



Rankin & Associates, Consulting

Assessment • Planning • Interventions

Kansas State
University

Additional Staff Analyses
Addendum

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Rankin & Associates, Consulting

Staff Members’ Comfort with the Climate at Kansas State University

The survey posed questions regarding respondents’ level of comfort with Kansas State University’s campus. Thirty-eight percent ($n = 2,782$) of all the survey respondents were “very comfortable” with the climate at Kansas State University. Figure 1 illustrates that Unclassified Professional Staff respondents (26%) were significantly more comfortable (“very comfortable”) with the overall climate at K-State than were University Support Staff respondents¹ (21%).

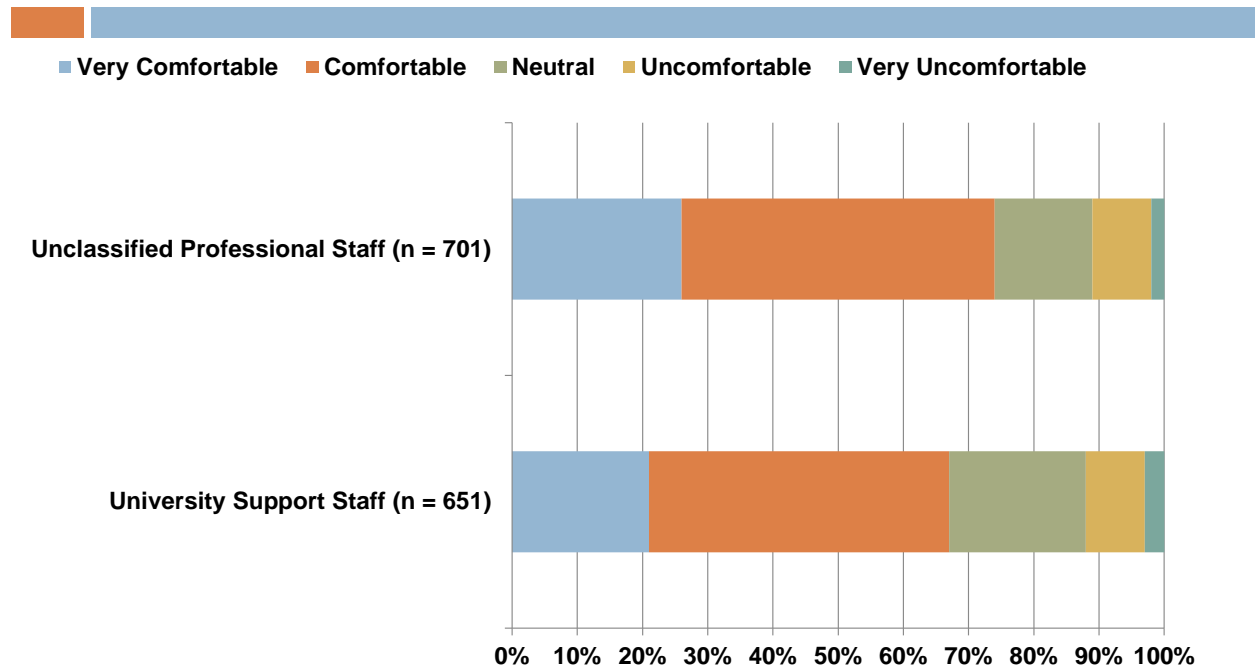


Figure 1. Staff Respondents’ Comfort with Overall Climate by Staff Status (%)

Subsequent analyses revealed that no significance differences in comfort with the work unit/department climate existed between University Support Staff respondents (29% were “very comfortable”) and Unclassified Professional Staff respondents (31% were “very comfortable”) (Figure 2).

