
		8.5%	8.8%	0.0%
Mean		**3.10**	**3.13**	**2.76**

Tables for "Physical Safety" Component

		Gender		
		Female	Male	Other/missing
n=		**127**	**91**	**32**
Overall, how would you rate the physical safety of your campus?	Not safe at all	1	0	0
		.8%	0.0%	0.0%
	Not very safe	2	1	2
		1.6%	1.1%	6.3%
	Moderately safe	30	16	12
		23.6%	17.6%	37.5%
	Very safe	64	46	14
		50.4%	50.5%	43.8%
	Extremely safe	30	28	4
		23.6%	30.8%	12.5%
Mean		**3.94**	**4.11**	**3.63**

		Gender		
		Female	Male	Other/missing
n=		**129**	**91**	**33**
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	2	0	0
		1.6%	0.0%	0.0%
	Moderately safe	33	19	12
		25.6%	20.9%	36.4%
	Very safe	63	48	16
		48.8%	52.7%	48.5%
	Extremely safe	31	24	5
		24.0%	26.4%	15.2%
Mean		**3.95**	**4.05**	**3.79**

		Gender		
		Female	Male	Other/missing
n=		**129**	**91**	**34**
How would you rate the physical safety of your immediate work environment?	Not safe at all	1	0	0
		.8%	0.0%	0.0%
	Not very safe	6	1	2
		4.7%	1.1%	5.9%
	Moderately safe	27	16	10
		20.9%	17.6%	29.4%
	Very safe	53	37	15
		41.1%	40.7%	44.1%
	Extremely safe	42	37	7
		32.6%	40.7%	20.6%
	Mean	**4.00**	**4.21**	**3.79**

Tables for "Workload" Component

		Gender		
		Female	Male	Other/missing
n=		**131**	**92**	**34**
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	6	9	1
		4.6%	9.8%	2.9%
	Not very difficult	38	35	9
		29.0%	38.0%	26.5%
	Moderately difficult	47	26	15
		35.9%	28.3%	44.1%
	Very difficult	22	17	8
		16.8%	18.5%	23.5%
	Extremely difficult	18	5	1
		13.7%	5.4%	2.9%
	Mean	**3.06**	**2.72**	**2.97**

		Gender		
		Female	Male	Other/missing
n=		**132**	**92**	**34**
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	24	17	9
		18.2%	18.5%	26.5%
	Somewhat low/high	66	43	15
		50.0%	46.7%	44.1%
	Just right	42	32	10
		31.8%	34.8%	29.4%
	Mean	**3.27**	**3.33**	**3.06**

Appendix F

Tables of Individual Items: By Race/Ethnicity

Tables for Outcome Variable "Overall Climate"

		Race		
		None reported	White	Other
n=		**33**	**192**	**33**
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	1 3.0%	8 4.2%	0 0.0%
	Poor	3 9.1%	16 8.3%	2 6.1%
	Fair	11 33.3%	58 30.2%	7 21.2%
	Good	12 36.4%	82 42.7%	17 51.5%
	Very good	6 18.2%	28 14.6%	7 21.2%
Mean		**3.58**	**3.55**	**3.88**

		Race		
		None reported	White	Other
n=		**32**	**192**	**33**
Overall, how would you rate the climate in your primary department or unit?	Very poor	4 12.5%	10 5.2%	1 3.0%
	Poor	5 15.6%	20 10.4%	2 6.1%
	Fair	5 15.6%	50 26.0%	6 18.2%
	Good	10 31.3%	57 29.7%	12 36.4%
	Very good	8 25.0%	55 28.6%	12 36.4%
Mean		**3.41**	**3.66**	**3.97**

		Race		
		None reported	White	Other
n=		**29**	**173**	**30**
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	3 10.3%	7 4.0%	1 3.3%
	Poor	7 24.1%	16 9.2%	1 3.3%
	Fair	7 24.1%	65 37.6%	11 36.7%
	Good	10 34.5%	61 35.3%	11 36.7%
	Very good	2 6.9%	24 13.9%	6 20.0%
Mean		**3.03**	**3.46**	**3.67**

		Race		
		None reported	White	Other
n=		**33**	**191**	**33**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	1 3.0%	17 8.9%	1 3.0%
	Not very strongly	8 24.2%	19 9.9%	1 3.0%
	Moderately strongly	12 36.4%	64 33.5%	16 48.5%
	Very strongly	7 21.2%	59 30.9%	12 36.4%
	Extremely strongly	5 15.2%	32 16.8%	3 9.1%
Mean		**3.21**	**3.37**	**3.45**

		Race		
		None reported	White	Other
n=		**33**	**192**	**33**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	1 3.0%	8 4.2%	1 3.0%
	Not very satisfied	8 24.2%	16 8.3%	3 9.1%
	Moderately satisfied	5 15.2%	58 30.2%	12 36.4%
	Very satisfied	14 42.4%	75 39.1%	14 42.4%
	Extremely satisfied	5 15.2%	35 18.2%	3 9.1%
Mean		**3.42**	**3.59**	**3.45**

Tables for "Professional Work Environment" Component

		Race		
		None reported	White	Other
n=		**33**	**191**	**33**
How much recognition do you get for your contributions at work? Service	None at all	5 15.2%	29 15.2%	5 15.2%
	A little	12 36.4%	61 31.9%	12 36.4%
	A moderate amount	10 30.3%	58 30.4%	8 24.2%
	A lot	4 12.1%	35 18.3%	4 12.1%
	A great deal	2 6.1%	8 4.2%	4 12.1%
Mean		**2.58**	**2.64**	**2.70**

		Race		
		None reported	White	Other
n=		32	191	33
How much recognition do you get for your contributions at work? Teaching	None at all	4	24	5
		12.5%	12.6%	15.2%
	A little	9	55	5
		28.1%	28.8%	15.2%
	A moderate amount	9	58	14
		28.1%	30.4%	42.4%
	A lot	8	41	7
		25.0%	21.5%	21.2%
	A great deal	2	13	2
		6.3%	6.8%	6.1%
Mean		**2.84**	**2.81**	**2.88**

		Race		
		None reported	White	Other
n=		33	192	33
Overall, how isolated do you feel at this University?	Extremely isolated	1	6	2
		3.0%	3.1%	6.1%
	Very isolated	3	27	7
		9.1%	14.1%	21.2%
	Moderately isolated	12	69	11
		36.4%	35.9%	33.3%
	Not very isolated	12	64	10
		36.4%	33.3%	30.3%
	Not at all isolated	5	26	3
		15.2%	13.5%	9.1%
Mean		**3.52**	**3.40**	**3.15**

		Race		
		None reported	White	Other
n=		33	191	32
How much of a say do you have in shaping your work environment?	None at all	6	20	4
		18.2%	10.5%	12.5%
	A little bit	5	47	6
		15.2%	24.6%	18.8%
	A moderate amount	10	58	15
		30.3%	30.4%	46.9%
	A lot	8	47	4
		24.2%	24.6%	12.5%
	A great deal	4	19	3
		12.1%	9.9%	9.4%
Mean		**2.97**	**2.99**	**2.88**

		Race		
		None reported	White	Other
n=		**33**	**192**	**33**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	3	10	1
		9.1%	5.2%	3.0%
	Not very comfortable	5	25	8
		15.2%	13.0%	24.2%
	Moderately comfortable	12	54	7
		36.4%	28.1%	21.2%
	Very comfortable	8	68	10
		24.2%	35.4%	30.3%
	Extremely comfortable	5	35	7
		15.2%	18.2%	21.2%
	Mean	**3.21**	**3.48**	**3.42**

		Race		
		None reported	White	Other
n=		**33**	**192**	**33**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	4	18	1
		12.1%	9.4%	3.0%
	Not very committed	3	19	5
		9.1%	9.9%	15.2%
	Moderately committed	10	42	9
		30.3%	21.9%	27.3%
	Very committed	8	65	11
		24.2%	33.9%	33.3%
	Extremely committed	8	48	7
		24.2%	25.0%	21.2%
	Mean	**3.39**	**3.55**	**3.55**

		Race		
		None reported	White	Other
n=		**33**	**188**	**32**
How excluding or inclusive is your primary department/unit?	Extremely excluding	4	10	1
		12.1%	5.3%	3.1%
	Somewhat excluding	9	37	5
		27.3%	19.7%	15.6%
	Neither inclusive nor excluding	6	27	7
		18.2%	14.4%	21.9%
	Somewhat inclusive	6	55	10
		18.2%	29.3%	31.3%
	Extremely inclusive	8	59	9
		24.2%	31.4%	28.1%
	Mean	**3.15**	**3.62**	**3.66**

		Race		
		None reported	White	Other
n=		**33**	**191**	**33**
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	1	7	1
		3.0%	3.7%	3.0%
	To a slight extent	5	14	1
		15.2%	7.3%	3.0%
	To a moderate extent	9	37	8
		27.3%	19.4%	24.2%
	To a large extent	9	78	15
		27.3%	40.8%	45.5%
	To a great extent	9	55	8
		27.3%	28.8%	24.2%
Mean		**3.61**	**3.84**	**3.85**

		Race		
		None reported	White	Other
n=		**32**	**191**	**33**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	1	8	0
		3.1%	4.2%	0.0%
	Very often	1	9	4
		3.1%	4.7%	12.1%
	Moderately often	8	29	5
		25.0%	15.2%	15.2%
	Not very often	12	66	11
		37.5%	34.6%	33.3%
	Never	10	79	13
		31.3%	41.4%	39.4%
Mean		**3.91**	**4.04**	**4.00**

		Race		
		None reported	White	Other
n=		**33**	**187**	**33**
How much recognition do you get for your contributions at work? Research	None at all	4	35	9
		12.1%	18.7%	27.3%
	A little	6	45	9
		18.2%	24.1%	27.3%
	A moderate amount	13	60	12
		39.4%	32.1%	36.4%
	A lot	7	35	2
		21.2%	18.7%	6.1%
	A great deal	3	12	1
		9.1%	6.4%	3.0%
Mean		**2.97**	**2.70**	**2.30**

		Race		
		None reported	White	Other
n=		**33**	**186**	**32**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	1 3.0%	12 6.5%	2 6.3%
	Not very courteous and professional	7 21.2%	20 10.8%	0 0.0%
	Moderately courteous and professional	6 18.2%	39 21.0%	9 28.1%
	Very courteous and professional	13 39.4%	64 34.4%	15 46.9%
	Extremely courteous and professional	6 18.2%	51 27.4%	6 18.8%
Mean		**3.48**	**3.66**	**3.72**

		Race		
		None reported	White	Other
n=		**33**	**191**	**33**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	3 9.1%	25 13.1%	3 9.1%
	Not very satisfied	7 21.2%	41 21.5%	8 24.2%
	Moderately satisfied	14 42.4%	76 39.8%	14 42.4%
	Very satisfied	7 21.2%	39 20.4%	7 21.2%
	Extremely satisfied	2 6.1%	10 5.2%	1 3.0%
Mean		**2.94**	**2.83**	**2.85**

		Race		
		None reported	White	Other
n=		**33**	**189**	**33**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	11 33.3%	42 22.2%	8 24.2%
	Not very confident	8 24.2%	40 21.2%	9 27.3%
	Moderately confident	6 18.2%	59 31.2%	9 27.3%
	Very confident	5 15.2%	33 17.5%	6 18.2%
	Extremely confident	3 9.1%	15 7.9%	1 3.0%
Mean		**2.42**	**2.68**	**2.48**

		Race		
		None reported	White	Other
n=		**28**	**158**	**24**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	2 7.1%	12 7.6%	1 4.2%
	Not very fair and equitable	9 32.1%	26 16.5%	5 20.8%
	Moderately fair and equitable	5 17.9%	39 24.7%	9 37.5%
	Very fair and equitable	7 25.0%	46 29.1%	7 29.2%
	Extremely fair and equitable	5 17.9%	35 22.2%	2 8.3%
Mean		**3.14**	**3.42**	**3.17**

		Race		
		None reported	White	Other
n=		**32**	**192**	**33**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	3 9.4%	10 5.2%	3 9.1%
	To a slight extent	3 9.4%	32 16.7%	5 15.2%
	To a moderate extent	14 43.8%	66 34.4%	14 42.4%
	To a large extent	8 25.0%	59 30.7%	8 24.2%
	To a great extent	4 12.5%	25 13.0%	3 9.1%
Mean		**3.22**	**3.30**	**3.09**

		Race		
		None reported	White	Other
n=		**31**	**176**	**33**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	2 6.5%	9 5.1%	4 12.1%
	Quite detrimental	5 16.1%	12 6.8%	1 3.0%
	Neither beneficial nor detrimental	9 29.0%	43 24.4%	5 15.2%
	Quite beneficial	10 32.3%	63 35.8%	16 48.5%
	Extremely beneficial	5 16.1%	49 27.8%	7 21.2%
Mean		**3.35**	**3.74**	**3.64**

		Race		
		None reported	White	Other
n=		**32**	**192**	**33**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	1 3.1%	9 4.7%	1 3.0%
	A little	3 9.4%	21 10.9%	4 12.1%
	Some	16 50.0%	58 30.2%	13 39.4%
	A lot	10 31.3%	75 39.1%	11 33.3%
	A great deal	2 6.3%	29 15.1%	4 12.1%
Mean		**3.28**	**3.49**	**3.39**

Tables for "Professional Relationships" Component

		Race		
		None reported	White	Other
n=		**33**	**184**	**31**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	3 9.1%	6 3.3%	1 3.2%
	Moderately courteous and professional	6 18.2%	25 13.6%	8 25.8%
	Very courteous and professional	16 48.5%	88 47.8%	15 48.4%
	Extremely courteous and professional	8 24.2%	65 35.3%	7 22.6%
Mean		**3.88**	**4.15**	**3.90**

		Race		
		None reported	White	Other
n=		**33**	**185**	**31**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	1 3.0%	5 2.7%	0 0.0%
	Not very courteous and professional	3 9.1%	7 3.8%	0 0.0%
	Moderately courteous and professional	8 24.2%	33 17.8%	9 29.0%
	Very courteous and professional	13 39.4%	81 43.8%	12 38.7%
	Extremely courteous and professional	8 24.2%	59 31.9%	10 32.3%
Mean		**3.73**	**3.98**	**4.03**

		Race		
		None reported	White	Other
n=		28	170	26
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	1 3.6%	1 .6%	0 0.0%
	Not very courteous and professional	2 7.1%	5 2.9%	1 3.8%
	Moderately courteous and professional	6 21.4%	33 19.4%	8 30.8%
	Very courteous and professional	10 35.7%	68 40.0%	13 50.0%
	Extremely courteous and professional	9 32.1%	63 37.1%	4 15.4%
Mean		**3.86**	**4.10**	**3.77**

		Race		
		None reported	White	Other
n=		33	191	31
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	0 0.0%	5 2.6%	0 0.0%
	Not very courteous and professional	5 15.2%	10 5.2%	0 0.0%
	Moderately courteous and professional	9 27.3%	47 24.6%	7 22.6%
	Very courteous and professional	11 33.3%	75 39.3%	20 64.5%
	Extremely courteous and professional	8 24.2%	54 28.3%	4 12.9%
Mean		**3.67**	**3.85**	**3.90**

		Race		
		None reported	White	Other
n=		33	190	33
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	1 3.0%	4 2.1%	0 0.0%
	Very often	1 3.0%	7 3.7%	2 6.1%
	Moderately often	7 21.2%	17 8.9%	5 15.2%
	Not very often	12 36.4%	74 38.9%	16 48.5%
	Never	12 36.4%	88 46.3%	10 30.3%
Mean		**4.00**	**4.24**	**4.03**

		Race		
		None reported	White	Other
n=		**29**	**172**	**28**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	1 3.4%	9 5.2%	0 0.0%
	Not very fair and equitable	4 13.8%	26 15.1%	5 17.9%
	Moderately fair and equitable	14 48.3%	31 18.0%	4 14.3%
	Very fair and equitable	2 6.9%	56 32.6%	13 46.4%
	Extremely fair and equitable	8 27.6%	50 29.1%	6 21.4%
Mean		**3.41**	**3.65**	**3.71**

		Race		
		None reported	White	Other
n=		**33**	**192**	**33**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	1 3.0%	1 .5%	0 0.0%
	Fair	3 9.1%	11 5.7%	3 9.1%
	Good	11 33.3%	52 27.1%	15 45.5%
	Very good	18 54.5%	128 66.7%	15 45.5%
Mean		**4.39**	**4.60**	**4.36**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Race		
		None reported	White	Other
n=		**26**	**147**	**27**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	0 0.0%	13 8.8%	3 11.1%
	Quite detrimental	5 19.2%	31 21.1%	1 3.7%
	Neither beneficial nor detrimental	11 42.3%	45 30.6%	6 22.2%
	Quite beneficial	9 34.6%	40 27.2%	13 48.1%
	Extremely beneficial	1 3.8%	18 12.2%	4 14.8%
Mean		**3.23**	**3.13**	**3.52**

		Race		
		None reported	White	Other
n=		**25**	**152**	**25**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	0	8	3
		0.0%	5.3%	12.0%
	Quite detrimental	7	22	2
		28.0%	14.5%	8.0%
	Neither beneficial nor detrimental	9	53	6
		36.0%	34.9%	24.0%
	Quite beneficial	8	50	11
		32.0%	32.9%	44.0%
	Extremely beneficial	1	19	3
		4.0%	12.5%	12.0%
	Mean	**3.12**	**3.33**	**3.36**