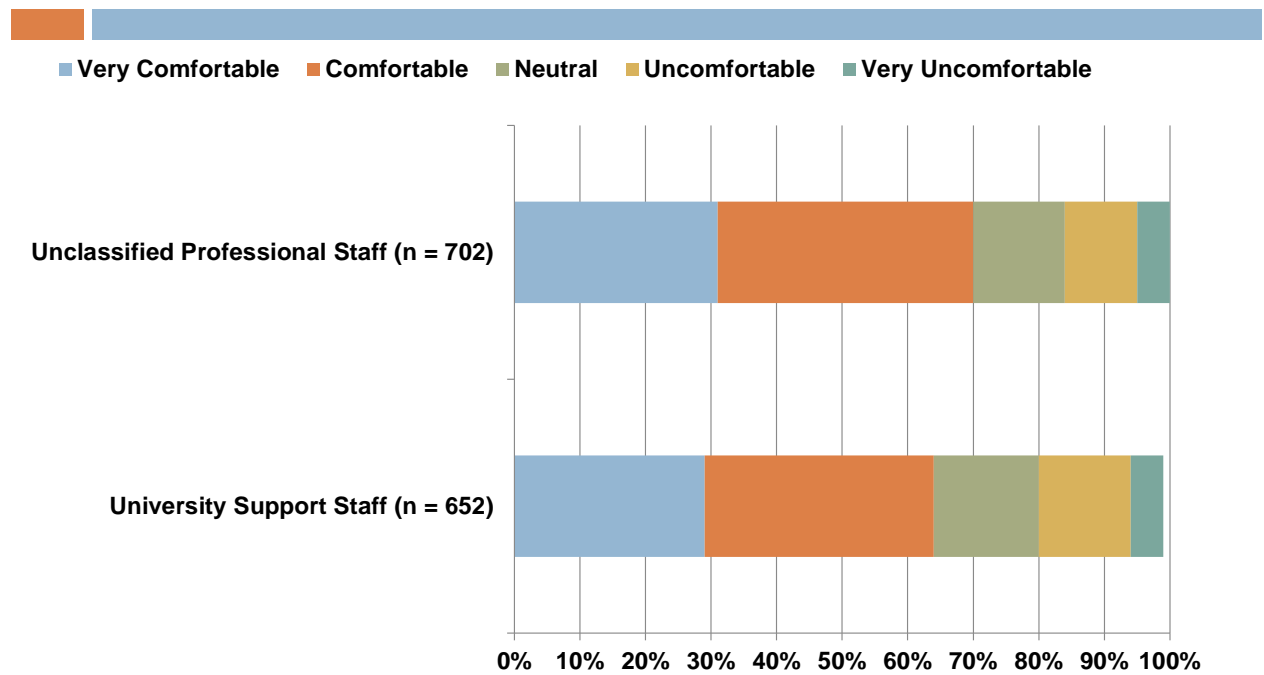


Figure 2. Staff Respondents’ Comfort with Climate in Department/Work Unit by Staff Status (%)

Respondents Who Have Seriously Considered Leaving Kansas State University

Thirty-five percent ($n = 2,556$) of all respondents reported that they had seriously considered leaving Kansas State University. With regard to position status, 61% ($n = 557$) of Faculty respondents, 60% ($n = 128$) of Administrator respondents, and 56% ($n = 823$) of Staff respondents had seriously considered leaving Kansas State University.ⁱⁱ Subsequent analyses found that 59% ($n = 410$) of Unclassified Professional Staff respondents and 53% ($n = 344$) of University Support Staff respondents considered leaving K-State.ⁱⁱⁱ

Table 1 illustrates the reasons Staff respondents seriously considered leaving K-State. University Support Staff respondents and Unclassified Professional Staff respondents differed significantly only in four reasons. Twenty-two percent ($n = 94$) of Unclassified Professional Staff respondents and 9% ($n = 32$) of University Support Staff respondents were interested in a position at another institution.^{iv} Eight percent ($n = 32$) of Unclassified Professional Staff respondents and 3% ($n = 10$) of University Support Staff were recruited or offered a position at another institution.^v Forty-three percent ($n = 149$) of University Support Staff respondents and 35% ($n = 142$) of Unclassified Professional Staff respondents cited tension in their departments/work units as a reason they seriously considered leaving K-State.^{vi} Forty percent ($n = 137$) of University Support Staff respondents and 28% ($n = 114$) of Unclassified Professional Staff respondents cited tension in their departments/work units with supervisors/managers as a reason they seriously considered leaving K-State.^{vii}

Table 1. Reasons Staff Seriously Considered Leaving K-State

| Reasons considered leaving | University Support Staff | | Unclassified Professional Staff | |
|--|---------------------------------|------|--|------|
| | <i>n</i> | % | <i>n</i> | % |
| Campus climate was unwelcoming | 54 | 15.7 | 67 | 16.3 |
| Family responsibilities | 28 | 8.1 | 40 | 9.8 |
| Financial reasons | 111 | 32.3 | 140 | 34.1 |
| Increased workload | 94 | 27.3 | 121 | 29.5 |
| Interested in a position at another institution* | 32 | 9.3 | 94 | 22.2 |
| Lack of salary/benefits | 171 | 49.7 | 188 | 45.9 |
| Limited opportunities for advancement | 172 | 50.0 | 208 | 50.7 |
| Local community did not meet my (my family) needs | < 5 | --- | 22 | 5.4 |
| Offered position in government or industry | 7 | 2.0 | 18 | 4.4 |
| Personal reasons | 25 | 7.3 | 30 | 7.3 |
| Political climate in Kansas | 42 | 12.2 | 69 | 16.8 |
| Recruited or offered a position at another institution* | 10 | 2.9 | 32 | 7.8 |
| Relocation | 12 | 3.5 | 24 | 5.9 |
| Spouse/partner relocated | 5 | 1.5 | 14 | 3.4 |
| Spouse/partner unable to find suitable employment | < 5 | --- | 19 | 4.6 |
| Tension in department/work unit* | 149 | 43.3 | 142 | 34.6 |
| Tension in department/work unit with supervisor/manager* | 137 | 39.8 | 114 | 27.8 |
| Trauma | 35 | 10.2 | 26 | 6.3 |
| Other | 46 | 13.4 | 63 | 15.4 |

Note: Table includes answers from only those Staff who indicated that they seriously considered leaving (*n* = 754).

*Denotes significant differences.

Personal Experiences of Exclusionary, Intimidating, Offensive, and/or Hostile Conduct

Nineteen percent ($n = 1,400$) of all respondents believed that they personally had experienced exclusionary (e.g., shunned, ignored), intimidating, offensive, and/or hostile (bullying, harassing) conduct at K-State within the past year.¹ University Support Staff respondents (32%, $n = 204$) were significantly more likely than Unclassified Professional Staff (24%, $n = 169$) to personally have experienced exclusionary (e.g., shunned, ignored), intimidating, offensive, and/or hostile (bullying, harassing) conduct at K-State within the past year.^{viii}

Observations of Exclusionary, Intimidating, Offensive, and/or Hostile Conduct

Respondents' observations of others experiencing exclusionary conduct also may contribute to their perceptions of campus climate. Twenty-two percent ($n = 1,638$) of all survey respondents indicated that they observed conduct or communications directed toward a person or group of people at Kansas State University that they believed created an exclusionary, intimidating, offensive, and/or hostile working or learning environment² within the past year. Twenty-eight percent each of University Support Staff respondents ($n = 179$) and Unclassified Professional Staff ($n = 193$) observed conduct or communications directed toward a person or group of people at Kansas State University that they believed created an exclusionary, intimidating, offensive, and/or hostile working or learning environment within the past year.

¹The literature on microaggressions is clear that this type of conduct has a negative influence on people who experience the conduct, even if they feel at the time that it had no impact (Sue, 2010; Yosso et al., 2009).

²This report uses the phrase "exclusionary conduct" as a shortened version of "conduct or communications directed toward a person or group of people at Kansas State University that they believed created an exclusionary, intimidating, offensive, and/or hostile working or learning environment."

Campus Climate and Work-Life Issues

Several survey items addressed employees’ (Faculty, Staff, and Administrator) experiences at Kansas State University, their perceptions of specific K-State policies and their attitudes about the climate and work-life issues at K-State. Of the five items noted in Table 2, only the first item yielded significant differences between the responses of University Support Staff respondents and Unclassified Professional Staff respondents. Thirty-nine percent ($n = 250$) of University Support Staff and 33% ($n = 229$) of Unclassified Professional Staff respondents were reluctant to bring up issues that concerned them for fear that it would affect their performance evaluations or merit/promotion decisions.^{ix}

Table 2. Employee Respondents’ Attitudes about Work-Related Issues by Staff Status

| Issues | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I am reluctant to bring up issues that concern me for fear that it will affect my performance evaluation or tenure/merit/promotion decision. | 314 | 12.2 | 594 | 23.0 | 1,000 | 38.8 | 672 | 26.0 |
| University Support Staff | 94 | 14.6 | 156 | 24.1 | 251 | 38.9 | 145 | 22.4 |
| Unclassified Professional Staff | 78 | 11.2 | 151 | 21.6 | 271 | 38.8 | 199 | 28.5 |
| My colleagues/coworkers expect me to represent “the point of view” of my identity. | 132 | 5.3 | 602 | 24.4 | 1,122 | 45.4 | 616 | 24.9 |
| I believe that the process for determining salaries is clear. | 129 | 5.0 | 845 | 32.9 | 1,000 | 38.9 | 594 | 23.1 |
| I am comfortable taking leave that I am entitled to without fear that it may affect my job/career. | 796 | 30.9 | 1,190 | 46.3 | 430 | 16.7 | 156 | 6.1 |
| I have to work harder than I believe my colleagues/coworkers do to achieve the same recognition. | 356 | 13.9 | 622 | 24.2 | 1,244 | 48.4 | 348 | 13.5 |

Table 3 illustrates that 85% ($n = 2,124$) of Faculty, Staff, and Administrator respondents found K-State supportive of taking leave. Eighty-six percent ($n = 552$) of University Support Staff respondents and 90% ($n = 629$) of Unclassified Professional Staff respondents found K-State supportive of taking leave.^x

Seventy-three percent ($n = 1,818$) of Faculty, Staff, and Administrator respondents found Kansas State University supportive of flexible work schedules. Sixty-four percent ($n = 400$) of University Support Staff respondents and 74% ($n = 506$) of Unclassified Professional Staff respondents found K-State supportive of flexible work schedules.^{xi}

Table 3. Employee Respondents’ Attitudes about Work-Life Issues by Staff Status

| Issues | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|---|----------------|------|----------|------|----------|------|-------------------|-----|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I find that K-State is supportive of taking leave. | 524 | 20.9 | 1,600 | 63.9 | 335 | 13.4 | 46 | 1.8 |
| University Support Staff | 132 | 20.5 | 420 | 65.3 | 82 | 12.8 | 9 | 1.4 |
| Unclassified Professional Staff | 190 | 27.3 | 439 | 63.1 | 57 | 8.2 | 10 | 1.4 |
| I find that K-State is supportive of flexible work schedules. | 376 | 15.1 | 1,442 | 57.9 | 518 | 20.8 | 155 | 6.2 |
| University Support Staff | 71 | 11.3 | 329 | 52.3 | 168 | 26.7 | 61 | 9.7 |
| Unclassified Professional Staff | 123 | 18.0 | 383 | 56.1 | 126 | 18.4 | 51 | 7.5 |

Twenty-four percent ($n = 578$) of Faculty, Staff, and Administrator respondents agreed that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children (Table 4). University Support Staff respondents (20%, $n = 123$) were significantly less likely than Unclassified Professional Staff respondents (28%, $n = 189$) to agree that people who do not have children are burdened with work responsibilities beyond those who do have children.^{xii}

Fifty-three percent ($n = 1,245$) of Faculty, Staff, and Administrator respondents suggested that K-State provides resources to help employees balance work-life needs, such as childcare and elder care. University Support Staff respondents (62%, $n = 368$) were significantly more likely than Unclassified Professional Staff respondents (55%, $n = 350$) to agree that K-State provides resources to help employees balance work-life needs, such as childcare and elder care.^{xiii}