		Race		
		None reported	White	Other
n=		**32**	**187**	**33**
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	1	6	4
		3.1%	3.2%	12.1%
	Not very committed	6	27	5
		18.8%	14.4%	15.2%
	Moderately committed	14	74	12
		43.8%	39.6%	36.4%
	Very committed	8	67	10
		25.0%	35.8%	30.3%
	Extremely committed	3	13	2
		9.4%	7.0%	6.1%
	Mean	**3.19**	**3.29**	**3.03**

		Race		
		None reported	White	Other
n=		**27**	**156**	**27**
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	3	5	1
		11.1%	3.2%	3.7%
	Not very well	5	29	3
		18.5%	18.6%	11.1%
	Moderately well	7	57	7
		25.9%	36.5%	25.9%
	Very well	9	51	13
		33.3%	32.7%	48.1%
	Extremely well	3	14	3
		11.1%	9.0%	11.1%
	Mean	**3.15**	**3.26**	**3.52**

		Race		
		None reported	White	Other
n=		31	185	33
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	1	6	4
		3.2%	3.2%	12.1%
	Not very committed	6	28	8
		19.4%	15.1%	24.2%
	Moderately committed	15	84	12
		48.4%	45.4%	36.4%
	Very committed	6	53	6
		19.4%	28.6%	18.2%
	Extremely committed	3	14	3
		9.7%	7.6%	9.1%
	Mean	**3.13**	**3.22**	**2.88**

		Race		
		None reported	White	Other
n=		30	179	29
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	3	24	0
		10.0%	13.4%	0.0%
	Not very fair and equitable	5	33	7
		16.7%	18.4%	24.1%
	Moderately fair and equitable	12	55	8
		40.0%	30.7%	27.6%
	Very fair and equitable	7	41	10
		23.3%	22.9%	34.5%
	Extremely fair and equitable	3	26	4
		10.0%	14.5%	13.8%
	Mean	**3.07**	**3.07**	**3.38**

		Race		
		None reported	White	Other
n=		33	189	33
To what extent do you believe you have the tools and resources to do your job well?	Not at all	1	4	0
		3.0%	2.1%	0.0%
	To a slight extent	4	21	5
		12.1%	11.1%	15.2%
	To a moderate extent	13	59	11
		39.4%	31.2%	33.3%
	To a large extent	11	78	14
		33.3%	41.3%	42.4%
	To a great extent	4	27	3
		12.1%	14.3%	9.1%
	Mean	**3.39**	**3.54**	**3.45**

		Race		
		None reported	White	Other
n=		**33**	**179**	**31**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	3 9.1%	11 6.1%	2 6.5%
	Not very fair and equitable	2 6.1%	11 6.1%	1 3.2%
	Moderately fair and equitable	10 30.3%	53 29.6%	5 16.1%
	Very fair and equitable	12 36.4%	57 31.8%	14 45.2%
	Extremely fair and equitable	6 18.2%	47 26.3%	9 29.0%
Mean		**3.48**	**3.66**	**3.87**

Tables for "Departmental Diversity" Component

		Race		
		None reported	White	Other
n=		**33**	**190**	**32**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	5 15.2%	12 6.3%	2 6.3%
	Not very satisfied	8 24.2%	30 15.8%	6 18.8%
	Moderately satisfied	10 30.3%	61 32.1%	7 21.9%
	Very satisfied	6 18.2%	62 32.6%	13 40.6%
	Extremely satisfied	4 12.1%	25 13.2%	4 12.5%
Mean		**2.88**	**3.31**	**3.34**

		Race		
		None reported	White	Other
n=		**31**	**189**	**33**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	5 16.1%	17 9.0%	3 9.1%
	Not very effective	7 22.6%	37 19.6%	3 9.1%
	Moderately effective	8 25.8%	55 29.1%	10 30.3%
	Very effective	11 35.5%	58 30.7%	15 45.5%
	Extremely effective	0 0.0%	22 11.6%	2 6.1%
Mean		**2.81**	**3.16**	**3.30**

		Race		
		None reported	White	Other
n=		**32**	**190**	**33**
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	6	22	4
		18.8%	11.6%	12.1%
	Not very effective	7	24	4
		21.9%	12.6%	12.1%
	Moderately effective	8	70	13
		25.0%	36.8%	39.4%
	Very effective	10	57	11
		31.3%	30.0%	33.3%
	Extremely effective	1	17	1
		3.1%	8.9%	3.0%
	Mean	**2.78**	**3.12**	**3.03**

Tables for "Physical Safety" Component

		Race		
		None reported	White	Other
n=		**33**	**184**	**33**
Overall, how would you rate the physical safety of your campus?	Not safe at all	0	1	0
		0.0%	.5%	0.0%
	Not very safe	1	3	1
		3.0%	1.6%	3.0%
	Moderately safe	12	41	5
		36.4%	22.3%	15.2%
	Very safe	12	94	18
		36.4%	51.1%	54.5%
	Extremely safe	8	45	9
		24.2%	24.5%	27.3%
	Mean	**3.82**	**3.97**	**4.06**

		Race		
		None reported	White	Other
n=		**33**	**188**	**32**
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	0	2	0
		0.0%	1.1%	0.0%
	Moderately safe	9	49	6
		27.3%	26.1%	18.8%
	Very safe	16	95	16
		48.5%	50.5%	50.0%
	Extremely safe	8	42	10
		24.2%	22.3%	31.3%
	Mean	**3.97**	**3.94**	**4.13**

		Race		
		None reported	White	Other
n=		33	189	32
How would you rate the physical safety of your immediate work environment?	Not safe at all	0	1	0
		0.0%	.5%	0.0%
	Not very safe	1	6	2
		3.0%	3.2%	6.3%
	Moderately safe	10	38	5
		30.3%	20.1%	15.6%
	Very safe	14	76	15
		42.4%	40.2%	46.9%
	Extremely safe	8	68	10
		24.2%	36.0%	31.3%
Mean		**3.88**	**4.08**	**4.03**

Tables for "Workload" Component

		Race		
		None reported	White	Other
n=		33	191	33
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	1	11	4
		3.0%	5.8%	12.1%
	Not very difficult	11	64	7
		33.3%	33.5%	21.2%
	Moderately difficult	13	61	14
		39.4%	31.9%	42.4%
	Very difficult	6	36	5
		18.2%	18.8%	15.2%
	Extremely difficult	2	19	3
		6.1%	9.9%	9.1%
Mean		**2.91**	**2.94**	**2.88**

		Race		
		None reported	White	Other
n=		33	192	33
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	8	36	6
		24.2%	18.8%	18.2%
	Somewhat low/high	14	92	18
		42.4%	47.9%	54.5%
	Just right	11	64	9
		33.3%	33.3%	27.3%
Mean		**3.18**	**3.29**	**3.18**

Appendix G

Tables of Individual Items: By Tenure Status

Tables for Outcome Variable "Overall Climate"

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	5	3	0
		4.8%	4.6%	0.0%
	Poor	13	6	2
		12.4%	9.2%	2.5%
	Fair	38	22	14
		36.2%	33.8%	17.5%
	Good	40	28	40
		38.1%	43.1%	50.0%
	Very good	9	6	24
		8.6%	9.2%	30.0%
Mean		**3.33**	**3.43**	**4.08**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**80**
Overall, how would you rate the climate in your primary department or unit?	Very poor	7	4	3
		6.7%	6.2%	3.8%
	Poor	13	9	4
		12.5%	13.8%	5.0%
	Fair	29	14	16
		27.9%	21.5%	20.0%
	Good	32	21	25
		30.8%	32.3%	31.3%
	Very good	23	17	32
		22.1%	26.2%	40.0%
Mean		**3.49**	**3.58**	**3.99**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**98**	**58**	**68**
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	6	3	1
		6.1%	5.2%	1.5%
	Poor	15	5	4
		15.3%	8.6%	5.9%
	Fair	45	25	11
		45.9%	43.1%	16.2%
	Good	29	20	29
		29.6%	34.5%	42.6%
	Very good	3	5	23
		3.1%	8.6%	33.8%
Mean		**3.08**	**3.33**	**4.01**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	9	7	2
		8.6%	10.8%	2.5%
	Not very strongly	20	5	2
		19.0%	7.7%	2.5%
	Moderately strongly	34	30	27
		32.4%	46.2%	33.8%
	Very strongly	28	21	28
		26.7%	32.3%	35.0%
	Extremely strongly	14	2	21
		13.3%	3.1%	26.3%
	Mean	**3.17**	**3.09**	**3.80**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	2	6	1
		1.9%	9.2%	1.3%
	Not very satisfied	17	7	2
		16.2%	10.8%	2.5%
	Moderately satisfied	32	17	26
		30.5%	26.2%	32.5%
	Very satisfied	41	30	28
		39.0%	46.2%	35.0%
	Extremely satisfied	13	5	23
		12.4%	7.7%	28.8%
	Mean	**3.44**	**3.32**	**3.88**

Tables for "Professional Work Environment" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**79**
How much recognition do you get for your contributions at work? Service	None at all	17	8	12
		16.2%	12.3%	15.2%
	A little	40	23	21
		38.1%	35.4%	26.6%
	A moderate amount	21	24	28
		20.0%	36.9%	35.4%
	A lot	21	8	14
		20.0%	12.3%	17.7%
	A great deal	6	2	4
		5.7%	3.1%	5.1%
	Mean	**2.61**	**2.58**	**2.71**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**79**
How much recognition do you get for your contributions at work? Teaching	None at all	14 13.5%	11 16.9%	7 8.9%
	A little	32 30.8%	18 27.7%	17 21.5%
	A moderate amount	34 32.7%	19 29.2%	26 32.9%
	A lot	20 19.2%	16 24.6%	19 24.1%
	A great deal	4 3.8%	1 1.5%	10 12.7%
	Mean	**2.69**	**2.66**	**3.10**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
Overall, how isolated do you feel at this University?	Extremely isolated	1 1.0%	3 4.6%	4 5.0%
	Very isolated	19 18.1%	7 10.8%	10 12.5%
	Moderately isolated	30 28.6%	32 49.2%	26 32.5%
	Not very isolated	37 35.2%	20 30.8%	28 35.0%
	Not at all isolated	18 17.1%	3 4.6%	12 15.0%
	Mean	**3.50**	**3.20**	**3.43**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**64**	**79**
How much of a say do you have in shaping your work environment?	None at all	11 10.5%	9 14.1%	10 12.7%
	A little bit	22 21.0%	13 20.3%	22 27.8%
	A moderate amount	38 36.2%	18 28.1%	24 30.4%
	A lot	25 23.8%	19 29.7%	13 16.5%
	A great deal	9 8.6%	5 7.8%	10 12.7%
	Mean	**2.99**	**2.97**	**2.89**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	3	6	3
		2.9%	9.2%	3.8%
	Not very comfortable	15	12	10
		14.3%	18.5%	12.5%
	Moderately comfortable	28	21	22
		26.7%	32.3%	27.5%
	Very comfortable	36	19	30
		34.3%	29.2%	37.5%
	Extremely comfortable	23	7	15
		21.9%	10.8%	18.8%
	Mean	**3.58**	**3.14**	**3.55**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	12	8	2
		11.4%	12.3%	2.5%
	Not very committed	14	5	7
		13.3%	7.7%	8.8%
	Moderately committed	28	12	19
		26.7%	18.5%	23.8%
	Very committed	32	21	29
		30.5%	32.3%	36.3%
	Extremely committed	19	19	23
		18.1%	29.2%	28.8%
	Mean	**3.30**	**3.58**	**3.80**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**103**	**64**	**78**
How excluding or inclusive is your primary department/unit?	Extremely excluding	2	6	4
		1.9%	9.4%	5.1%
	Somewhat excluding	19	14	16
		18.4%	21.9%	20.5%
	Neither inclusive nor excluding	20	9	11
		19.4%	14.1%	14.1%
	Somewhat inclusive	30	16	23
		29.1%	25.0%	29.5%
	Extremely inclusive	32	19	24
		31.1%	29.7%	30.8%
	Mean	**3.69**	**3.44**	**3.60**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**79**
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	2 1.9%	4 6.2%	2 2.5%
	To a slight extent	9 8.6%	7 10.8%	2 2.5%
	To a moderate extent	29 27.6%	11 16.9%	13 16.5%
	To a large extent	39 37.1%	27 41.5%	36 45.6%
	To a great extent	26 24.8%	16 24.6%	26 32.9%
Mean		**3.74**	**3.68**	**4.04**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**79**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	2 1.9%	5 7.7%	1 1.3%
	Very often	7 6.7%	1 1.5%	4 5.1%
	Moderately often	20 19.2%	10 15.4%	11 13.9%
	Not very often	46 44.2%	28 43.1%	15 19.0%
	Never	29 27.9%	21 32.3%	48 60.8%
Mean		**3.89**	**3.91**	**4.33**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**76**
How much recognition do you get for your contributions at work? Research	None at all	9 8.7%	10 15.4%	28 36.8%
	A little	31 29.8%	9 13.8%	17 22.4%
	A moderate amount	37 35.6%	27 41.5%	20 26.3%
	A lot	16 15.4%	17 26.2%	9 11.8%
	A great deal	11 10.6%	2 3.1%	2 2.6%
Mean		**2.89**	**2.88**	**2.21**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**74**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	3 2.9%	7 10.8%	4 5.4%
	Not very courteous and professional	17 16.3%	6 9.2%	2 2.7%
	Moderately courteous and professional	29 27.9%	11 16.9%	12 16.2%
	Very courteous and professional	35 33.7%	29 44.6%	27 36.5%
	Extremely courteous and professional	20 19.2%	12 18.5%	29 39.2%
Mean		**3.50**	**3.51**	**4.01**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**79**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	9 8.6%	8 12.3%	12 15.2%
	Not very satisfied	26 24.8%	8 12.3%	21 26.6%
	Moderately satisfied	42 40.0%	28 43.1%	32 40.5%
	Very satisfied	22 21.0%	19 29.2%	10 12.7%
	Extremely satisfied	6 5.7%	2 3.1%	4 5.1%
Mean		**2.90**	**2.98**	**2.66**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**78**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	27 26.0%	20 30.8%	12 15.4%
	Not very confident	24 23.1%	19 29.2%	12 15.4%
	Moderately confident	25 24.0%	18 27.7%	29 37.2%
	Very confident	19 18.3%	8 12.3%	16 20.5%
	Extremely confident	9 8.7%	0 0.0%	9 11.5%
Mean		**2.61**	**2.22**	**2.97**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**100**	**55**	**50**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	3 3.0%	7 12.7%	4 8.0%
	Not very fair and equitable	21 21.0%	6 10.9%	11 22.0%
	Moderately fair and equitable	23 23.0%	20 36.4%	10 20.0%
	Very fair and equitable	28 28.0%	17 30.9%	14 28.0%
	Extremely fair and equitable	25 25.0%	5 9.1%	11 22.0%
	Mean	**3.51**	**3.13**	**3.34**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	7 6.7%	6 9.2%	2 2.5%
	To a slight extent	17 16.2%	12 18.5%	11 13.8%
	To a moderate extent	39 37.1%	24 36.9%	28 35.0%
	To a large extent	33 31.4%	17 26.2%	23 28.8%
	To a great extent	9 8.6%	6 9.2%	16 20.0%
	Mean	**3.19**	**3.08**	**3.50**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**100**	**62**	**70**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	3 3.0%	8 12.9%	3 4.3%
	Quite detrimental	8 8.0%	5 8.1%	4 5.7%
	Neither beneficial nor detrimental	29 29.0%	10 16.1%	16 22.9%
	Quite beneficial	36 36.0%	29 46.8%	23 32.9%
	Extremely beneficial	24 24.0%	10 16.1%	24 34.3%
	Mean	**3.70**	**3.45**	**3.87**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	3 2.9%	4 6.2%	3 3.8%
	A little	16 15.2%	10 15.4%	2 2.5%
	Some	42 40.0%	22 33.8%	21 26.3%
	A lot	33 31.4%	23 35.4%	39 48.8%
	A great deal	11 10.5%	6 9.2%	15 18.8%
Mean		**3.31**	**3.26**	**3.76**