Table 4. Employee Respondents’ Attitudes about Work-Life Issues and Caregiving by Staff Status

| Issues | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|--|----------------|-----|----------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I feel that people who do not have children are burdened with work responsibilities (e.g., stay late, off-hour work, work weekends) beyond those who do have children. | 176 | 7.2 | 402 | 16.3 | 1,429 | 58.1 | 453 | 18.4 |
| University Support Staff | 31 | 5.0 | 92 | 14.8 | 390 | 62.8 | 108 | 17.4 |
| Unclassified Professional Staff | 54 | 8.0 | 135 | 20.1 | 362 | 53.9 | 121 | 18.0 |
| I feel that K-State provides available resources to help employees balance work-life needs, such as childcare and elder care. | 135 | 5.8 | 1,110 | 47.5 | 838 | 35.9 | 252 | 10.8 |
| University Support Staff | 32 | 5.4 | 336 | 56.4 | 181 | 30.4 | 47 | 7.9 |
| Unclassified Professional Staff | 51 | 8.0 | 299 | 47.2 | 222 | 35.0 | 62 | 9.8 |

The majority (66%, $n = 1,659$) of Faculty, Staff, and Administrator respondents indicated that they had supervisors who gave them job/career advice or guidance when they needed it (Table 5). University Support Staff respondents (62%, $n = 387$) were significantly less likely than Unclassified Professional Staff respondents (69%, $n = 472$) to agree that they had supervisors who gave them job/career advice or guidance when they needed it.^{xiv}

Most Faculty, Staff, and Administrator respondents (76%, $n = 1,906$) also indicated that they had colleagues/coworkers who gave them job/career advice or guidance when they needed it. University Support Staff respondents (68%, $n = 426$) also were significantly less likely than Unclassified Professional Staff respondents (82%, $n = 556$) to agree that they had colleagues/coworkers who gave them job/career advice or guidance when they needed it.^{xv}

Sixty-eight percent ($n = 1,719$) of Faculty, Staff, and Administrator respondents agreed that their supervisors provided ongoing feedback to help improve their performance.

Table 5. Employee Respondents’ Perceptions of Support Available at Kansas State University by Staff Status

| Resources | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|---|----------------|------|----------|------|----------|------|-------------------|-----|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I have supervisors who give me job/career advice or guidance when I need it. | 440 | 17.6 | 1,219 | 48.8 | 613 | 24.5 | 226 | 9.0 |
| University Support Staff | 103 | 16.4 | 284 | 45.3 | 184 | 29.3 | 56 | 8.9 |
| Unclassified Professional Staff | 134 | 19.5 | 338 | 49.2 | 151 | 22.0 | 64 | 9.3 |
| I have colleagues/coworkers who give me job/career advice or guidance when I need it. | 426 | 17.1 | 1,480 | 59.3 | 465 | 18.6 | 124 | 5.0 |
| University Support Staff | 84 | 13.4 | 342 | 54.4 | 167 | 26.6 | 36 | 5.7 |
| Unclassified Professional Staff | 115 | 16.9 | 441 | 64.8 | 99 | 14.5 | 26 | 3.8 |
| My supervisor provides ongoing feedback to help me improve my performance. | 410 | 16.2 | 1,309 | 51.7 | 586 | 23.1 | 227 | 9.0 |

Sixty-eight percent ($n = 1,726$) of Faculty, Staff, and Administrator respondents agreed that their supervisors provided them with resources to pursue professional development opportunities (Table 6). University Support Staff respondents (58%, $n = 366$) were significantly less likely than Unclassified Professional Staff respondents (73%, $n = 498$) to agree that their supervisors provided them with resources to pursue professional development opportunities.^{xvi}

Seventy-two percent ($n = 1,812$) of Faculty, Staff, and Administrator respondents agreed that K-State provided them with resources to pursue professional development opportunities. University Support Staff respondents (69%, $n = 430$) also were significantly less likely than Unclassified Professional Staff respondents (74%, $n = 504$) to agree that K-State provided them with resources to pursue professional development opportunities.^{xvii}

Table 6. Employee Respondents’ Perceptions of Resources Available at Kansas State University by Staff Status

| Resources | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| My supervisor provides me with resources to pursue professional development opportunities. | 512 | 20.3 | 1,214 | 48.1 | 580 | 23.0 | 217 | 8.6 |
| University Support Staff | 106 | 16.7 | 260 | 40.9 | 205 | 32.2 | 65 | 10.2 |
| Unclassified Professional Staff | 162 | 23.6 | 336 | 48.9 | 130 | 18.9 | 59 | 8.6 |
| K-State provides me with resources to pursue professional development opportunities. | 400 | 16.0 | 1,412 | 56.3 | 542 | 21.6 | 152 | 6.1 |
| University Support Staff | 75 | 12.0 | 355 | 56.7 | 161 | 25.7 | 35 | 5.6 |
| Unclassified Professional Staff | 131 | 19.1 | 373 | 54.4 | 138 | 20.1 | 44 | 6.4 |

Sixty-six percent ($n = 1,671$) of Faculty, Staff, and Administrator respondents agreed that the annual performance evaluation process was clear (Table 7). No significant differences were found by Staff Status. Sixty-eight percent ($n = 1,674$) of Faculty, Staff, and Administrator respondents agreed that the annual performance evaluation process was fair. University Support Staff respondents (59%, $n = 371$) were significantly less likely than Unclassified Professional Staff respondents (67%, $n = 445$) to agree that that the annual performance evaluation process was fair.^{xviii}

Nearly three-quarters of Faculty, Staff, and Administrator respondents (72%, $n = 1,590$) believed that tenure/promotion standards were reasonable. University Support Staff respondents (60%, $n = 324$) also were significantly less likely than Unclassified Professional Staff respondents (67%, $n = 389$) to believe that tenure/promotion standards were reasonable.^{xix}

Table 7. Employee Respondents’ Attitudes about Annual Performance Evaluation and Tenure/Promotion Standards by Staff Status

| Issues | Strongly agree | | Agree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I believe that the annual performance evaluation process is clear. | 321 | 12.6 | 1,350 | 53.1 | 619 | 24.4 | 250 | 9.8 |
| I believe that the annual performance evaluation process is fair. | 296 | 12.0 | 1,378 | 55.7 | 548 | 22.2 | 252 | 10.2 |
| University Support Staff | 47 | 7.5 | 324 | 51.6 | 190 | 30.3 | 67 | 10.7 |
| Unclassified Professional Staff | 71 | 10.6 | 374 | 55.9 | 145 | 21.7 | 79 | 11.8 |
| I believe that the tenure/promotion standards are reasonable. | 207 | 9.3 | 1,383 | 62.2 | 466 | 21.0 | 166 | 7.5 |
| University Support Staff | 16 | 3.0 | 308 | 57.1 | 154 | 28.6 | 61 | 11.3 |
| Unclassified Professional Staff | 29 | 5.0 | 360 | 62.2 | 134 | 23.1 | 56 | 9.7 |

Perceptions of Employment Practices

Regarding respondents' observations of discriminatory employment practices, 27% ($n = 59$) of Administrator respondents, 22% ($n = 332$) of Staff respondents, and 20% ($n = 181$) of Faculty respondents^{xx} believed they observed hiring practices at Kansas State University (e.g., hiring supervisor bias, search committee bias, limited recruiting pool, lack of effort in diversifying recruiting pool) within the past year/hiring cycle that they perceived to be unfair or unjust or that would inhibit diversifying the community (Table 8). A significantly higher percentage of University Support Staff respondents (24%, $n = 157$) than Unclassified Professional Staff respondents (21%, $n = 148$) believed they observed hiring practices at K-State (e.g., hiring supervisor bias, search committee bias, limited recruiting pool, lack of effort in diversifying recruiting pool) within the past year/hiring cycle.^{xxi}

Fourteen percent ($n = 357$) of Faculty, Staff, and Administrator respondents observed unfair, unjust, or discriminatory employment-related disciplinary actions, up to and including dismissal, within the past year/hiring cycle. A significantly higher percentage of University Support Staff respondents (17%, $n = 112$) than Unclassified Professional Staff respondents (12%, $n = 82$) believed they observed unfair, unjust, or discriminatory employment-related disciplinary actions, up to and including dismissal, within the past year/hiring cycle.^{xxii}

Twenty-five percent ($n = 639$) of Faculty, Staff, and Administrator respondents observed unfair or unjust practices related to promotion/tenure/reappointment/reclassification at Kansas State University. A significantly higher percentage of University Support Staff respondents (29%, $n = 187$) than Unclassified Professional Staff respondents (23%, $n = 162$) also believed they observed unfair or unjust practices related to promotion/tenure/reappointment/reclassification at K-State.^{xxiii}

Table 8. Employee Respondents Who Believed that They Had Observed Employment Practices that were Unfair or Unjust, or that Would Inhibit Diversifying the Community by Staff Status

| | Hiring practices | | Employment-related disciplinary actions | | Procedures or practices related to promotion/tenure/reclassification | |
|---------------------------------|------------------|-------------|---|-------------|--|-------------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| No | 1,601 | 61.8 | 1,880 | 72.8 | 1,492 | 57.9 |
| Univ. Support Staff | 351 | 54.2 | 426 | 65.8 | 332 | 49.9 |
| Unclassified Professional Staff | 430 | 61.7 | 519 | 74.8 | 411 | 59.2 |
| Yes | 572 | 22.1 | 357 | 13.8 | 639 | 24.8 |
| Univ. Support Staff | 157 | 24.2 | 112 | 17.3 | 187 | 29.0 |
| Unclassified Professional Staff | 148 | 21.2 | 82 | 11.8 | 162 | 23.3 |
| Don't know | 418 | 16.1 | 345 | 13.4 | 447 | 17.3 |
| Univ. Support Staff | 140 | 21.6 | 109 | 16.8 | 136 | 21.1 |
| Unclassified Professional Staff | 119 | 17.1 | 93 | 13.4 | 121 | 17.4 |

Institutional Actions

One question in the survey (Q87) queried Staff respondents about their opinions on several topics, including how they thought others at K-State viewed them. Tables 9 through 12 illustrate Staff responses to these items, and whether responses differed significantly by staff status.