Tables for "Professional Relationships" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**101**	**63**	**76**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	4 4.0%	3 4.8%	2 2.6%
	Moderately courteous and professional	19 18.8%	11 17.5%	8 10.5%
	Very courteous and professional	48 47.5%	32 50.8%	37 48.7%
	Extremely courteous and professional	30 29.7%	17 27.0%	29 38.2%
Mean		**4.03**	**4.00**	**4.22**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**102**	**63**	**76**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	1 1.0%	3 4.8%	1 1.3%
	Not very courteous and professional	6 5.9%	3 4.8%	1 1.3%
	Moderately courteous and professional	25 24.5%	11 17.5%	12 15.8%
	Very courteous and professional	44 43.1%	30 47.6%	30 39.5%
	Extremely courteous and professional	26 25.5%	16 25.4%	32 42.1%
Mean		**3.86**	**3.84**	**4.20**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**97**	**56**	**65**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	1 1.0%	1 1.8%	0 0.0%
	Not very courteous and professional	6 6.2%	1 1.8%	1 1.5%
	Moderately courteous and professional	22 22.7%	13 23.2%	11 16.9%
	Very courteous and professional	38 39.2%	25 44.6%	27 41.5%
	Extremely courteous and professional	30 30.9%	16 28.6%	26 40.0%
Mean		**3.93**	**3.96**	**4.20**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**77**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	0 0.0%	3 4.6%	1 1.3%
	Not very courteous and professional	9 8.6%	4 6.2%	1 1.3%
	Moderately courteous and professional	33 31.4%	16 24.6%	12 15.6%
	Very courteous and professional	44 41.9%	25 38.5%	35 45.5%
	Extremely courteous and professional	19 18.1%	17 26.2%	28 36.4%
Mean		**3.70**	**3.75**	**4.14**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**79**
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	1 1.0%	3 4.6%	0 0.0%
	Very often	6 5.8%	1 1.5%	3 3.8%
	Moderately often	14 13.5%	9 13.8%	6 7.6%
	Not very often	46 44.2%	27 41.5%	26 32.9%
	Never	37 35.6%	25 38.5%	44 55.7%
Mean		**4.08**	**4.08**	**4.41**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**97**	**61**	**67**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	2 2.1%	6 9.8%	1 1.5%
	Not very fair and equitable	15 15.5%	7 11.5%	12 17.9%
	Moderately fair and equitable	26 26.8%	14 23.0%	9 13.4%
	Very fair and equitable	26 26.8%	23 37.7%	21 31.3%
	Extremely fair and equitable	28 28.9%	11 18.0%	24 35.8%
	Mean	**3.65**	**3.43**	**3.82**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	1 1.0%	0 0.0%	1 1.3%
	Fair	8 7.6%	6 9.2%	2 2.5%
	Good	34 32.4%	16 24.6%	25 31.3%
	Very good	62 59.0%	43 66.2%	52 65.0%
	Mean	**4.50**	**4.57**	**4.60**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**94**	**41**	**59**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	6 6.4%	7 17.1%	2 3.4%
	Quite detrimental	21 22.3%	10 24.4%	5 8.5%
	Neither beneficial nor detrimental	34 36.2%	14 34.1%	14 23.7%
	Quite beneficial	24 25.5%	9 22.0%	25 42.4%
	Extremely beneficial	9 9.6%	1 2.4%	13 22.0%
	Mean	**3.10**	**2.68**	**3.71**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**94**	**45**	**57**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	3	5	2
		3.2%	11.1%	3.5%
	Quite detrimental	24	6	1
		25.5%	13.3%	1.8%
	Neither beneficial nor detrimental	33	18	16
		35.1%	40.0%	28.1%
	Quite beneficial	26	13	26
		27.7%	28.9%	45.6%
	Extremely beneficial	8	3	12
		8.5%	6.7%	21.1%
	Mean	**3.13**	**3.07**	**3.79**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**63**	**77**
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	4	4	2
		3.8%	6.3%	2.6%
	Not very committed	18	12	6
		17.3%	19.0%	7.8%
	Moderately committed	43	33	22
		41.3%	52.4%	28.6%
	Very committed	31	13	39
		29.8%	20.6%	50.6%
	Extremely committed	8	1	8
		7.7%	1.6%	10.4%
	Mean	**3.20**	**2.92**	**3.58**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**93**	**47**	**64**
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	4	4	0
		4.3%	8.5%	0.0%
	Not very well	20	11	6
		21.5%	23.4%	9.4%
	Moderately well	37	13	19
		39.8%	27.7%	29.7%
	Very well	29	17	26
		31.2%	36.2%	40.6%
	Extremely well	3	2	13
		3.2%	4.3%	20.3%
	Mean	**3.08**	**3.04**	**3.72**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**63**	**75**
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	4	5	1
		3.8%	7.9%	1.3%
	Not very committed	19	15	5
		18.3%	23.8%	6.7%
	Moderately committed	47	28	34
		45.2%	44.4%	45.3%
	Very committed	27	12	26
		26.0%	19.0%	34.7%
	Extremely committed	7	3	9
		6.7%	4.8%	12.0%
	Mean	**3.13**	**2.89**	**3.49**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**101**	**59**	**71**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	12	9	5
		11.9%	15.3%	7.0%
	Not very fair and equitable	16	12	14
		15.8%	20.3%	19.7%
	Moderately fair and equitable	32	23	18
		31.7%	39.0%	25.4%
	Very fair and equitable	27	11	20
		26.7%	18.6%	28.2%
	Extremely fair and equitable	14	4	14
		13.9%	6.8%	19.7%
	Mean	**3.15**	**2.81**	**3.34**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**78**
To what extent do you believe you have the tools and resources to do your job well?	Not at all	2	2	0
		1.9%	3.1%	0.0%
	To a slight extent	19	8	2
		18.3%	12.3%	2.6%
	To a moderate extent	36	29	15
		34.6%	44.6%	19.2%
	To a large extent	36	22	44
		34.6%	33.8%	56.4%
	To a great extent	11	4	17
		10.6%	6.2%	21.8%
	Mean	**3.34**	**3.28**	**3.97**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**101**	**61**	**73**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	7 6.9%	6 9.8%	3 4.1%
	Not very fair and equitable	7 6.9%	3 4.9%	3 4.1%
	Moderately fair and equitable	30 29.7%	19 31.1%	16 21.9%
	Very fair and equitable	38 37.6%	22 36.1%	20 27.4%
	Extremely fair and equitable	19 18.8%	11 18.0%	31 42.5%
Mean		**3.54**	**3.48**	**4.00**

Tables for "Departmental Diversity" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**78**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	3 2.9%	12 18.5%	3 3.8%
	Not very satisfied	20 19.2%	16 24.6%	7 9.0%
	Moderately satisfied	34 32.7%	22 33.8%	20 25.6%
	Very satisfied	38 36.5%	9 13.8%	32 41.0%
	Extremely satisfied	9 8.7%	6 9.2%	16 20.5%
Mean		**3.29**	**2.71**	**3.65**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**64**	**77**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	9 8.6%	10 15.6%	5 6.5%
	Not very effective	20 19.0%	20 31.3%	7 9.1%
	Moderately effective	31 29.5%	18 28.1%	22 28.6%
	Very effective	34 32.4%	14 21.9%	32 41.6%
	Extremely effective	11 10.5%	2 3.1%	11 14.3%
Mean		**3.17**	**2.66**	**3.48**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**64**	**78**
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	13 12.4%	11 17.2%	5 6.4%
	Not very effective	16 15.2%	12 18.8%	7 9.0%
	Moderately effective	30 28.6%	28 43.8%	31 39.7%
	Very effective	41 39.0%	9 14.1%	26 33.3%
	Extremely effective	5 4.8%	4 6.3%	9 11.5%
Mean		**3.09**	**2.73**	**3.35**

Tables for "Physical Safety" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**103**	**63**	**76**
Overall, how would you rate the physical safety of your campus?	Not safe at all	0 0.0%	1 1.6%	0 0.0%
	Not very safe	1 1.0%	1 1.6%	3 3.9%
	Moderately safe	29 28.2%	11 17.5%	14 18.4%
	Very safe	58 56.3%	34 54.0%	32 42.1%
	Extremely safe	15 14.6%	16 25.4%	27 35.5%
Mean		**3.84**	**4.00**	**4.09**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**104**	**65**	**76**
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	1 1.0%	0 0.0%	1 1.3%
	Moderately safe	31 29.8%	10 15.4%	19 25.0%
	Very safe	56 53.8%	38 58.5%	32 42.1%
	Extremely safe	16 15.4%	17 26.2%	24 31.6%
Mean		**3.84**	**4.11**	**4.04**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**64**	**77**
How would you rate the physical safety of your immediate work environment?	Not safe at all	0	1	0
		0.0%	1.6%	0.0%
	Not very safe	4	3	1
		3.8%	4.7%	1.3%
	Moderately safe	26	12	12
		24.8%	18.8%	15.6%
	Very safe	49	27	29
		46.7%	42.2%	37.7%
	Extremely safe	26	21	35
		24.8%	32.8%	45.5%
Mean		**3.92**	**4.00**	**4.27**

Tables for "Workload" Component

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**79**
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	4	1	11
		3.8%	1.5%	13.9%
	Not very difficult	26	18	35
		24.8%	27.7%	44.3%
	Moderately difficult	38	23	25
		36.2%	35.4%	31.6%
	Very difficult	27	12	7
		25.7%	18.5%	8.9%
	Extremely difficult	10	11	1
		9.5%	16.9%	1.3%
Mean		**3.12**	**3.22**	**2.39**

		Which of the following best describes your tenure status?		
		Tenure track, tenured	Tenure track, not tenured	Not tenure track
n=		**105**	**65**	**80**
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	28	13	7
		26.7%	20.0%	8.8%
	Somewhat low/high	51	31	37
		48.6%	47.7%	46.3%
	Just right	26	21	36
		24.8%	32.3%	45.0%
Mean		**2.96**	**3.25**	**3.73**

Appendix H

Tables of Individual Items: By Age

Tables for Outcome Variable "Overall Climate"

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		72	41	51	48	46
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	3 4.2%	1 2.4%	3 5.9%	1 2.1%	1 2.2%
	Poor	9 12.5%	3 7.3%	3 5.9%	2 4.2%	4 8.7%
	Fair	27 37.5%	11 26.8%	16 31.4%	10 20.8%	12 26.1%
	Good	24 33.3%	23 56.1%	22 43.1%	26 54.2%	16 34.8%
	Very good	9 12.5%	3 7.3%	7 13.7%	9 18.8%	13 28.3%
Mean		**3.38**	**3.59**	**3.53**	**3.83**	**3.78**

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		71	41	51	48	46
Overall, how would you rate the climate in your primary department or unit?	Very poor	5 7.0%	1 2.4%	5 9.8%	2 4.2%	2 4.3%
	Poor	10 14.1%	3 7.3%	8 15.7%	3 6.3%	3 6.5%
	Fair	14 19.7%	9 22.0%	14 27.5%	8 16.7%	16 34.8%
	Good	28 39.4%	16 39.0%	11 21.6%	18 37.5%	6 13.0%
	Very good	14 19.7%	12 29.3%	13 25.5%	17 35.4%	19 41.3%
Mean		**3.51**	**3.85**	**3.37**	**3.94**	**3.80**

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		66	34	48	42	42
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	4 6.1%	1 2.9%	3 6.3%	2 4.8%	1 2.4%
	Poor	14 21.2%	0 0.0%	4 8.3%	1 2.4%	5 11.9%
	Fair	22 33.3%	12 35.3%	22 45.8%	11 26.2%	16 38.1%
	Good	21 31.8%	17 50.0%	14 29.2%	19 45.2%	11 26.2%
	Very good	5 7.6%	4 11.8%	5 10.4%	9 21.4%	9 21.4%
Mean		**3.14**	**3.68**	**3.29**	**3.76**	**3.52**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**41**	**51**	**48**	**45**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	7 9.7%	1 2.4%	6 11.8%	2 4.2%	3 6.7%
	Not very strongly	13 18.1%	3 7.3%	6 11.8%	2 4.2%	4 8.9%
	Moderately strongly	30 41.7%	18 43.9%	15 29.4%	16 33.3%	13 28.9%
	Very strongly	15 20.8%	16 39.0%	21 41.2%	14 29.2%	12 26.7%
	Extremely strongly	7 9.7%	3 7.3%	3 5.9%	14 29.2%	13 28.9%
	Mean	**3.03**	**3.41**	**3.18**	**3.75**	**3.62**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**41**	**51**	**48**	**46**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	2 2.8%	0 0.0%	5 9.8%	1 2.1%	2 4.3%
	Not very satisfied	13 18.1%	3 7.3%	6 11.8%	3 6.3%	2 4.3%
	Moderately satisfied	21 29.2%	15 36.6%	16 31.4%	12 25.0%	11 23.9%
	Very satisfied	29 40.3%	18 43.9%	17 33.3%	18 37.5%	21 45.7%
	Extremely satisfied	7 9.7%	5 12.2%	7 13.7%	14 29.2%	10 21.7%
	Mean	**3.36**	**3.61**	**3.29**	**3.85**	**3.76**