The majority of Staff respondents felt valued by co-workers in their work units (80%, $n = 1,342$) and by their supervisors/managers (73%, $n = 1,231$) (Table 9). University Support Staff respondents were significantly less likely than Unclassified Professional Staff respondents to feel valued by co-workers in their work units (74%, $n = 483$) and also less likely to feel valued by their supervisors/managers (70%, $n = 454$).

Table 9. Staff Respondents Feelings of Being Valued at K-State

| | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------------------------|------|----------|-----|-------------------|-----|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I feel valued by co-workers in my work unit. ^{xxiv} | 581 | 34.5 | 761 | 45.2 | 188 | 11.2 | 111 | 6.6 | 42 | 2.5 |
| University Support Staff | 207 | 31.8 | 276 | 42.5 | 90 | 13.8 | 51 | 7.8 | 26 | 4.0 |
| Unclassified Professional Staff | 241 | 34.6 | 341 | 49.0 | 66 | 9.5 | 37 | 5.3 | 11 | 1.6 |
| I feel valued by my supervisor/manager. | 629 | 37.4 | 602 | 35.7 | 215 | 12.8 | 127 | 7.5 | 111 | 6.6 |
| University Support Staff | 217 | 33.4 | 237 | 36.5 | 94 | 14.5 | 51 | 7.8 | 51 | 7.8 |
| Unclassified Professional Staff | 281 | 40.4 | 241 | 34.6 | 83 | 11.9 | 51 | 7.3 | 40 | 5.7 |

Fifty-eight percent ($n = 970$) of all Staff respondents felt that K-State unit/division-level administrators were genuinely concerned with their welfare (Table 10). While 61% ($n = 426$) of Unclassified Professional Staff respondents felt that K-State unit/division-level administrators were genuinely concerned with their welfare, significantly fewer University Support Staff respondents (49%, $n = 316$) felt that K-State unit/division-level administrators were genuinely concerned with their welfare.

Forty-one percent ($n = 679$) of all Staff respondents felt that K-State university-level administrators were genuinely concerned with their welfare. Forty-two percent ($n = 287$) of Unclassified Professional Staff respondents and 34% ($n = 220$) of University Support Staff respondents felt that K-State university-level administrators were genuinely concerned with their welfare.

Table 10. Staff Respondents Feelings that K-State are Concerned with their Welfare

| | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------------------------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I think K-State unit/division level administrators are genuinely concerned with my welfare. ^{xxv} | 368 | 21.9 | 602 | 35.8 | 363 | 21.6 | 212 | 12.6 | 136 | 8.1 |
| University Support Staff | 109 | 16.8 | 207 | 31.9 | 177 | 27.3 | 94 | 14.5 | 62 | 9.6 |
| Unclassified Professional Staff | 164 | 23.6 | 262 | 37.8 | 127 | 18.3 | 89 | 12.8 | 52 | 7.5 |
| I think K-State university-level administrators are genuinely concerned with my welfare. | 205 | 12.3 | 474 | 28.4 | 515 | 30.9 | 312 | 18.7 | 162 | 9.7 |
| University Support Staff | 58 | 9.0 | 162 | 25.2 | 224 | 34.8 | 128 | 19.9 | 71 | 11.0 |
| Unclassified Professional Staff | 82 | 11.9 | 205 | 29.8 | 204 | 29.6 | 133 | 19.3 | 65 | 9.4 |

Few Staff respondents believed co-workers in their departments (22%, $n = 370$) or their supervisors/managers (20%, $n = 335$) pre-judged their abilities based on their perceptions of respondents’ backgrounds/identities (Table 11). Similar percentages of University Support Staff respondents (21%, $n = 135$) and Unclassified Professional Staff respondents (23%, $n = 157$) felt co-workers in their departments pre-judged them.

Twenty percent each of University Support Staff respondents ($n = 129$) and Unclassified Professional Staff respondents ($n = 138$) felt their supervisors/managers pre-judged them. A significantly greater percentage of Unclassified Professional Staff respondents (55%, $n = 381$) than University Support Staff respondents (50%, $n = 321$) “disagreed”/“strongly disagreed” with this statement.

Table 11. Staff Respondents

| | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | |
|---|----------------|-----|----------|------|----------------------------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I think co-workers in my department pre-judge my abilities based on their perception of my identity/background. | 90 | 5.4 | 280 | 16.7 | 492 | 29.4 | 576 | 34.4 | 234 | 14.0 |
| University Support Staff | 41 | 6.3 | 94 | 14.5 | 212 | 32.8 | 209 | 32.3 | 91 | 14.1 |
| Unclassified Professional Staff | 34 | 4.9 | 123 | 17.7 | 185 | 26.7 | 253 | 36.5 | 98 | 14.1 |
| I think that my supervisor/manager pre-judges my abilities based on their perception of my identity/background. ^{xxvi} | 83 | 5.0 | 252 | 15.2 | 450 | 27.1 | 579 | 34.9 | 294 | 17.7 |
| University Support Staff | 31 | 4.8 | 98 | 15.3 | 190 | 29.7 | 201 | 31.4 | 120 | 18.8 |
| Unclassified Professional Staff | 36 | 5.2 | 102 | 14.9 | 167 | 24.3 | 267 | 38.9 | 114 | 16.6 |

Half of all Staff respondents (52%, $n = 861$) felt their work units encouraged free and open discussions of difficult topics (Table 12). Unclassified Professional Staff respondents (51%, $n = 356$) were slightly more likely than University Support Staff respondents (48%, $n = 307$) to feel their work units encouraged free and open discussions of difficult topics. Unclassified Professional Staff respondents (73%, $n = 510$) were significantly more likely than University Support Staff respondents (60%, $n = 391$) to feel their skills were valued.