Tables for "Professional Work Environment" Component

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**41**	**51**	**47**	**46**
How much recognition do you get for your contributions at work? Service	None at all	13 18.1%	5 12.2%	9 17.6%	4 8.5%	8 17.4%
	A little	23 31.9%	10 24.4%	20 39.2%	16 34.0%	16 34.8%
	A moderate amount	21 29.2%	16 39.0%	14 27.5%	15 31.9%	10 21.7%
	A lot	11 15.3%	10 24.4%	6 11.8%	8 17.0%	8 17.4%
	A great deal	4 5.6%	0 0.0%	2 3.9%	4 8.5%	4 8.7%
	Mean	**2.58**	**2.76**	**2.45**	**2.83**	**2.65**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	
		Missing				60 or older
n=		71	41	51	47	46
How much recognition do you get for your contributions at work? Teaching	None at all	10	7	8	6	2
		14.1%	17.1%	15.7%	12.8%	4.3%
	A little	22	5	21	8	13
		31.0%	12.2%	41.2%	17.0%	28.3%
	A moderate amount	20	13	14	17	17
		28.2%	31.7%	27.5%	36.2%	37.0%
	A lot	16	14	7	9	10
		22.5%	34.1%	13.7%	19.1%	21.7%
	A great deal	3	2	1	7	4
		4.2%	4.9%	2.0%	14.9%	8.7%
	Mean	**2.72**	**2.98**	**2.45**	**3.06**	**3.02**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	
		Missing				60 or older
n=		72	41	51	48	46
Overall, how isolated do you feel at this University?	Extremely isolated	2	0	4	2	1
		2.8%	0.0%	7.8%	4.2%	2.2%
	Very isolated	12	5	9	5	6
		16.7%	12.2%	17.6%	10.4%	13.0%
	Moderately isolated	30	19	18	15	10
		41.7%	46.3%	35.3%	31.3%	21.7%
	Not very isolated	21	15	18	18	14
		29.2%	36.6%	35.3%	37.5%	30.4%
	Not at all isolated	7	2	2	8	15
		9.7%	4.9%	3.9%	16.7%	32.6%
	Mean	**3.26**	**3.34**	**3.10**	**3.52**	**3.78**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	
		Missing				60 or older
n=		72	40	51	48	45
How much of a say do you have in shaping your work environment?	None at all	13	4	7	3	3
		18.1%	10.0%	13.7%	6.3%	6.7%
	A little bit	9	10	16	12	11
		12.5%	25.0%	31.4%	25.0%	24.4%
	A moderate amount	26	9	16	16	16
		36.1%	22.5%	31.4%	33.3%	35.6%
	A lot	17	14	11	6	11
		23.6%	35.0%	21.6%	12.5%	24.4%
	A great deal	7	3	1	11	4
		9.7%	7.5%	2.0%	22.9%	8.9%
	Mean	**2.94**	**3.05**	**2.67**	**3.21**	**3.04**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**41**	**51**	**48**	**46**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	6 8.3%	0 0.0%	4 7.8%	2 4.2%	2 4.3%
	Not very comfortable	13 18.1%	8 19.5%	9 17.6%	4 8.3%	4 8.7%
	Moderately comfortable	23 31.9%	10 24.4%	16 31.4%	16 33.3%	8 17.4%
	Very comfortable	19 26.4%	17 41.5%	17 33.3%	17 35.4%	16 34.8%
	Extremely comfortable	11 15.3%	6 14.6%	5 9.8%	9 18.8%	16 34.8%
	Mean	**3.22**	**3.51**	**3.20**	**3.56**	**3.87**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**41**	**51**	**48**	**46**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	9 12.5%	2 4.9%	6 11.8%	2 4.2%	4 8.7%
	Not very committed	9 12.5%	5 12.2%	3 5.9%	3 6.3%	7 15.2%
	Moderately committed	17 23.6%	4 9.8%	17 33.3%	14 29.2%	9 19.6%
	Very committed	21 29.2%	15 36.6%	17 33.3%	15 31.3%	16 34.8%
	Extremely committed	16 22.2%	15 36.6%	8 15.7%	14 29.2%	10 21.7%
	Mean	**3.36**	**3.88**	**3.35**	**3.75**	**3.46**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**71**	**41**	**50**	**47**	**44**
How excluding or inclusive is your primary department/unit?	Extremely excluding	7 9.9%	2 4.9%	2 4.0%	1 2.1%	3 6.8%
	Somewhat excluding	17 23.9%	8 19.5%	12 24.0%	10 21.3%	4 9.1%
	Neither inclusive nor excluding	7 9.9%	8 19.5%	8 16.0%	9 19.1%	8 18.2%
	Somewhat inclusive	20 28.2%	10 24.4%	16 32.0%	14 29.8%	11 25.0%
	Extremely inclusive	20 28.2%	13 31.7%	12 24.0%	13 27.7%	18 40.9%
	Mean	**3.41**	**3.59**	**3.48**	**3.60**	**3.84**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		72	41	51	48	45
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	5	0	2	1	1
		6.9%	0.0%	3.9%	2.1%	2.2%
	To a slight extent	10	1	4	2	3
		13.9%	2.4%	7.8%	4.2%	6.7%
	To a moderate extent	18	7	13	10	6
		25.0%	17.1%	25.5%	20.8%	13.3%
	To a large extent	24	21	21	20	16
		33.3%	51.2%	41.2%	41.7%	35.6%
	To a great extent	15	12	11	15	19
		20.8%	29.3%	21.6%	31.3%	42.2%
Mean		**3.47**	**4.07**	**3.69**	**3.96**	**4.09**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		71	41	51	48	45
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	3	0	3	1	2
		4.2%	0.0%	5.9%	2.1%	4.4%
	Very often	6	1	2	2	3
		8.5%	2.4%	3.9%	4.2%	6.7%
	Moderately often	13	9	13	6	1
		18.3%	22.0%	25.5%	12.5%	2.2%
	Not very often	27	13	17	12	20
		38.0%	31.7%	33.3%	25.0%	44.4%
	Never	22	18	16	27	19
		31.0%	43.9%	31.4%	56.3%	42.2%
Mean		**3.83**	**4.17**	**3.80**	**4.29**	**4.13**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		70	41	51	45	46
How much recognition do you get for your contributions at work? Research	None at all	14	5	12	8	9
		20.0%	12.2%	23.5%	17.8%	19.6%
	A little	16	8	14	13	9
		22.9%	19.5%	27.5%	28.9%	19.6%
	A moderate amount	24	17	12	15	17
		34.3%	41.5%	23.5%	33.3%	37.0%
	A lot	13	10	10	4	7
		18.6%	24.4%	19.6%	8.9%	15.2%
	A great deal	3	1	3	5	4
		4.3%	2.4%	5.9%	11.1%	8.7%
Mean		**2.64**	**2.85**	**2.57**	**2.67**	**2.74**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**71**	**39**	**50**	**47**	**44**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and	6 8.5%	2 5.1%	3 6.0%	1 2.1%	3 6.8%
	Not very courteous and	12 16.9%	4 10.3%	6 12.0%	2 4.3%	3 6.8%
	Moderately courteous and	14 19.7%	7 17.9%	13 26.0%	11 23.4%	9 20.5%
	Very courteous and professional	23 32.4%	15 38.5%	20 40.0%	19 40.4%	15 34.1%
	Extremely courteous and	16 22.5%	11 28.2%	8 16.0%	14 29.8%	14 31.8%
	Mean	**3.44**	**3.74**	**3.48**	**3.91**	**3.77**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**41**	**51**	**48**	**45**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	8 11.1%	2 4.9%	11 21.6%	6 12.5%	4 8.9%
	Not very satisfied	20 27.8%	6 14.6%	8 15.7%	11 22.9%	11 24.4%
	Moderately satisfied	30 41.7%	24 58.5%	19 37.3%	16 33.3%	15 33.3%
	Very satisfied	13 18.1%	9 22.0%	11 21.6%	12 25.0%	8 17.8%
	Extremely satisfied	1 1.4%	0 0.0%	2 3.9%	3 6.3%	7 15.6%
	Mean	**2.71**	**2.98**	**2.71**	**2.90**	**3.07**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**71**	**41**	**51**	**46**	**46**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	24 33.8%	8 19.5%	12 23.5%	8 17.4%	9 19.6%
	Not very confident	12 16.9%	13 31.7%	12 23.5%	8 17.4%	12 26.1%
	Moderately confident	21 29.6%	11 26.8%	15 29.4%	15 32.6%	12 26.1%
	Very confident	11 15.5%	7 17.1%	9 17.6%	10 21.7%	7 15.2%
	Extremely confident	3 4.2%	2 4.9%	3 5.9%	5 10.9%	6 13.0%
	Mean	**2.39**	**2.56**	**2.59**	**2.91**	**2.76**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**63**	**29**	**43**	**37**	**38**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	5 7.9%	0 0.0%	5 11.6%	3 8.1%	2 5.3%
	Not very fair and equitable	19 30.2%	6 20.7%	6 14.0%	3 8.1%	6 15.8%
	Moderately fair and equitable	13 20.6%	11 37.9%	10 23.3%	11 29.7%	8 21.1%
	Very fair and equitable	17 27.0%	8 27.6%	15 34.9%	8 21.6%	12 31.6%
	Extremely fair and equitable	9 14.3%	4 13.8%	7 16.3%	12 32.4%	10 26.3%
	Mean	**3.10**	**3.34**	**3.30**	**3.62**	**3.58**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**71**	**41**	**51**	**48**	**46**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	6 8.5%	1 2.4%	5 9.8%	1 2.1%	3 6.5%
	To a slight extent	11 15.5%	10 24.4%	7 13.7%	7 14.6%	5 10.9%
	To a moderate extent	33 46.5%	14 34.1%	20 39.2%	12 25.0%	15 32.6%
	To a large extent	16 22.5%	12 29.3%	13 25.5%	20 41.7%	14 30.4%
	To a great extent	5 7.0%	4 9.8%	6 11.8%	8 16.7%	9 19.6%
	Mean	**3.04**	**3.20**	**3.16**	**3.56**	**3.46**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**67**	**38**	**49**	**42**	**44**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	4 6.0%	3 7.9%	5 10.2%	1 2.4%	2 4.5%
	Quite detrimental	10 14.9%	3 7.9%	2 4.1%	2 4.8%	1 2.3%
	Neither beneficial nor	15 22.4%	7 18.4%	13 26.5%	9 21.4%	13 29.5%
	Quite beneficial	23 34.3%	15 39.5%	17 34.7%	19 45.2%	15 34.1%
	Extremely beneficial	15 22.4%	10 26.3%	12 24.5%	11 26.2%	13 29.5%
	Mean	**3.52**	**3.68**	**3.59**	**3.88**	**3.82**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**71**	**41**	**51**	**48**	**46**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	5	1	3	1	1
		7.0%	2.4%	5.9%	2.1%	2.2%
	A little	7	5	8	5	3
		9.9%	12.2%	15.7%	10.4%	6.5%
	Some	26	13	19	15	14
		36.6%	31.7%	37.3%	31.3%	30.4%
	A lot	28	17	15	17	19
		39.4%	41.5%	29.4%	35.4%	41.3%
	A great deal	5	5	6	10	9
		7.0%	12.2%	11.8%	20.8%	19.6%
Mean		**3.30**	**3.49**	**3.25**	**3.63**	**3.70**

Tables for "Professional Relationships" Component

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**38**	**47**	**46**	**45**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and	5	1	2	1	1
		6.9%	2.6%	4.3%	2.2%	2.2%
	Moderately courteous and	13	6	8	8	4
		18.1%	15.8%	17.0%	17.4%	8.9%
	Very courteous and professional	34	22	24	18	21
		47.2%	57.9%	51.1%	39.1%	46.7%
	Extremely courteous and	20	9	13	19	19
		27.8%	23.7%	27.7%	41.3%	42.2%
Mean		**3.96**	**4.03**	**4.02**	**4.20**	**4.29**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**38**	**48**	**46**	**45**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and	2	0	2	0	2
		2.8%	0.0%	4.2%	0.0%	4.4%
	Not very courteous and	7	2	1	0	0
		9.7%	5.3%	2.1%	0.0%	0.0%
	Moderately courteous and	18	8	9	6	9
		25.0%	21.1%	18.8%	13.0%	20.0%
	Very courteous and professional	25	20	24	21	16
		34.7%	52.6%	50.0%	45.7%	35.6%
	Extremely courteous and	20	8	12	19	18
		27.8%	21.1%	25.0%	41.3%	40.0%
Mean		**3.75**	**3.89**	**3.90**	**4.28**	**4.07**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**64**	**33**	**47**	**38**	**42**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and	2 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
	Not very courteous and	7 10.9%	1 3.0%	0 0.0%	0 0.0%	0 0.0%
	Moderately courteous and	11 17.2%	7 21.2%	12 25.5%	11 28.9%	6 14.3%
	Very courteous and professional	22 34.4%	15 45.5%	24 51.1%	12 31.6%	18 42.9%
	Extremely courteous and	22 34.4%	10 30.3%	11 23.4%	15 39.5%	18 42.9%
	Mean	**3.86**	**4.03**	**3.98**	**4.11**	**4.29**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**72**	**39**	**50**	**48**	**46**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and	1 1.4%	0 0.0%	2 4.0%	0 0.0%	2 4.3%
	Not very courteous and	8 11.1%	2 5.1%	4 8.0%	0 0.0%	1 2.2%
	Moderately courteous and	18 25.0%	11 28.2%	14 28.0%	13 27.1%	7 15.2%
	Very courteous and professional	28 38.9%	17 43.6%	22 44.0%	18 37.5%	21 45.7%
	Extremely courteous and	17 23.6%	9 23.1%	8 16.0%	17 35.4%	15 32.6%
	Mean	**3.72**	**3.85**	**3.60**	**4.08**	**4.00**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**71**	**41**	**51**	**48**	**45**
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	2 2.8%	0 0.0%	2 3.9%	0 0.0%	1 2.2%
	Very often	3 4.2%	2 4.9%	1 2.0%	2 4.2%	2 4.4%
	Moderately often	13 18.3%	6 14.6%	5 9.8%	3 6.3%	2 4.4%
	Not very often	31 43.7%	17 41.5%	20 39.2%	16 33.3%	18 40.0%
	Never	22 31.0%	16 39.0%	23 45.1%	27 56.3%	22 48.9%
	Mean	**3.96**	**4.15**	**4.20**	**4.42**	**4.29**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		63	36	47	41	42
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	4 6.3%	1 2.8%	3 6.4%	0 0.0%	2 4.8%
	Not very fair and equitable	10 15.9%	5 13.9%	11 23.4%	4 9.8%	5 11.9%
	Moderately fair and equitable	20 31.7%	6 16.7%	8 17.0%	7 17.1%	8 19.0%
	Very fair and equitable	13 20.6%	16 44.4%	15 31.9%	13 31.7%	14 33.3%
	Extremely fair and equitable	16 25.4%	8 22.2%	10 21.3%	17 41.5%	13 31.0%
	Mean	**3.43**	**3.69**	**3.38**	**4.05**	**3.74**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		72	41	51	48	46
How would you rate the overall quality of the relationship between you and students at the University?	Poor	0 0.0%	0 0.0%	2 3.9%	0 0.0%	0 0.0%
	Fair	7 9.7%	4 9.8%	2 3.9%	1 2.1%	3 6.5%
	Good	24 33.3%	9 22.0%	17 33.3%	14 29.2%	14 30.4%
	Very good	41 56.9%	28 68.3%	30 58.8%	33 68.8%	29 63.0%
	Mean	**4.47**	**4.59**	**4.47**	**4.67**	**4.57**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		57	25	43	34	41
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	4 7.0%	4 16.0%	5 11.6%	1 2.9%	2 4.9%
	Quite detrimental	17 29.8%	2 8.0%	8 18.6%	3 8.8%	7 17.1%
	Neither beneficial nor	17 29.8%	11 44.0%	14 32.6%	10 29.4%	10 24.4%
	Quite beneficial	15 26.3%	7 28.0%	12 27.9%	14 41.2%	14 34.1%
	Extremely beneficial	4 7.0%	1 4.0%	4 9.3%	6 17.6%	8 19.5%
	Mean	**2.96**	**2.96**	**3.05**	**3.62**	**3.46**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		58	28	44	34	38
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	3 5.2%	3 10.7%	4 9.1%	0 0.0%	1 2.6%
	Quite detrimental	12 20.7%	2 7.1%	8 18.2%	3 8.8%	6 15.8%
	Neither beneficial nor	22 37.9%	12 42.9%	13 29.5%	9 26.5%	12 31.6%
	Quite beneficial	17 29.3%	8 28.6%	15 34.1%	18 52.9%	11 28.9%
	Extremely beneficial	4 6.9%	3 10.7%	4 9.1%	4 11.8%	8 21.1%
	Mean	**3.12**	**3.21**	**3.16**	**3.68**	**3.50**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		70	40	49	47	46
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	4 5.7%	1 2.5%	3 6.1%	3 6.4%	0 0.0%
	Not very committed	16 22.9%	6 15.0%	6 12.2%	4 8.5%	6 13.0%
	Moderately committed	27 38.6%	19 47.5%	21 42.9%	16 34.0%	17 37.0%
	Very committed	19 27.1%	13 32.5%	17 34.7%	16 34.0%	20 43.5%
	Extremely committed	4 5.7%	1 2.5%	2 4.1%	8 17.0%	3 6.5%
	Mean	**3.04**	**3.18**	**3.18**	**3.47**	**3.43**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		59	29	43	38	41
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	5 8.5%	1 3.4%	2 4.7%	0 0.0%	1 2.4%
	Not very well	14 23.7%	5 17.2%	11 25.6%	3 7.9%	4 9.8%
	Moderately well	18 30.5%	11 37.9%	13 30.2%	15 39.5%	14 34.1%
	Very well	16 27.1%	11 37.9%	13 30.2%	17 44.7%	16 39.0%
	Extremely well	6 10.2%	1 3.4%	4 9.3%	3 7.9%	6 14.6%
	Mean	**3.07**	**3.21**	**3.14**	**3.53**	**3.54**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**68**	**41**	**49**	**45**	**46**
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	4 5.9%	2 4.9%	3 6.1%	2 4.4%	0 0.0%
	Not very committed	14 20.6%	7 17.1%	9 18.4%	6 13.3%	6 13.0%
	Moderately committed	30 44.1%	19 46.3%	22 44.9%	17 37.8%	23 50.0%
	Very committed	17 25.0%	10 24.4%	12 24.5%	11 24.4%	15 32.6%
	Extremely committed	3 4.4%	3 7.3%	3 6.1%	9 20.0%	2 4.3%
	Mean	**3.01**	**3.12**	**3.06**	**3.42**	**3.28**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**67**	**36**	**48**	**44**	**43**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	8 11.9%	5 13.9%	7 14.6%	2 4.5%	5 11.6%
	Not very fair and equitable	14 20.9%	10 27.8%	7 14.6%	9 20.5%	5 11.6%
	Moderately fair and equitable	25 37.3%	14 38.9%	14 29.2%	6 13.6%	16 37.2%
	Very fair and equitable	14 20.9%	6 16.7%	13 27.1%	16 36.4%	9 20.9%
	Extremely fair and equitable	6 9.0%	1 2.8%	7 14.6%	11 25.0%	8 18.6%
	Mean	**2.94**	**2.67**	**3.13**	**3.57**	**3.23**

		Age				
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		**71**	**41**	**51**	**48**	**44**
To what extent do you believe you have the tools and resources to do your job well?	Not at all	2 2.8%	0 0.0%	2 3.9%	1 2.1%	0 0.0%
	To a slight extent	7 9.9%	6 14.6%	8 15.7%	5 10.4%	4 9.1%
	To a moderate extent	30 42.3%	12 29.3%	13 25.5%	16 33.3%	12 27.3%
	To a large extent	22 31.0%	19 46.3%	24 47.1%	19 39.6%	19 43.2%
	To a great extent	10 14.1%	4 9.8%	4 7.8%	7 14.6%	9 20.5%
	Mean	**3.44**	**3.51**	**3.39**	**3.54**	**3.75**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**69**	**39**	**47**	**44**	**44**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	7 / 10.1%	3 / 7.7%	3 / 6.4%	0 / 0.0%	3 / 6.8%
	Not very fair and equitable	6 / 8.7%	1 / 2.6%	3 / 6.4%	3 / 6.8%	1 / 2.3%
	Moderately fair and equitable	25 / 36.2%	8 / 20.5%	15 / 31.9%	9 / 20.5%	11 / 25.0%
	Very fair and equitable	18 / 26.1%	15 / 38.5%	17 / 36.2%	18 / 40.9%	15 / 34.1%
	Extremely fair and equitable	13 / 18.8%	12 / 30.8%	9 / 19.1%	14 / 31.8%	14 / 31.8%
Mean		**3.35**	**3.82**	**3.55**	**3.98**	**3.82**

Tables for "Departmental Diversity" Component

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**41**	**49**	**48**	**45**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	9 / 12.5%	3 / 7.3%	4 / 8.2%	2 / 4.2%	1 / 2.2%
	Not very satisfied	17 / 23.6%	8 / 19.5%	11 / 22.4%	3 / 6.3%	5 / 11.1%
	Moderately satisfied	19 / 26.4%	18 / 43.9%	15 / 30.6%	13 / 27.1%	13 / 28.9%
	Very satisfied	18 / 25.0%	8 / 19.5%	13 / 26.5%	22 / 45.8%	20 / 44.4%
	Extremely satisfied	9 / 12.5%	4 / 9.8%	6 / 12.2%	8 / 16.7%	6 / 13.3%
Mean		**3.01**	**3.05**	**3.12**	**3.65**	**3.56**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**69**	**41**	**50**	**48**	**45**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	7 / 10.1%	6 / 14.6%	7 / 14.0%	3 / 6.3%	2 / 4.4%
	Not very effective	18 / 26.1%	9 / 22.0%	11 / 22.0%	2 / 4.2%	7 / 15.6%
	Moderately effective	18 / 26.1%	13 / 31.7%	12 / 24.0%	16 / 33.3%	14 / 31.1%
	Very effective	19 / 27.5%	10 / 24.4%	16 / 32.0%	21 / 43.8%	18 / 40.0%
	Extremely effective	7 / 10.1%	3 / 7.3%	4 / 8.0%	6 / 12.5%	4 / 8.9%
Mean		**3.01**	**2.88**	**2.98**	**3.52**	**3.33**