Table 12. Staff Respondents

| | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | |
|--|----------------|------|----------|------|----------------------------|------|----------|------|-------------------|------|
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| I believe that my work unit encourages free and open discussion of difficult topics. | 259 | 15.5 | 602 | 36.0 | 384 | 23.0 | 261 | 15.6 | 165 | 9.9 |
| University Support Staff | 99 | 15.4 | 208 | 32.4 | 158 | 24.6 | 109 | 17.0 | 68 | 10.6 |
| Unclassified Professional Staff | 107 | 15.4 | 249 | 35.9 | 158 | 22.8 | 103 | 14.8 | 77 | 11.1 |
| I feel that my skills are valued. ^{xxvii} | 419 | 24.9 | 725 | 43.2 | 257 | 15.3 | 161 | 9.6 | 118 | 7.0 |
| University Support Staff | 150 | 23.2 | 241 | 37.2 | 132 | 20.4 | 66 | 10.2 | 58 | 9.0 |
| Unclassified Professional Staff | 180 | 25.9 | 330 | 47.4 | 76 | 10.9 | 66 | 9.5 | 44 | 6.3 |

The survey asked Staff and Administrator respondents to offer their perceptions of similar initiatives, which are listed in Table 13. Half of Staff and Administrator respondents indicated that they thought that providing diversity training for staff (53%, $n = 900$) and mentorship for new staff (50%, $n = 853$) were available at K-State and positively influenced the climate. Twenty-nine percent ($n = 490$) of Staff and Administrator respondents thought that providing mentorship for new staff would positively influence the climate if it were available at K-State. Fifty-nine percent ($n = 999$) of Staff and Administrator respondents thought that providing career development opportunities for staff was available at K-State and positively influenced the climate, and 65% ($n = 1,095$) of Staff and Administrator respondents indicated that providing access to counseling for people who have experienced harassment was available and positively influenced the climate.

Sixty percent ($n = 1,010$) of Staff and Administrator respondents indicated that they believed that providing a clear and fair process to resolve conflicts positively influenced the climate. Thirty-seven percent ($n = 629$) of Staff and Administrator respondents thought that including diversity-related professional experiences as one of the criteria for hiring of staff/faculty positively influenced the climate. While 48% ($n = 811$) of Staff and Administrator respondents believed that providing salary increases comparable to peers were available at K-State and positively influenced the climate, 36% ($n = 600$) thought that salary increases were not available but would positively influence the climate if they were available.

Analyses were run by staff status for those initiatives that Staff respondents believed were available at K-State (Q95.1 – Q95.7). A significantly greater percentage of Unclassified Professional Staff respondents (87%, $n = 355$) than University Support Staff respondents (80%, $n = 320$) thought that mentorship for new staff was available at K-State and positively influenced the climate. No other significant differences were found between the responses of University Support Staff respondents and Unclassified Professional Staff respondents.

Table 13. Staff and Administrator Respondents' Perceptions of Campus Initiatives

| | Initiative Available at K-State | | | | | | Initiative NOT available at K-State | | | | | |
|---|---------------------------------|------|-----------------------------|------|-------------------------------|-----|-------------------------------------|------|------------------------------------|-----|------------------------------------|-----|
| | Positively influences climate | | Has no influence on climate | | Negatively influences climate | | Would positively influence climate | | Would have no influence on climate | | Would negatively influence climate | |
| | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % | <i>n</i> | % |
| Institutional initiatives | | | | | | | | | | | | |
| Providing diversity training for staff | 900 | 53.2 | 356 | 21.0 | 48 | 2.8 | 190 | 11.2 | 49 | 2.9 | 5 | 0.3 |
| Providing access to counseling for people who have experienced harassment | 1,095 | 64.7 | 194 | 11.5 | 16 | 0.9 | 188 | 11.1 | 24 | 1.4 | 10 | 0.6 |
| Providing mentorship for new staff | 853 | 50.4 | 155 | 9.2 | 10 | 0.6 | 490 | 29.0 | 30 | 1.8 | 5 | 0.3 |
| Providing a clear and fair process to resolve conflicts | 1,010 | 59.7 | 163 | 9.6 | 19 | 1.1 | 308 | 18.2 | 21 | 1.2 | 6 | 0.4 |
| Including diversity-related professional experiences as one of the criteria for hiring of staff/faculty | 629 | 37.2 | 347 | 20.5 | 137 | 8.1 | 222 | 13.1 | 102 | 6.0 | 57 | 3.4 |
| Providing career development opportunities for staff | 999 | 59.0 | 139 | 8.2 | 16 | 0.9 | 39 | 23.1 | 11 | 0.7 | 5 | 0.3 |
| Providing salary increases comparable to peers | 811 | 47.9 | 91 | 5.4 | 49 | 2.9 | 600 | 35.5 | 11 | 0.7 | 6 | 0.4 |

ⁱA chi-square test was conducted to compare percentages of Staff respondents by degree of comfort with the overall climate by staff status: $\chi^2(4, N = 1,352) = 10.2, p < .05$.