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		70	41	50	48	46
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	13 18.6%	4 9.8%	8 16.0%	3 6.3%	4 8.7%
	Not very effective	14 20.0%	5 12.2%	8 16.0%	3 6.3%	5 10.9%
	Moderately effective	18 25.7%	20 48.8%	17 34.0%	20 41.7%	16 34.8%
	Very effective	20 28.6%	7 17.1%	16 32.0%	19 39.6%	16 34.8%
	Extremely effective	5 7.1%	5 12.2%	1 2.0%	3 6.3%	5 10.9%
	Mean	**2.86**	**3.10**	**2.88**	**3.33**	**3.28**

Tables for "Physical Safety" Component

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		69	41	49	46	45
Overall, how would you rate the physical safety of your campus?	Not safe at all	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%
	Not very safe	3 4.3%	0 0.0%	1 2.0%	0 0.0%	1 2.2%
	Moderately safe	27 39.1%	7 17.1%	16 32.7%	4 8.7%	4 8.9%
	Very safe	24 34.8%	22 53.7%	25 51.0%	28 60.9%	25 55.6%
	Extremely safe	15 21.7%	11 26.8%	7 14.3%	14 30.4%	15 33.3%
	Mean	**3.74**	**4.02**	**3.78**	**4.22**	**4.20**

			Age			
		Missing	Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
n=		70	40	49	48	46
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	1 1.4%	0 0.0%	1 2.0%	0 0.0%	0 0.0%
	Moderately safe	26 37.1%	7 17.5%	16 32.7%	9 18.8%	6 13.0%
	Very safe	30 42.9%	20 50.0%	25 51.0%	24 50.0%	28 60.9%
	Extremely safe	13 18.6%	13 32.5%	7 14.3%	15 31.3%	12 26.1%
	Mean	**3.79**	**4.15**	**3.78**	**4.13**	**4.13**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**40**	**49**	**48**	**45**
How would you rate the physical safety of your immediate work environment?	Not safe at all	0	1	0	0	0
		0.0%	2.5%	0.0%	0.0%	0.0%
	Not very safe	3	1	5	0	0
		4.2%	2.5%	10.2%	0.0%	0.0%
	Moderately safe	25	7	10	4	7
		34.7%	17.5%	20.4%	8.3%	15.6%
	Very safe	26	17	19	23	20
		36.1%	42.5%	38.8%	47.9%	44.4%
	Extremely safe	18	14	15	21	18
		25.0%	35.0%	30.6%	43.8%	40.0%
Mean		**3.82**	**4.05**	**3.90**	**4.35**	**4.24**

Tables for "Workload" Component

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**71**	**41**	**51**	**48**	**46**
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	1	1	1	10	3
		1.4%	2.4%	2.0%	20.8%	6.5%
	Not very difficult	18	14	15	16	19
		25.4%	34.1%	29.4%	33.3%	41.3%
	Moderately difficult	25	15	19	15	14
		35.2%	36.6%	37.3%	31.3%	30.4%
	Very difficult	19	6	10	5	7
		26.8%	14.6%	19.6%	10.4%	15.2%
	Extremely difficult	8	5	6	2	3
		11.3%	12.2%	11.8%	4.2%	6.5%
Mean		**3.21**	**3.00**	**3.10**	**2.44**	**2.74**

		Age				
			Less than 39 years old	39 to 49 years old	50 to 59 years old	60 or older
		Missing				
n=		**72**	**41**	**51**	**48**	**46**
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	20	6	8	7	9
		27.8%	14.6%	15.7%	14.6%	19.6%
	Somewhat low/high	34	15	29	22	24
		47.2%	36.6%	56.9%	45.8%	52.2%
	Just right	18	20	14	19	13
		25.0%	48.8%	27.5%	39.6%	28.3%
Mean		**2.94**	**3.68**	**3.24**	**3.50**	**3.17**

Appendix I

Tables of Individual Items: By Years Employed

Tables for Outcome Variable "Overall Climate"

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	0	1	1	4	2
		0.0%	2.0%	2.1%	6.8%	3.0%
	Poor	0	2	6	6	7
		0.0%	3.9%	12.5%	10.2%	10.6%
	Fair	7	9	16	21	19
		29.2%	17.6%	33.3%	35.6%	28.8%
	Good	11	28	21	24	24
		45.8%	54.9%	43.8%	40.7%	36.4%
	Very good	6	11	4	4	14
		25.0%	21.6%	8.3%	6.8%	21.2%
Mean		**3.96**	**3.90**	**3.44**	**3.31**	**3.62**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**65**
Overall, how would you rate the climate in your primary department or unit?	Very poor	0	2	2	7	3
		0.0%	3.9%	4.2%	11.9%	4.6%
	Poor	1	4	8	7	6
		4.2%	7.8%	16.7%	11.9%	9.2%
	Fair	1	7	16	15	18
		4.2%	13.7%	33.3%	25.4%	27.7%
	Good	13	19	12	14	19
		54.2%	37.3%	25.0%	23.7%	29.2%
	Very good	9	19	10	16	19
		37.5%	37.3%	20.8%	27.1%	29.2%
Mean		**4.25**	**3.96**	**3.42**	**3.42**	**3.69**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**19**	**43**	**44**	**56**	**61**
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	0	1	2	6	1
		0.0%	2.3%	4.5%	10.7%	1.6%
	Poor	2	3	6	6	7
		10.5%	7.0%	13.6%	10.7%	11.5%
	Fair	5	12	19	19	24
		26.3%	27.9%	43.2%	33.9%	39.3%
	Good	10	16	11	20	22
		52.6%	37.2%	25.0%	35.7%	36.1%
	Very good	2	11	6	5	7
		10.5%	25.6%	13.6%	8.9%	11.5%
Mean		**3.63**	**3.77**	**3.30**	**3.21**	**3.44**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	65
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	0	2	4	6	7
		0.0%	3.9%	8.3%	10.2%	10.8%
	Not very strongly	0	2	5	10	9
		0.0%	3.9%	10.4%	16.9%	13.8%
	Moderately strongly	9	17	22	21	17
		37.5%	33.3%	45.8%	35.6%	26.2%
	Very strongly	12	19	12	19	16
		50.0%	37.3%	25.0%	32.2%	24.6%
	Extremely strongly	3	11	5	3	16
		12.5%	21.6%	10.4%	5.1%	24.6%
	Mean	**3.75**	**3.69**	**3.19**	**3.05**	**3.38**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	66
How satisfied are you, in general, with your job at the University?	Not at all satisfied	0	1	2	6	1
		0.0%	2.0%	4.2%	10.2%	1.5%
	Not very satisfied	1	1	6	7	9
		4.2%	2.0%	12.5%	11.9%	13.6%
	Moderately satisfied	6	11	19	19	17
		25.0%	21.6%	39.6%	32.2%	25.8%
	Very satisfied	11	26	16	23	24
		45.8%	51.0%	33.3%	39.0%	36.4%
	Extremely satisfied	6	12	5	4	15
		25.0%	23.5%	10.4%	6.8%	22.7%
	Mean	**3.92**	**3.92**	**3.33**	**3.20**	**3.65**

Tables for "Professional Work Environment" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	58	66
How much recognition do you get for your contributions at work? Service	None at all	2	5	5	12	14
		8.3%	9.8%	10.4%	20.7%	21.2%
	A little	7	15	20	18	21
		29.2%	29.4%	41.7%	31.0%	31.8%
	A moderate amount	9	19	14	17	13
		37.5%	37.3%	29.2%	29.3%	19.7%
	A lot	6	10	6	8	13
		25.0%	19.6%	12.5%	13.8%	19.7%
	A great deal	0	2	3	3	5
		0.0%	3.9%	6.3%	5.2%	7.6%
	Mean	**2.79**	**2.78**	**2.63**	**2.52**	**2.61**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**47**	**58**	**66**
How much recognition do you get for your contributions at work? Teaching	None at all	1	4	9	13	5
		4.2%	7.8%	19.1%	22.4%	7.6%
	A little	3	13	15	11	23
		12.5%	25.5%	31.9%	19.0%	34.8%
	A moderate amount	11	15	12	20	19
		45.8%	29.4%	25.5%	34.5%	28.8%
	A lot	8	17	7	13	11
		33.3%	33.3%	14.9%	22.4%	16.7%
	A great deal	1	2	4	1	8
		4.2%	3.9%	8.5%	1.7%	12.1%
	Mean	**3.21**	**3.00**	**2.62**	**2.62**	**2.91**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
Overall, how isolated do you feel at this University?	Extremely isolated	0	2	1	5	1
		0.0%	3.9%	2.1%	8.5%	1.5%
	Very isolated	1	6	8	10	10
		4.2%	11.8%	16.7%	16.9%	15.2%
	Moderately isolated	8	17	23	16	21
		33.3%	33.3%	47.9%	27.1%	31.8%
	Not very isolated	14	20	10	23	18
		58.3%	39.2%	20.8%	39.0%	27.3%
	Not at all isolated	1	6	6	5	16
		4.2%	11.8%	12.5%	8.5%	24.2%
	Mean	**3.63**	**3.43**	**3.25**	**3.22**	**3.58**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**23**	**51**	**48**	**59**	**65**
How much of a say do you have in shaping your work environment?	None at all	1	3	6	11	8
		4.3%	5.9%	12.5%	18.6%	12.3%
	A little bit	5	8	17	12	15
		21.7%	15.7%	35.4%	20.3%	23.1%
	A moderate amount	7	18	11	19	23
		30.4%	35.3%	22.9%	32.2%	35.4%
	A lot	8	12	13	14	11
		34.8%	23.5%	27.1%	23.7%	16.9%
	A great deal	2	10	1	3	8
		8.7%	19.6%	2.1%	5.1%	12.3%
	Mean	**3.22**	**3.35**	**2.71**	**2.76**	**2.94**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	0 0.0%	1 2.0%	2 4.2%	5 8.5%	3 4.5%
	Not very comfortable	3 12.5%	5 9.8%	11 22.9%	11 18.6%	6 9.1%
	Moderately comfortable	6 25.0%	13 25.5%	17 35.4%	19 32.2%	15 22.7%
	Very comfortable	13 54.2%	19 37.3%	13 27.1%	17 28.8%	23 34.8%
	Extremely comfortable	2 8.3%	13 25.5%	5 10.4%	7 11.9%	19 28.8%
Mean		**3.58**	**3.75**	**3.17**	**3.17**	**3.74**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	0 0.0%	4 7.8%	5 10.4%	8 13.6%	6 9.1%
	Not very committed	1 4.2%	0 0.0%	7 14.6%	6 10.2%	11 16.7%
	Moderately committed	5 20.8%	11 21.6%	11 22.9%	15 25.4%	16 24.2%
	Very committed	8 33.3%	17 33.3%	15 31.3%	25 42.4%	16 24.2%
	Extremely committed	10 41.7%	19 37.3%	10 20.8%	5 8.5%	17 25.8%
Mean		**4.13**	**3.92**	**3.38**	**3.22**	**3.41**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**45**	**58**	**65**
How excluding or inclusive is your primary department/unit?	Extremely excluding	0 0.0%	3 5.9%	3 6.7%	5 8.6%	2 3.1%
	Somewhat excluding	4 16.7%	6 11.8%	14 31.1%	16 27.6%	9 13.8%
	Neither inclusive nor excluding	2 8.3%	8 15.7%	7 15.6%	9 15.5%	10 15.4%
	Somewhat inclusive	10 41.7%	15 29.4%	11 24.4%	15 25.9%	19 29.2%
	Extremely inclusive	8 33.3%	19 37.3%	10 22.2%	13 22.4%	25 38.5%
Mean		**3.92**	**3.80**	**3.24**	**3.26**	**3.86**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	65
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	0 0.0%	1 2.0%	1 2.1%	4 6.8%	3 4.6%
	To a slight extent	1 4.2%	1 2.0%	5 10.4%	7 11.9%	2 3.1%
	To a moderate extent	2 8.3%	12 23.5%	9 18.8%	16 27.1%	13 20.0%
	To a large extent	14 58.3%	16 31.4%	23 47.9%	23 39.0%	23 35.4%
	To a great extent	7 29.2%	21 41.2%	10 20.8%	9 15.3%	24 36.9%
Mean		**4.13**	**4.08**	**3.75**	**3.44**	**3.97**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	58	65
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	0 0.0%	1 2.0%	2 4.2%	3 5.2%	2 3.1%
	Very often	0 0.0%	1 2.0%	3 6.3%	4 6.9%	5 7.7%
	Moderately often	3 12.5%	8 15.7%	9 18.8%	11 19.0%	8 12.3%
	Not very often	9 37.5%	16 31.4%	17 35.4%	19 32.8%	25 38.5%
	Never	12 50.0%	25 49.0%	17 35.4%	21 36.2%	25 38.5%
Mean		**4.38**	**4.24**	**3.92**	**3.88**	**4.02**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	47	56	65
How much recognition do you get for your contributions at work? Research	None at all	3 12.5%	12 23.5%	8 17.0%	13 23.2%	12 18.5%
	A little	7 29.2%	8 15.7%	7 14.9%	12 21.4%	22 33.8%
	A moderate amount	9 37.5%	17 33.3%	18 38.3%	19 33.9%	19 29.2%
	A lot	5 20.8%	12 23.5%	10 21.3%	8 14.3%	8 12.3%
	A great deal	0 0.0%	2 3.9%	4 8.5%	4 7.1%	4 6.2%
Mean		**2.67**	**2.69**	**2.89**	**2.61**	**2.54**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**23**	**49**	**47**	**58**	**64**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	0 0.0%	3 6.1%	3 6.4%	5 8.6%	4 6.3%
	Not very courteous and professional	0 0.0%	2 4.1%	7 14.9%	7 12.1%	7 10.9%
	Moderately courteous and	6 26.1%	4 8.2%	9 19.1%	18 31.0%	14 21.9%
	Very courteous and professional	12 52.2%	23 46.9%	19 40.4%	13 22.4%	24 37.5%
	Extremely courteous and	5 21.7%	17 34.7%	9 19.1%	15 25.9%	15 23.4%
Mean		**3.96**	**4.00**	**3.51**	**3.45**	**3.61**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**65**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	0 0.0%	5 9.8%	7 14.6%	11 18.6%	7 10.8%
	Not very satisfied	2 8.3%	7 13.7%	11 22.9%	14 23.7%	19 29.2%
	Moderately satisfied	13 54.2%	24 47.1%	19 39.6%	25 42.4%	18 27.7%
	Very satisfied	8 33.3%	13 25.5%	9 18.8%	7 11.9%	16 24.6%
	Extremely satisfied	1 4.2%	2 3.9%	2 4.2%	2 3.4%	5 7.7%
Mean		**3.33**	**3.00**	**2.75**	**2.58**	**2.89**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**50**	**48**	**58**	**65**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	3 12.5%	6 12.0%	14 29.2%	16 27.6%	19 29.2%
	Not very confident	7 29.2%	10 20.0%	9 18.8%	14 24.1%	14 21.5%
	Moderately confident	8 33.3%	21 42.0%	16 33.3%	14 24.1%	11 16.9%
	Very confident	4 16.7%	8 16.0%	5 10.4%	14 24.1%	13 20.0%
	Extremely confident	2 8.3%	5 10.0%	4 8.3%	0 0.0%	8 12.3%
Mean		**2.79**	**2.92**	**2.50**	**2.45**	**2.65**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		18	29	42	54	60
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	0 0.0%	2 6.9%	5 11.9%	4 7.4%	3 5.0%
	Not very fair and equitable	0 0.0%	6 20.7%	8 19.0%	10 18.5%	14 23.3%
	Moderately fair and equitable	8 44.4%	7 24.1%	12 28.6%	15 27.8%	9 15.0%
	Very fair and equitable	10 55.6%	6 20.7%	11 26.2%	16 29.6%	15 25.0%
	Extremely fair and equitable	0 0.0%	8 27.6%	6 14.3%	9 16.7%	19 31.7%
Mean		**3.56**	**3.41**	**3.12**	**3.30**	**3.55**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	66
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	0 0.0%	2 3.9%	3 6.3%	5 8.5%	6 9.1%
	To a slight extent	3 12.5%	8 15.7%	7 14.6%	12 20.3%	8 12.1%
	To a moderate extent	11 45.8%	16 31.4%	19 39.6%	24 40.7%	20 30.3%
	To a large extent	9 37.5%	15 29.4%	14 29.2%	14 23.7%	20 30.3%
	To a great extent	1 4.2%	10 19.6%	5 10.4%	4 6.8%	12 18.2%
Mean		**3.33**	**3.45**	**3.23**	**3.00**	**3.36**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		22	47	43	57	61
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	1 4.5%	5 10.6%	3 7.0%	4 7.0%	1 1.6%
	Quite detrimental	0 0.0%	0 0.0%	5 11.6%	7 12.3%	5 8.2%
	Neither beneficial nor detrimental	4 18.2%	6 12.8%	10 23.3%	18 31.6%	16 26.2%
	Quite beneficial	11 50.0%	22 46.8%	16 37.2%	17 29.8%	20 32.8%
	Extremely beneficial	6 27.3%	14 29.8%	9 20.9%	11 19.3%	19 31.1%
Mean		**3.95**	**3.85**	**3.53**	**3.42**	**3.84**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	0	4	1	4	2
		0.0%	7.8%	2.1%	6.8%	3.0%
	A little	2	4	5	8	9
		8.3%	7.8%	10.4%	13.6%	13.6%
	Some	8	16	17	20	19
		33.3%	31.4%	35.4%	33.9%	28.8%
	A lot	14	18	20	20	23
		58.3%	35.3%	41.7%	33.9%	34.8%
	A great deal	0	9	5	7	13
		0.0%	17.6%	10.4%	11.9%	19.7%
	Mean	**3.50**	**3.47**	**3.48**	**3.31**	**3.55**

Tables for "Professional Relationships" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**23**	**47**	**48**	**55**	**65**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	0	2	0	5	1
		0.0%	4.3%	0.0%	9.1%	1.5%
	Moderately courteous and	5	4	9	12	7
		21.7%	8.5%	18.8%	21.8%	10.8%
	Very courteous and professional	13	20	25	28	29
		56.5%	42.6%	52.1%	50.9%	44.6%
	Extremely courteous and	5	21	14	10	28
		21.7%	44.7%	29.2%	18.2%	43.1%
	Mean	**4.00**	**4.28**	**4.10**	**3.78**	**4.29**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**23**	**47**	**48**	**56**	**65**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	0	1	1	2	2
		0.0%	2.1%	2.1%	3.6%	3.1%
	Not very courteous and professional	1	2	2	3	1
		4.3%	4.3%	4.2%	5.4%	1.5%
	Moderately courteous and	4	7	11	14	11
		17.4%	14.9%	22.9%	25.0%	16.9%
	Very courteous and professional	10	13	25	24	30
		43.5%	27.7%	52.1%	42.9%	46.2%
	Extremely courteous and	8	24	9	13	21
		34.8%	51.1%	18.8%	23.2%	32.3%
	Mean	**4.09**	**4.21**	**3.81**	**3.77**	**4.03**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		18	44	40	50	64
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	0	0	1	0	1
		0.0%	0.0%	2.5%	0.0%	1.6%
	Not very courteous and professional	0	3	1	0	3
		0.0%	6.8%	2.5%	0.0%	4.7%
	Moderately courteous and	4	6	5	17	13
		22.2%	13.6%	12.5%	34.0%	20.3%
	Very courteous and professional	7	16	22	22	21
		38.9%	36.4%	55.0%	44.0%	32.8%
	Extremely courteous and	7	19	11	11	26
		38.9%	43.2%	27.5%	22.0%	40.6%
	Mean	**4.17**	**4.16**	**4.03**	**3.88**	**4.06**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	50	47	58	66
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	0	1	0	3	1
		0.0%	2.0%	0.0%	5.2%	1.5%
	Not very courteous and professional	0	2	3	3	4
		0.0%	4.0%	6.4%	5.2%	6.1%
	Moderately courteous and	7	7	14	21	12
		29.2%	14.0%	29.8%	36.2%	18.2%
	Very courteous and professional	11	21	22	19	30
		45.8%	42.0%	46.8%	32.8%	45.5%
	Extremely courteous and	6	19	8	12	19
		25.0%	38.0%	17.0%	20.7%	28.8%
	Mean	**3.96**	**4.10**	**3.74**	**3.59**	**3.94**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	64
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	0	1	1	2	0
		0.0%	2.0%	2.1%	3.4%	0.0%
	Very often	1	3	0	4	2
		4.2%	5.9%	0.0%	6.8%	3.1%
	Moderately often	3	5	6	9	6
		12.5%	9.8%	12.5%	15.3%	9.4%
	Not very often	8	17	18	25	29
		33.3%	33.3%	37.5%	42.4%	45.3%
	Never	12	25	23	19	27
		50.0%	49.0%	47.9%	32.2%	42.2%
	Mean	**4.29**	**4.22**	**4.29**	**3.93**	**4.27**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**22**	**40**	**46**	**52**	**62**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	0 0.0%	1 2.5%	3 6.5%	4 7.7%	1 1.6%
	Not very fair and equitable	0 0.0%	6 15.0%	7 15.2%	7 13.5%	13 21.0%
	Moderately fair and equitable	4 18.2%	5 12.5%	10 21.7%	13 25.0%	14 22.6%
	Very fair and equitable	12 54.5%	13 32.5%	17 37.0%	14 26.9%	14 22.6%
	Extremely fair and equitable	6 27.3%	15 37.5%	9 19.6%	14 26.9%	20 32.3%
	Mean	**4.09**	**3.88**	**3.48**	**3.52**	**3.63**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**59**	**66**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	0 0.0%	0 0.0%	1 2.1%	1 1.7%	0 0.0%
	Fair	2 8.3%	3 5.9%	3 6.3%	2 3.4%	5 7.6%
	Good	8 33.3%	12 23.5%	13 27.1%	22 37.3%	18 27.3%
	Very good	14 58.3%	36 70.6%	31 64.6%	34 57.6%	43 65.2%
	Mean	**4.50**	**4.65**	**4.54**	**4.51**	**4.58**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**14**	**34**	**35**	**54**	**57**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	1 7.1%	3 8.8%	2 5.7%	7 13.0%	3 5.3%
	Quite detrimental	1 7.1%	3 8.8%	8 22.9%	11 20.4%	12 21.1%
	Neither beneficial nor detrimental	7 50.0%	12 35.3%	9 25.7%	19 35.2%	14 24.6%
	Quite beneficial	5 35.7%	11 32.4%	13 37.1%	13 24.1%	17 29.8%
	Extremely beneficial	0 0.0%	5 14.7%	3 8.6%	4 7.4%	11 19.3%
	Mean	**3.14**	**3.35**	**3.20**	**2.93**	**3.37**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		16	38	35	51	56
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	1 6.3%	3 7.9%	1 2.9%	6 11.8%	0 0.0%
	Quite detrimental	2 12.5%	1 2.6%	6 17.1%	11 21.6%	10 17.9%
	Neither beneficial nor detrimental	5 31.3%	12 31.6%	11 31.4%	16 31.4%	20 35.7%
	Quite beneficial	6 37.5%	15 39.5%	14 40.0%	15 29.4%	18 32.1%
	Extremely beneficial	2 12.5%	7 18.4%	3 8.6%	3 5.9%	8 14.3%
	Mean	**3.38**	**3.58**	**3.34**	**2.96**	**3.43**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	49	48	55	66
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	1 4.2%	4 8.2%	2 4.2%	2 3.6%	2 3.0%
	Not very committed	4 16.7%	3 6.1%	8 16.7%	8 14.5%	13 19.7%
	Moderately committed	11 45.8%	21 42.9%	15 31.3%	28 50.9%	19 28.8%
	Very committed	7 29.2%	19 38.8%	19 39.6%	14 25.5%	25 37.9%
	Extremely committed	1 4.2%	2 4.1%	4 8.3%	3 5.5%	7 10.6%
	Mean	**3.13**	**3.24**	**3.31**	**3.15**	**3.33**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		18	37	39	48	61
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	2 11.1%	1 2.7%	3 7.7%	1 2.1%	2 3.3%
	Not very well	4 22.2%	3 8.1%	6 15.4%	12 25.0%	9 14.8%
	Moderately well	5 27.8%	12 32.4%	9 23.1%	21 43.8%	23 37.7%
	Very well	7 38.9%	16 43.2%	14 35.9%	13 27.1%	22 36.1%
	Extremely well	0 0.0%	5 13.5%	7 17.9%	1 2.1%	5 8.2%
	Mean	**2.94**	**3.57**	**3.41**	**3.02**	**3.31**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		23	48	47	56	66
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	1	4	2	2	2
		4.3%	8.3%	4.3%	3.6%	3.0%
	Not very committed	5	5	7	12	10
		21.7%	10.4%	14.9%	21.4%	15.2%
	Moderately committed	12	23	21	28	22
		52.2%	47.9%	44.7%	50.0%	33.3%
	Very committed	2	12	14	12	25
		8.7%	25.0%	29.8%	21.4%	37.9%
	Extremely committed	3	4	3	2	7
		13.0%	8.3%	6.4%	3.6%	10.6%
	Mean	**3.04**	**3.15**	**3.19**	**3.00**	**3.38**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		22	43	42	57	65
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	2	3	5	5	11
		9.1%	7.0%	11.9%	8.8%	16.9%
	Not very fair and equitable	6	4	9	14	10
		27.3%	9.3%	21.4%	24.6%	15.4%
	Moderately fair and equitable	4	16	14	18	18
		18.2%	37.2%	33.3%	31.6%	27.7%
	Very fair and equitable	9	11	8	13	17
		40.9%	25.6%	19.0%	22.8%	26.2%
	Extremely fair and equitable	1	9	6	7	9
		4.5%	20.9%	14.3%	12.3%	13.8%
	Mean	**3.05**	**3.44**	**3.02**	**3.05**	**3.05**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	50	48	59	64
To what extent do you believe you have the tools and resources to do your job well?	Not at all	0	1	2	1	1
		0.0%	2.0%	4.2%	1.7%	1.6%
	To a slight extent	1	5	6	8	10
		4.2%	10.0%	12.5%	13.6%	15.6%
	To a moderate extent	11	14	14	17	19
		45.8%	28.0%	29.2%	28.8%	29.7%
	To a large extent	7	23	23	28	21
		29.2%	46.0%	47.9%	47.5%	32.8%
	To a great extent	5	7	3	5	13
		20.8%	14.0%	6.3%	8.5%	20.3%
	Mean	**3.67**	**3.60**	**3.40**	**3.47**	**3.55**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**22**	**47**	**43**	**58**	**63**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	0 0.0%	5 10.6%	2 4.7%	3 5.2%	5 7.9%
	Not very fair and equitable	1 4.5%	0 0.0%	4 9.3%	4 6.9%	4 6.3%
	Moderately fair and equitable	4 18.2%	8 17.0%	14 32.6%	23 39.7%	16 25.4%
	Very fair and equitable	9 40.9%	15 31.9%	12 27.9%	20 34.5%	23 36.5%
	Extremely fair and equitable	8 36.4%	19 40.4%	11 25.6%	8 13.8%	15 23.8%
Mean		**4.09**	**3.91**	**3.60**	**3.45**	**3.62**

Tables for "Departmental Diversity" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**51**	**48**	**58**	**64**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	3 12.5%	5 9.8%	3 6.3%	7 12.1%	1 1.6%
	Not very satisfied	2 8.3%	7 13.7%	12 25.0%	10 17.2%	8 12.5%
	Moderately satisfied	7 29.2%	17 33.3%	19 39.6%	17 29.3%	15 23.4%
	Very satisfied	7 29.2%	15 29.4%	9 18.8%	21 36.2%	28 43.8%
	Extremely satisfied	5 20.8%	7 13.7%	5 10.4%	3 5.2%	12 18.8%
Mean		**3.38**	**3.24**	**3.02**	**3.05**	**3.66**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		**24**	**49**	**48**	**58**	**65**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	1 4.2%	7 14.3%	4 8.3%	10 17.2%	2 3.1%
	Not very effective	5 20.8%	2 4.1%	10 20.8%	12 20.7%	14 21.5%
	Moderately effective	8 33.3%	13 26.5%	15 31.3%	19 32.8%	15 23.1%
	Very effective	8 33.3%	22 44.9%	15 31.3%	16 27.6%	22 33.8%
	Extremely effective	2 8.3%	5 10.2%	4 8.3%	1 1.7%	12 18.5%
Mean		**3.21**	**3.33**	**3.10**	**2.76**	**3.43**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	49	48	58	66
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	1	6	4	14	5
		4.2%	12.2%	8.3%	24.1%	7.6%
	Not very effective	3	2	12	7	9
		12.5%	4.1%	25.0%	12.1%	13.6%
	Moderately effective	14	16	16	18	23
		58.3%	32.7%	33.3%	31.0%	34.8%
	Very effective	3	22	12	18	22
		12.5%	44.9%	25.0%	31.0%	33.3%
	Extremely effective	3	3	4	1	7
		12.5%	6.1%	8.3%	1.7%	10.6%
	Mean	**3.17**	**3.29**	**3.00**	**2.74**	**3.26**

Tables for "Physical Safety" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	48	47	57	65
Overall, how would you rate the physical safety of your campus?	Not safe at all	0	0	1	0	0
		0.0%	0.0%	2.1%	0.0%	0.0%
	Not very safe	0	0	1	2	2
		0.0%	0.0%	2.1%	3.5%	3.1%
	Moderately safe	6	11	11	12	14
		25.0%	22.9%	23.4%	21.1%	21.5%
	Very safe	10	23	21	37	30
		41.7%	47.9%	44.7%	64.9%	46.2%
	Extremely safe	8	14	13	6	19
		33.3%	29.2%	27.7%	10.5%	29.2%
	Mean	**4.08**	**4.06**	**3.94**	**3.82**	**4.02**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	49	47	57	66
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	0	0	0	0	2
		0.0%	0.0%	0.0%	0.0%	3.0%
	Moderately safe	4	11	14	14	17
		16.7%	22.4%	29.8%	24.6%	25.8%
	Very safe	10	28	21	34	30
		41.7%	57.1%	44.7%	59.6%	45.5%
	Extremely safe	10	10	12	9	17
		41.7%	20.4%	25.5%	15.8%	25.8%
	Mean	**4.25**	**3.98**	**3.96**	**3.91**	**3.94**

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	49	48	58	65
How would you rate the physical safety of your immediate work environment?	Not safe at all	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%
	Not very safe	1 4.2%	2 4.1%	1 2.1%	4 6.9%	1 1.5%
	Moderately safe	5 20.8%	10 20.4%	10 20.8%	13 22.4%	12 18.5%
	Very safe	7 29.2%	19 38.8%	22 45.8%	25 43.1%	27 41.5%
	Extremely safe	11 45.8%	18 36.7%	14 29.2%	16 27.6%	25 38.5%
	Mean	4.17	4.08	3.98	3.91	4.17

Tables for "Workload" Component

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	50	48	59	66
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	0 0.0%	6 12.0%	2 4.2%	2 3.4%	6 9.1%
	Not very difficult	9 37.5%	15 30.0%	18 37.5%	15 25.4%	22 33.3%
	Moderately difficult	8 33.3%	18 36.0%	15 31.3%	25 42.4%	19 28.8%
	Very difficult	5 20.8%	8 16.0%	5 10.4%	13 22.0%	13 19.7%
	Extremely difficult	2 8.3%	3 6.0%	8 16.7%	4 6.8%	6 9.1%
	Mean	3.00	2.74	2.98	3.03	2.86

		Years employed at current position				
		< 1 year	1 to <3 years	3 to <5 years	5 to <10 years	10+ years
n=		24	51	48	59	66
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	2 8.3%	8 15.7%	13 27.1%	11 18.6%	12 18.2%
	Somewhat low/high	13 54.2%	24 47.1%	17 35.4%	30 50.8%	36 54.5%
	Just right	9 37.5%	19 37.3%	18 37.5%	18 30.5%	18 27.3%
	Mean	3.58	3.43	3.21	3.24	3.18

Appendix J

Tables of Individual Items: By Sexual Orientation

Tables for Outcome Variable "Overall Climate"

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	9	0	0
		4.5%	0.0%	0.0%
	Poor	11	9	1
		5.4%	27.3%	4.3%
	Fair	54	11	11
		26.7%	33.3%	47.8%
	Good	91	12	8
		45.0%	36.4%	34.8%
	Very good	37	1	3
		18.3%	3.0%	13.0%
Mean		**3.67**	**3.15**	**3.57**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**22**
Overall, how would you rate the climate in your primary department or unit?	Very poor	13	1	1
		6.4%	3.0%	4.5%
	Poor	20	4	3
		9.9%	12.1%	13.6%
	Fair	46	12	3
		22.8%	36.4%	13.6%
	Good	60	9	10
		29.7%	27.3%	45.5%
	Very good	63	7	5
		31.2%	21.2%	22.7%
Mean		**3.69**	**3.52**	**3.68**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**184**	**29**	**19**
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	9	0	2
		4.9%	0.0%	10.5%
	Poor	16	5	3
		8.7%	17.2%	15.8%
	Fair	62	13	8
		33.7%	44.8%	42.1%
	Good	69	9	4
		37.5%	31.0%	21.1%
	Very good	28	2	2
		15.2%	6.9%	10.5%
Mean		**3.49**	**3.28**	**3.05**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**23**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	15	4	0
		7.5%	12.1%	0.0%
	Not very strongly	20	3	5
		10.0%	9.1%	21.7%
	Moderately strongly	70	15	7
		34.8%	45.5%	30.4%
	Very strongly	60	10	8
		29.9%	30.3%	34.8%
	Extremely strongly	36	1	3
		17.9%	3.0%	13.0%
	Mean	**3.41**	**3.03**	**3.39**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	8	1	1
		4.0%	3.0%	4.3%
	Not very satisfied	18	5	4
		8.9%	15.2%	17.4%
	Moderately satisfied	60	11	4
		29.7%	33.3%	17.4%
	Very satisfied	79	12	12
		39.1%	36.4%	52.2%
	Extremely satisfied	37	4	2
		18.3%	12.1%	8.7%
	Mean	**3.59**	**3.39**	**3.43**