ⁱⁱA chi-square test was conducted to compare percentages of employee respondents who seriously considered leaving K-State by position: $\chi^2(2, N = 2,604) = 6.4, p < .05$.

ⁱⁱⁱA chi-square test was conducted to compare percentages of Staff respondents who seriously considered leaving K-State by staff status: $\chi^2(1, N = 1,352) = 4.5, p < .05$.

^{iv}A chi-square test was conducted to compare percentages of Staff respondents who were interested in a position at another institution by staff status: $\chi^2(1, N = 754) = 24.9, p < .001$.

^vA chi-square test was conducted to compare percentages of Staff respondents who were recruited or offered a position at another institution by staff status: $\chi^2(1, N = 754) = 8.5, p < .01$.

^{vi}A chi-square test was conducted to compare percentages of Staff respondents who experienced tension in department/work unit by staff status: $\chi^2(1, N = 754) = 5.9, p < .05$.

^{vii}A chi-square test was conducted to compare percentages of Staff respondents who experienced tension in department/work unit with supervisor/manager by staff status: $\chi^2(1, N = 754) = 12.2, p < .01$.

^{viii}A chi-square test was conducted to compare percentages of Staff respondents who personally experienced exclusionary, intimidating, offensive, and/or hostile conduct within the past year by staff status: $\chi^2(1, N = 1,348) = 9.3, p < .01$.

^{ix}A chi-square test was conducted to compare percentages of Staff respondents who were reluctant to bring up issues for fear it would affect their performance evaluation by staff status: $\chi^2(1, N = 1,345) = 8.7, p < .05$.

^xA chi-square test was conducted to compare percentages of Staff respondents who found K-State supportive of taking leave by staff status: $\chi^2(3, N = 1,339) = 13.3, p < .01$.

^{xi}A chi-square test was conducted to compare percentages of Staff respondents who found K-State supportive of flexible work schedules by staff status: $\chi^2(3, N = 1,312) = 22.7, p < .001$.

^{xii}A chi-square test was conducted to compare percentages of Staff respondents who believed people who do not have children are burdened with work responsibilities by staff status: $\chi^2(3, N = 1,293) = 14.2, p < .01$.

^{xiii}A chi-square test was conducted to compare percentages of Staff respondents who felt K-State provides available resources by staff status: $\chi^2(3, N = 1,230) = 11.6, p < .01$.

^{xiv}A chi-square test was conducted to compare percentages of Staff respondents who felt they had supervisors who gave them career advice or guidance when they need it by staff status: $\chi^2(3, N = 1,314) = 9.8, p < .05$.

^{xv}A chi-square test was conducted to compare percentages of Staff respondents who felt they had colleagues who gave them career advice or guidance when they need it by staff status: $\chi^2(3, N = 1,310) = 34.3, p < .001$.

^{xvi}A chi-square test was conducted to compare percentages of Staff respondents who felt their supervisor provides them with resources to pursue professional development opportunities by staff status: $\chi^2(3, N = 1,323) = 36.6, p < .001$.

^{xvii}A chi-square test was conducted to compare percentages of Staff respondents who felt K-State provides them with resources to pursue professional development opportunities by staff status: $\chi^2(3, N = 1,313) = 15.8, p < .001$.

^{xviii}A chi-square test was conducted to compare percentages of Staff respondents believed the annual performance evaluation process was fair by staff status: $\chi^2(3, N = 1,297) = 14.2, p < .01$.

^{xix}A chi-square test was conducted to compare percentages of Staff respondents believed the annual performance evaluation process was fair by staff status: $\chi^2(3, N = 1,118) = 8.0, p < .05$.

^{xx}A chi-square test was conducted to compare percentages of employee respondents who reported having observed discriminatory employment practices related to hiring at K-State by position: $\chi^2(4, N = 2,591) = 37.9, p < .001$.

^{xxixxi}A chi-square test was conducted to compare percentages of Staff respondents who observed discriminatory practices related to hiring by staff status: $\chi^2(2, N = 1,345) = 8.2, p < .05$.

^{xxii}A chi-square test was conducted to compare percentages of Staff respondents who observed discriminatory disciplinary practices by staff status: $\chi^2(2, N = 1,341) = 13.4, p < .001$.

^{xxiii}A chi-square test was conducted to compare percentages of Staff respondents who observed discriminatory practices related to promotion/tenure/reclassification by staff status: $\chi^2(2, N = 1,339) = 11.7, p < .01$.

^{xxiv} A chi-square test was conducted to compare percentages of Staff respondents who felt valued by co-workers in their work units by staff status: $\chi^2(4, N = 1,346) = 19.9, p < .001$.

^{xxv} A chi-square test was conducted to compare percentages of Staff respondents who thought K-State unit/division-level administrators were concerned with their welfare by staff status: $\chi^2(4, N = 1,343) = 25.3, p < .001$.

^{xxvi} A chi-square test was conducted to compare percentages of Staff respondents who thought their supervisors/managers pre-judged their abilities based on their perceptions of Staff respondents' identities/backgrounds by staff status: $\chi^2(4, N = 1,326) = 9.8, p < .05$.

^{xxvii} A chi-square test was conducted to compare percentages of Staff respondents who felt their skills were valued by staff status: $\chi^2(4, N = 1,343) = 31.9, p < .001$