Tables for "Professional Work Environment" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**23**
How much recognition do you get for your contributions at work? Service	None at all	33	4	2
		16.4%	12.1%	8.7%
	A little	59	16	10
		29.4%	48.5%	43.5%
	A moderate amount	61	7	8
		30.3%	21.2%	34.8%
	A lot	36	4	3
		17.9%	12.1%	13.0%
	A great deal	12	2	0
		6.0%	6.1%	0.0%
	Mean	**2.68**	**2.52**	**2.52**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**22**
How much recognition do you get for your contributions at work? Teaching	None at all	27	4	2
		13.4%	12.1%	9.1%
	A little	50	12	7
		24.9%	36.4%	31.8%
	A moderate amount	62	11	8
		30.8%	33.3%	36.4%
	A lot	45	6	5
		22.4%	18.2%	22.7%
	A great deal	17	0	0
		8.5%	0.0%	0.0%
	Mean	**2.88**	**2.58**	**2.73**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
Overall, how isolated do you feel at this University?	Extremely isolated	8	1	0
		4.0%	3.0%	0.0%
	Very isolated	25	10	2
		12.4%	30.3%	8.7%
	Moderately isolated	69	13	10
		34.2%	39.4%	43.5%
	Not very isolated	75	6	5
		37.1%	18.2%	21.7%
	Not at all isolated	25	3	6
		12.4%	9.1%	26.1%
	Mean	**3.42**	**3.00**	**3.65**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**32**	**23**
How much of a say do you have in shaping your work environment?	None at all	25	2	3
		12.4%	6.3%	13.0%
	A little bit	46	8	4
		22.9%	25.0%	17.4%
	A moderate amount	68	7	8
		33.8%	21.9%	34.8%
	A lot	41	13	5
		20.4%	40.6%	21.7%
	A great deal	21	2	3
		10.4%	6.3%	13.0%
	Mean	**2.94**	**3.16**	**3.04**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	11	1	2
		5.4%	3.0%	8.7%
	Not very comfortable	25	10	3
		12.4%	30.3%	13.0%
	Moderately comfortable	53	13	7
		26.2%	39.4%	30.4%
	Very comfortable	75	4	7
		37.1%	12.1%	30.4%
	Extremely comfortable	38	5	4
		18.8%	15.2%	17.4%
	Mean	**3.51**	**3.06**	**3.35**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	17	4	2
		8.4%	12.1%	8.7%
	Not very committed	23	3	1
		11.4%	9.1%	4.3%
	Moderately committed	49	5	7
		24.3%	15.2%	30.4%
	Very committed	62	13	9
		30.7%	39.4%	39.1%
	Extremely committed	51	8	4
		25.2%	24.2%	17.4%
	Mean	**3.53**	**3.55**	**3.52**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**198**	**32**	**23**
How excluding or inclusive is your primary department/unit?	Extremely excluding	10	2	3
		5.1%	6.3%	13.0%
	Somewhat excluding	40	8	3
		20.2%	25.0%	13.0%
	Neither inclusive nor excluding	30	4	6
		15.2%	12.5%	26.1%
	Somewhat inclusive	51	14	6
		25.8%	43.8%	26.1%
	Extremely inclusive	67	4	5
		33.8%	12.5%	21.7%
	Mean	**3.63**	**3.31**	**3.30**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**23**
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	8	1	0
		4.0%	3.0%	0.0%
	To a slight extent	12	5	3
		6.0%	15.2%	13.0%
	To a moderate extent	40	8	6
		19.9%	24.2%	26.1%
	To a large extent	82	14	6
		40.8%	42.4%	26.1%
	To a great extent	59	5	8
		29.4%	15.2%	34.8%
	Mean	**3.86**	**3.52**	**3.83**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**200**	**33**	**23**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	8	1	0
		4.0%	3.0%	0.0%
	Very often	9	4	1
		4.5%	12.1%	4.3%
	Moderately often	31	6	5
		15.5%	18.2%	21.7%
	Not very often	67	14	8
		33.5%	42.4%	34.8%
	Never	85	8	9
		42.5%	24.2%	39.1%
	Mean	**4.06**	**3.73**	**4.09**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**197**	**33**	**23**
How much recognition do you get for your contributions at work? Research	None at all	39	7	2
		19.8%	21.2%	8.7%
	A little	46	9	5
		23.4%	27.3%	21.7%
	A moderate amount	64	10	11
		32.5%	30.3%	47.8%
	A lot	35	5	4
		17.8%	15.2%	17.4%
	A great deal	13	2	1
		6.6%	6.1%	4.3%
	Mean	**2.68**	**2.58**	**2.87**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**197**	**32**	**22**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	13 6.6%	2 6.3%	0 0.0%
	Not very courteous and professional	22 11.2%	3 9.4%	2 9.1%
	Moderately courteous and professional	43 21.8%	6 18.8%	5 22.7%
	Very courteous and professional	70 35.5%	13 40.6%	9 40.9%
	Extremely courteous and professional	49 24.9%	8 25.0%	6 27.3%
Mean		**3.61**	**3.69**	**3.86**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**23**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	22 10.9%	6 18.2%	3 13.0%
	Not very satisfied	47 23.4%	5 15.2%	4 17.4%
	Moderately satisfied	80 39.8%	13 39.4%	11 47.8%
	Very satisfied	40 19.9%	8 24.2%	5 21.7%
	Extremely satisfied	12 6.0%	1 3.0%	0 0.0%
Mean		**2.87**	**2.79**	**2.78**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**200**	**33**	**22**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	47 23.5%	8 24.2%	6 27.3%
	Not very confident	41 20.5%	9 27.3%	7 31.8%
	Moderately confident	63 31.5%	9 27.3%	2 9.1%
	Very confident	36 18.0%	4 12.1%	4 18.2%
	Extremely confident	13 6.5%	3 9.1%	3 13.6%
Mean		**2.64**	**2.55**	**2.59**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**161**	**30**	**19**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	13	2	0
		8.1%	6.7%	0.0%
	Not very fair and equitable	28	7	5
		17.4%	23.3%	26.3%
	Moderately fair and equitable	42	8	3
		26.1%	26.7%	15.8%
	Very fair and equitable	45	10	5
		28.0%	33.3%	26.3%
	Extremely fair and equitable	33	3	6
		20.5%	10.0%	31.6%
	Mean	**3.35**	**3.17**	**3.63**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**22**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	11	4	1
		5.4%	12.1%	4.5%
	To a slight extent	32	6	2
		15.8%	18.2%	9.1%
	To a moderate extent	71	12	11
		35.1%	36.4%	50.0%
	To a large extent	63	7	5
		31.2%	21.2%	22.7%
	To a great extent	25	4	3
		12.4%	12.1%	13.6%
	Mean	**3.29**	**3.03**	**3.32**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**186**	**33**	**21**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	11	4	0
		5.9%	12.1%	0.0%
	Quite detrimental	14	3	1
		7.5%	9.1%	4.8%
	Neither beneficial nor detrimental	47	3	7
		25.3%	9.1%	33.3%
	Quite beneficial	66	13	10
		35.5%	39.4%	47.6%
	Extremely beneficial	48	10	3
		25.8%	30.3%	14.3%
	Mean	**3.68**	**3.67**	**3.71**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**22**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	8	3	0
		4.0%	9.1%	0.0%
	A little	22	5	1
		10.9%	15.2%	4.5%
	Some	62	12	13
		30.7%	36.4%	59.1%
	A lot	80	11	5
		39.6%	33.3%	22.7%
	A great deal	30	2	3
		14.9%	6.1%	13.6%
Mean		**3.50**	**3.12**	**3.45**

Tables for "Professional Relationships" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**194**	**31**	**23**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	9	1	0
		4.6%	3.2%	0.0%
	Moderately courteous and professional	28	7	4
		14.4%	22.6%	17.4%
	Very courteous and professional	92	15	12
		47.4%	48.4%	52.2%
	Extremely courteous and professional	65	8	7
		33.5%	25.8%	30.4%
Mean		**4.10**	**3.97**	**4.13**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**195**	**31**	**23**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	5	1	0
		2.6%	3.2%	0.0%
	Not very courteous and professional	8	1	1
		4.1%	3.2%	4.3%
	Moderately courteous and professional	36	9	5
		18.5%	29.0%	21.7%
	Very courteous and professional	85	10	11
		43.6%	32.3%	47.8%
	Extremely courteous and professional	61	10	6
		31.3%	32.3%	26.1%
Mean		**3.97**	**3.87**	**3.96**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**177**	**28**	**19**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	1 .6%	1 3.6%	0 0.0%
	Not very courteous and professional	7 4.0%	1 3.6%	0 0.0%
	Moderately courteous and professional	35 19.8%	8 28.6%	4 21.1%
	Very courteous and professional	74 41.8%	11 39.3%	6 31.6%
	Extremely courteous and professional	60 33.9%	7 25.0%	9 47.4%
	Mean	**4.05**	**3.79**	**4.26**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**200**	**32**	**23**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	5 2.5%	0 0.0%	0 0.0%
	Not very courteous and professional	10 5.0%	3 9.4%	2 8.7%
	Moderately courteous and professional	50 25.0%	8 25.0%	5 21.7%
	Very courteous and professional	82 41.0%	14 43.8%	10 43.5%
	Extremely courteous and professional	53 26.5%	7 21.9%	6 26.1%
	Mean	**3.84**	**3.78**	**3.87**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**200**	**33**	**23**
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	4 2.0%	1 3.0%	0 0.0%
	Very often	4 2.0%	5 15.2%	1 4.3%
	Moderately often	20 10.0%	6 18.2%	3 13.0%
	Not very often	80 40.0%	15 45.5%	7 30.4%
	Never	92 46.0%	6 18.2%	12 52.2%
	Mean	**4.26**	**3.61**	**4.30**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**180**	**30**	**19**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	9	1	0
		5.0%	3.3%	0.0%
	Not very fair and equitable	27	6	2
		15.0%	20.0%	10.5%
	Moderately fair and equitable	36	6	7
		20.0%	20.0%	36.8%
	Very fair and equitable	60	7	4
		33.3%	23.3%	21.1%
	Extremely fair and equitable	48	10	6
		26.7%	33.3%	31.6%
Mean		**3.62**	**3.63**	**3.74**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	2	0	0
		1.0%	0.0%	0.0%
	Fair	14	2	1
		6.9%	6.1%	4.3%
	Good	55	14	9
		27.2%	42.4%	39.1%
	Very good	131	17	13
		64.9%	51.5%	56.5%
Mean		**4.56**	**4.45**	**4.52**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**155**	**25**	**20**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	11	5	0
		7.1%	20.0%	0.0%
	Quite detrimental	25	9	3
		16.1%	36.0%	15.0%
	Neither beneficial nor detrimental	47	6	9
		30.3%	24.0%	45.0%
	Quite beneficial	51	4	7
		32.9%	16.0%	35.0%
	Extremely beneficial	21	1	1
		13.5%	4.0%	5.0%
Mean		**3.30**	**2.48**	**3.30**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**156**	**26**	**20**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	6 3.8%	5 19.2%	0 0.0%
	Quite detrimental	20 12.8%	8 30.8%	3 15.0%
	Neither beneficial nor detrimental	54 34.6%	6 23.1%	8 40.0%
	Quite beneficial	56 35.9%	6 23.1%	7 35.0%
	Extremely beneficial	20 12.8%	1 3.8%	2 10.0%
Mean		**3.41**	**2.62**	**3.40**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**197**	**33**	**22**
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	8 4.1%	3 9.1%	0 0.0%
	Not very committed	25 12.7%	10 30.3%	3 13.6%
	Moderately committed	77 39.1%	12 36.4%	11 50.0%
	Very committed	70 35.5%	7 21.2%	8 36.4%
	Extremely committed	17 8.6%	1 3.0%	0 0.0%
Mean		**3.32**	**2.79**	**3.23**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**164**	**26**	**20**
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	5 3.0%	3 11.5%	1 5.0%
	Not very well	27 16.5%	6 23.1%	4 20.0%
	Moderately well	54 32.9%	11 42.3%	6 30.0%
	Very well	60 36.6%	5 19.2%	8 40.0%
	Extremely well	18 11.0%	1 3.8%	1 5.0%
Mean		**3.36**	**2.81**	**3.20**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**195**	**33**	**21**
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	9	2	0
		4.6%	6.1%	0.0%
	Not very committed	25	15	2
		12.8%	45.5%	9.5%
	Moderately committed	91	8	12
		46.7%	24.2%	57.1%
	Very committed	52	6	7
		26.7%	18.2%	33.3%
	Extremely committed	18	2	0
		9.2%	6.1%	0.0%
Mean		**3.23**	**2.73**	**3.24**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**189**	**29**	**20**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	22	4	1
		11.6%	13.8%	5.0%
	Not very fair and equitable	30	11	4
		15.9%	37.9%	20.0%
	Moderately fair and equitable	64	3	8
		33.9%	10.3%	40.0%
	Very fair and equitable	46	7	5
		24.3%	24.1%	25.0%
	Extremely fair and equitable	27	4	2
		14.3%	13.8%	10.0%
Mean		**3.14**	**2.86**	**3.15**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**199**	**33**	**23**
To what extent do you believe you have the tools and resources to do your job well?	Not at all	3	2	0
		1.5%	6.1%	0.0%
	To a slight extent	22	6	2
		11.1%	18.2%	8.7%
	To a moderate extent	64	10	9
		32.2%	30.3%	39.1%
	To a large extent	85	10	8
		42.7%	30.3%	34.8%
	To a great extent	25	5	4
		12.6%	15.2%	17.4%
Mean		**3.54**	**3.30**	**3.61**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**191**	**30**	**22**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	13	3	0
		6.8%	10.0%	0.0%
	Not very fair and equitable	8	5	1
		4.2%	16.7%	4.5%
	Moderately fair and equitable	52	7	9
		27.2%	23.3%	40.9%
	Very fair and equitable	65	10	8
		34.0%	33.3%	36.4%
	Extremely fair and equitable	53	5	4
		27.7%	16.7%	18.2%
	Mean	**3.72**	**3.30**	**3.68**

Tables for "Departmental Diversity" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**199**	**33**	**23**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	9	9	1
		4.5%	27.3%	4.3%
	Not very satisfied	35	8	1
		17.6%	24.2%	4.3%
	Moderately satisfied	58	7	13
		29.1%	21.2%	56.5%
	Very satisfied	70	6	5
		35.2%	18.2%	21.7%
	Extremely satisfied	27	3	3
		13.6%	9.1%	13.0%
	Mean	**3.36**	**2.58**	**3.35**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**198**	**33**	**22**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	16	7	2
		8.1%	21.2%	9.1%
	Not very effective	37	9	1
		18.7%	27.3%	4.5%
	Moderately effective	56	9	8
		28.3%	27.3%	36.4%
	Very effective	67	6	11
		33.8%	18.2%	50.0%
	Extremely effective	22	2	0
		11.1%	6.1%	0.0%
	Mean	**3.21**	**2.61**	**3.27**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**200**	**33**	**22**
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	24	6	2
		12.0%	18.2%	9.1%
	Not very effective	24	9	2
		12.0%	27.3%	9.1%
	Moderately effective	73	11	7
		36.5%	33.3%	31.8%
	Very effective	61	6	11
		30.5%	18.2%	50.0%
	Extremely effective	18	1	0
		9.0%	3.0%	0.0%
	Mean	**3.13**	**2.61**	**3.23**

Tables for "Physical Safety" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**195**	**32**	**23**
Overall, how would you rate the physical safety of your campus?	Not safe at all	1	0	0
		.5%	0.0%	0.0%
	Not very safe	3	2	0
		1.5%	6.3%	0.0%
	Moderately safe	42	11	5
		21.5%	34.4%	21.7%
	Very safe	97	14	13
		49.7%	43.8%	56.5%
	Extremely safe	52	5	5
		26.7%	15.6%	21.7%
	Mean	**4.01**	**3.69**	**4.00**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**198**	**32**	**23**
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	2	0	0
		1.0%	0.0%	0.0%
	Moderately safe	47	12	5
		23.7%	37.5%	21.7%
	Very safe	100	14	13
		50.5%	43.8%	56.5%
	Extremely safe	49	6	5
		24.7%	18.8%	21.7%
	Mean	**3.99**	**3.81**	**4.00**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**198**	**33**	**23**
How would you rate the physical safety of your immediate work environment?	Not safe at all	1	0	0
		.5%	0.0%	0.0%
	Not very safe	6	3	0
		3.0%	9.1%	0.0%
	Moderately safe	41	7	5
		20.7%	21.2%	21.7%
	Very safe	81	13	11
		40.9%	39.4%	47.8%
	Extremely safe	69	10	7
		34.8%	30.3%	30.4%
	Mean	**4.07**	**3.91**	**4.09**

Tables for "Workload" Component

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**201**	**33**	**23**
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	13	2	1
		6.5%	6.1%	4.3%
	Not very difficult	69	7	6
		34.3%	21.2%	26.1%
	Moderately difficult	58	15	15
		28.9%	45.5%	65.2%
	Very difficult	40	6	1
		19.9%	18.2%	4.3%
	Extremely difficult	21	3	0
		10.4%	9.1%	0.0%
	Mean	**2.94**	**3.03**	**2.70**

		Sexual Orientation		
		Heterosexual	Other	Missing
n=		**202**	**33**	**23**
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	41	5	4
		20.3%	15.2%	17.4%
	Somewhat low/high	98	17	9
		48.5%	51.5%	39.1%
	Just right	63	11	10
		31.2%	33.3%	43.5%
	Mean	**3.22**	**3.36**	**3.52**

Appendix K

Tables of Individual Items: By Ability/Disability Status

Tables for Outcome Variable "Overall Climate"

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	231
Overall, how would you rate the climate on the campus where you are primarily located?	Very poor	0 0.0%	9 3.9%
	Poor	0 0.0%	21 9.1%
	Fair	8 50.0%	64 27.7%
	Good	5 31.3%	103 44.6%
	Very good	3 18.8%	34 14.7%
	Mean	**3.69**	**3.57**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	231
Overall, how would you rate the climate in your primary department or unit?	Very poor	0 0.0%	15 6.5%
	Poor	3 18.8%	23 10.0%
	Fair	6 37.5%	54 23.4%
	Good	4 25.0%	72 31.2%
	Very good	3 18.8%	67 29.0%
	Mean	**3.44**	**3.66**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		15	210
If your department/unit is part of a school or college, overall, how would you rate the climate in your school or college?	Very poor	1 6.7%	10 4.8%
	Poor	1 6.7%	23 11.0%
	Fair	6 40.0%	73 34.8%
	Good	5 33.3%	75 35.7%
	Very good	2 13.3%	29 13.8%
	Mean	**3.40**	**3.43**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**230**
Overall, how strongly would you recommend Oakland University to others as a good place to work?	Not at all strongly	1	18
		6.3%	7.8%
	Not very strongly	3	24
		18.8%	10.4%
	Moderately strongly	7	81
		43.8%	35.2%
	Very strongly	4	72
		25.0%	31.3%
	Extremely strongly	1	35
		6.3%	15.2%
	Mean	**3.06**	**3.36**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**231**
How satisfied are you, in general, with your job at the University?	Not at all satisfied	1	8
		6.3%	3.5%
	Not very satisfied	4	22
		25.0%	9.5%
	Moderately satisfied	6	69
		37.5%	29.9%
	Very satisfied	4	93
		25.0%	40.3%
	Extremely satisfied	1	39
		6.3%	16.9%
	Mean	**3.00**	**3.58**

Tables for "Professional Work Environment" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**230**
How much recognition do you get for your contributions at work? Service	None at all	0	39
		0.0%	17.0%
	A little	8	73
		50.0%	31.7%
	A moderate amount	6	66
		37.5%	28.7%
	A lot	2	38
		12.5%	16.5%
	A great deal	0	14
		0.0%	6.1%
	Mean	**2.63**	**2.63**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		15	230
How much recognition do you get for your contributions at work? Teaching	None at all	3	30
		20.0%	13.0%
	A little	5	62
		33.3%	27.0%
	A moderate amount	4	73
		26.7%	31.7%
	A lot	2	50
		13.3%	21.7%
	A great deal	1	15
		6.7%	6.5%
	Mean	**2.53**	**2.82**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	231
Overall, how isolated do you feel at this University?	Extremely isolated	0	9
		0.0%	3.9%
	Very isolated	2	35
		12.5%	15.2%
	Moderately isolated	9	78
		56.3%	33.8%
	Not very isolated	4	80
		25.0%	34.6%
	Not at all isolated	1	29
		6.3%	12.6%
	Mean	**3.25**	**3.37**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	229
How much of a say do you have in shaping your work environment?	None at all	2	27
		12.5%	11.8%
	A little bit	6	51
		37.5%	22.3%
	A moderate amount	4	75
		25.0%	32.8%
	A lot	3	54
		18.8%	23.6%
	A great deal	1	22
		6.3%	9.6%
	Mean	**2.69**	**2.97**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	231
How comfortable do you feel expressing your personal identity in your immediate work environment?	Not at all comfortable	1	11
		6.3%	4.8%
	Not very comfortable	4	34
		25.0%	14.7%
	Moderately comfortable	4	67
		25.0%	29.0%
	Very comfortable	4	77
		25.0%	33.3%
	Extremely comfortable	3	42
		18.8%	18.2%
	Mean	**3.25**	**3.45**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	231
How committed is your department/unit head or chair to creating a positive work environment for you?	Not at all committed	3	20
		18.8%	8.7%
	Not very committed	1	26
		6.3%	11.3%
	Moderately committed	3	56
		18.8%	24.2%
	Very committed	7	72
		43.8%	31.2%
	Extremely committed	2	57
		12.5%	24.7%
	Mean	**3.25**	**3.52**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	226
How excluding or inclusive is your primary department/unit?	Extremely excluding	0	13
		0.0%	5.8%
	Somewhat excluding	10	41
		62.5%	18.1%
	Neither inclusive nor excluding	1	36
		6.3%	15.9%
	Somewhat inclusive	2	67
		12.5%	29.6%
	Extremely inclusive	3	69
		18.8%	30.5%
	Mean	**2.88**	**3.61**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**230**
To what extent do you feel your colleagues/coworkers treat you with respect?	Not at all	0	9
		0.0%	3.9%
	To a slight extent	4	15
		25.0%	6.5%
	To a moderate extent	4	47
		25.0%	20.4%
	To a large extent	4	95
		25.0%	41.3%
	To a great extent	4	64
		25.0%	27.8%
	Mean	**3.50**	**3.83**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**229**
In the past 12 months, how often have you personally experienced excluding, intimidating, offensive, and/or hostile conduct from members of this University?	Extremely often	1	8
		6.3%	3.5%
	Very often	0	14
		0.0%	6.1%
	Moderately often	7	33
		43.8%	14.4%
	Not very often	3	84
		18.8%	36.7%
	Never	5	90
		31.3%	39.3%
	Mean	**3.69**	**4.02**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**226**
How much recognition do you get for your contributions at work? Research	None at all	5	43
		31.3%	19.0%
	A little	4	56
		25.0%	24.8%
	A moderate amount	4	74
		25.0%	32.7%
	A lot	3	37
		18.8%	16.4%
	A great deal	0	16
		0.0%	7.1%
	Mean	**2.31**	**2.68**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**15**	**225**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and department/unit leadership	Not at all courteous and professional	1 6.7%	14 6.2%
	Not very courteous and professional	2 13.3%	25 11.1%
	Moderately courteous and professional	1 6.7%	49 21.8%
	Very courteous and professional	7 46.7%	82 36.4%
	Extremely courteous and professional	4 26.7%	55 24.4%
	Mean	**3.73**	**3.62**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**230**
How satisfied are you, in general, with your opportunities for career advancement within the University?	Not at all satisfied	2 12.5%	28 12.2%
	Not very satisfied	7 43.8%	49 21.3%
	Moderately satisfied	6 37.5%	93 40.4%
	Very satisfied	1 6.3%	47 20.4%
	Extremely satisfied	0 0.0%	13 5.7%
	Mean	**2.38**	**2.86**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**228**
If you experience treatment that is not fair and equitable, how confident are you that you can file a complaint or grievance without fear of negative consequences to you?	Not at all confident	5 31.3%	54 23.7%
	Not very confident	5 31.3%	49 21.5%
	Moderately confident	4 25.0%	70 30.7%
	Very confident	1 6.3%	39 17.1%
	Extremely confident	1 6.3%	16 7.0%
	Mean	**2.25**	**2.62**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**14**	**187**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Promotion decisions	Not at all fair and equitable	1 7.1%	14 7.5%
	Not very fair and equitable	1 7.1%	38 20.3%
	Moderately fair and equitable	6 42.9%	46 24.6%
	Very fair and equitable	4 28.6%	52 27.8%
	Extremely fair and equitable	2 14.3%	37 19.8%
	Mean	**3.36**	**3.32**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**231**
To what extent does your current work environment provide opportunities for you to learn and grow?	Not at all	1 6.3%	14 6.1%
	To a slight extent	7 43.8%	32 13.9%
	To a moderate extent	5 31.3%	88 38.1%
	To a large extent	1 6.3%	69 29.9%
	To a great extent	2 12.5%	28 12.1%
	Mean	**2.75**	**3.28**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**15**	**215**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Your department/unit leadership - i.e., your Department /Program Director or Supervisor	Extremely detrimental	1 6.7%	14 6.5%
	Quite detrimental	2 13.3%	15 7.0%
	Neither beneficial nor detrimental	5 33.3%	51 23.7%
	Quite beneficial	4 26.7%	79 36.7%
	Extremely beneficial	3 20.0%	56 26.0%
	Mean	**3.40**	**3.69**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**231**
How much access do you have to accurate and timely information about the institutional policies and procedures you need to do your job well?	Not at all	0	11
		0.0%	4.8%
	A little	3	25
		18.8%	10.8%
	Some	6	77
		37.5%	33.3%
	A lot	6	86
		37.5%	37.2%
	A great deal	1	32
		6.3%	13.9%
	Mean	**3.31**	**3.45**

Tables for "Professional Relationships" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**221**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and students	Not very courteous and professional	0	10
		0.0%	4.5%
	Moderately courteous and professional	3	34
		18.8%	15.4%
	Very courteous and professional	8	106
		50.0%	48.0%
	Extremely courteous and professional	5	71
		31.3%	32.1%
	Mean	**4.13**	**4.08**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**222**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty and staff	Not at all courteous and professional	0	6
		0.0%	2.7%
	Not very courteous and professional	0	10
		0.0%	4.5%
	Moderately courteous and professional	3	45
		18.8%	20.3%
	Very courteous and professional	6	94
		37.5%	42.3%
	Extremely courteous and professional	7	67
		43.8%	30.2%
	Mean	**4.25**	**3.93**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**15**	**201**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between staff and students	Not at all courteous and professional	0 0.0%	2 1.0%
	Not very courteous and professional	1 6.7%	7 3.5%
	Moderately courteous and professional	3 20.0%	41 20.4%
	Very courteous and professional	5 33.3%	84 41.8%
	Extremely courteous and professional	6 40.0%	67 33.3%
	Mean	**4.07**	**4.03**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**228**
Rate the relationships between the following groups in terms of the degree to which they are both courteous and professional: Between faculty	Not at all courteous and professional	0 0.0%	5 2.2%
	Not very courteous and professional	0 0.0%	14 6.1%
	Moderately courteous and professional	6 37.5%	55 24.1%
	Very courteous and professional	4 25.0%	98 43.0%
	Extremely courteous and professional	6 37.5%	56 24.6%
	Mean	**4.00**	**3.82**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**229**
In the past 12 months, how often have you heard others at the University make disparaging remarks about people because of their diversity?	Extremely often	0 0.0%	5 2.2%
	Very often	0 0.0%	10 4.4%
	Moderately often	1 6.3%	27 11.8%
	Not very often	5 31.3%	94 41.0%
	Never	10 62.5%	93 40.6%
	Mean	**4.56**	**4.14**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**203**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Recruitment policies and practices	Not at all fair and equitable	0	10
		0.0%	4.9%
	Not very fair and equitable	2	33
		12.5%	16.3%
	Moderately fair and equitable	4	43
		25.0%	21.2%
	Very fair and equitable	4	65
		25.0%	32.0%
	Extremely fair and equitable	6	52
		37.5%	25.6%
Mean		**3.88**	**3.57**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**231**
How would you rate the overall quality of the relationship between you and students at the University?	Poor	0	2
		0.0%	.9%
	Fair	1	15
		6.3%	6.5%
	Good	6	69
		37.5%	29.9%
	Very good	9	145
		56.3%	62.8%
Mean		**4.50**	**4.55**

Tables for "Campus-wide Diversity & Fair and Equitable Practices" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**13**	**177**
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? The University leadership - i.e., the President and the Board of Trustees	Extremely detrimental	2	14
		15.4%	7.9%
	Quite detrimental	0	37
		0.0%	20.9%
	Neither beneficial nor detrimental	5	53
		38.5%	29.9%
	Quite beneficial	5	52
		38.5%	29.4%
	Extremely beneficial	1	21
		7.7%	11.9%
Mean		**3.23**	**3.16**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		14	178
How beneficial or detrimental are the actions of each of the following with respect to promoting diversity at this institution? Campus leadership - i.e., Vice Presidents/Provosts and Deans	Extremely detrimental	0	11
		0.0%	6.2%
	Quite detrimental	2	29
		14.3%	16.3%
	Neither beneficial nor detrimental	4	62
		28.6%	34.8%
	Quite beneficial	5	57
		35.7%	32.0%
	Extremely beneficial	3	19
		21.4%	10.7%
Mean		**3.64**	**3.25**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	225
How committed is the University and its leadership to promoting practices that help recruit a diverse student body?	Not at all committed	0	11
		0.0%	4.9%
	Not very committed	3	35
		18.8%	15.6%
	Moderately committed	8	87
		50.0%	38.7%
	Very committed	3	77
		18.8%	34.2%
	Extremely committed	2	15
		12.5%	6.7%
Mean		**3.25**	**3.22**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	185
Overall, how well does your campus meet the needs of those with disabilities?	Not well at all	2	7
		12.5%	3.8%
	Not very well	3	33
		18.8%	17.8%
	Moderately well	8	59
		50.0%	31.9%
	Very well	3	67
		18.8%	36.2%
	Extremely well	0	19
		0.0%	10.3%
Mean		**2.75**	**3.31**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		15	224
How committed is the University community at large to helping to retain a diverse student body?	Not at all committed	0	11
		0.0%	4.9%
	Not very committed	3	39
		20.0%	17.4%
	Moderately committed	8	99
		53.3%	44.2%
	Very committed	3	57
		20.0%	25.4%
	Extremely committed	1	18
		6.7%	8.0%
	Mean	**3.13**	**3.14**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		15	213
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Allocation of space/equipment or other resources	Not at all fair and equitable	2	25
		13.3%	11.7%
	Not very fair and equitable	3	40
		20.0%	18.8%
	Moderately fair and equitable	5	68
		33.3%	31.9%
	Very fair and equitable	2	53
		13.3%	24.9%
	Extremely fair and equitable	3	27
		20.0%	12.7%
	Mean	**3.07**	**3.08**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		16	228
To what extent do you believe you have the tools and resources to do your job well?	Not at all	1	4
		6.3%	1.8%
	To a slight extent	2	27
		12.5%	11.8%
	To a moderate extent	6	73
		37.5%	32.0%
	To a large extent	7	92
		43.8%	40.4%
	To a great extent	0	32
		0.0%	14.0%
	Mean	**3.19**	**3.53**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**216**
In the past 12 months, how fair and equitable do you feel the following practices or processes have been in your unit? Access to departmental support staff	Not at all fair and equitable	0	16
		0.0%	7.4%
	Not very fair and equitable	1	13
		6.3%	6.0%
	Moderately fair and equitable	4	61
		25.0%	28.2%
	Very fair and equitable	5	73
		31.3%	33.8%
	Extremely fair and equitable	6	53
		37.5%	24.5%
	Mean	**4.00**	**3.62**

Tables for "Departmental Diversity" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**228**
Overall, how satisfied are you with the diversity in your primary department/unit?	Not at all satisfied	0	18
		0.0%	7.9%
	Not very satisfied	4	40
		25.0%	17.5%
	Moderately satisfied	6	66
		37.5%	28.9%
	Very satisfied	3	76
		18.8%	33.3%
	Extremely satisfied	3	28
		18.8%	12.3%
	Mean	**3.31**	**3.25**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**226**
How effective is your department in recruiting a diverse faculty and staff?	Not at all effective	0	24
		0.0%	10.6%
	Not very effective	5	42
		31.3%	18.6%
	Moderately effective	6	63
		37.5%	27.9%
	Very effective	3	75
		18.8%	33.2%
	Extremely effective	2	22
		12.5%	9.7%
	Mean	**3.13**	**3.13**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**228**
How effective is your department in retaining a diverse faculty and staff?	Not at all effective	1	30
		6.3%	13.2%
	Not very effective	5	30
		31.3%	13.2%
	Moderately effective	6	82
		37.5%	36.0%
	Very effective	2	69
		12.5%	30.3%
	Extremely effective	2	17
		12.5%	7.5%
	Mean	**2.94**	**3.06**

Tables for "Physical Safety" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**223**
Overall, how would you rate the physical safety of your campus?	Not safe at all	1	0
		6.3%	0.0%
	Not very safe	0	5
		0.0%	2.2%
	Moderately safe	4	52
		25.0%	23.3%
	Very safe	5	113
		31.3%	50.7%
	Extremely safe	6	53
		37.5%	23.8%
	Mean	**3.94**	**3.96**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**226**
Overall, how would you rate the physical safety of the areas close to campus?	Not very safe	0	2
		0.0%	.9%
	Moderately safe	4	59
		25.0%	26.1%
	Very safe	7	113
		43.8%	50.0%
	Extremely safe	5	52
		31.3%	23.0%
	Mean	**4.06**	**3.95**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**227**
How would you rate the physical safety of your immediate work environment?	Not safe at all	1 6.3%	0 0.0%
	Not very safe	0 0.0%	9 4.0%
	Moderately safe	4 25.0%	47 20.7%
	Very safe	6 37.5%	94 41.4%
	Extremely safe	5 31.3%	77 33.9%
	Mean	**3.88**	**4.05**

Tables for "Workload" Component

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**230**
As an employee on this campus, how difficult is it for you to balance your work and family life?	Not at all difficult	0 0.0%	15 6.5%
	Not very difficult	9 56.3%	69 30.0%
	Moderately difficult	4 25.0%	79 34.3%
	Very difficult	1 6.3%	45 19.6%
	Extremely difficult	2 12.5%	22 9.6%
	Mean	**2.75**	**2.96**

		Do you have any type of disability, or do you not?	
		Have	Do not have
n=		**16**	**231**
Do you feel that the workload in your current job is too low, too high, or just right?	Too low/too high	4 25.0%	45 19.5%
	Somewhat low/high	6 37.5%	114 49.4%
	Just right	6 37.5%	72 31.2%
	Mean	**3.25**	**3.23**