

# Faculty and Staff Climate Survey

## Summary Report

Administered Spring 2017

Prepared by:



SAINT MARY'S COLLEGE  
NOTRE DAME • INDIANA

Office of Institutional Research

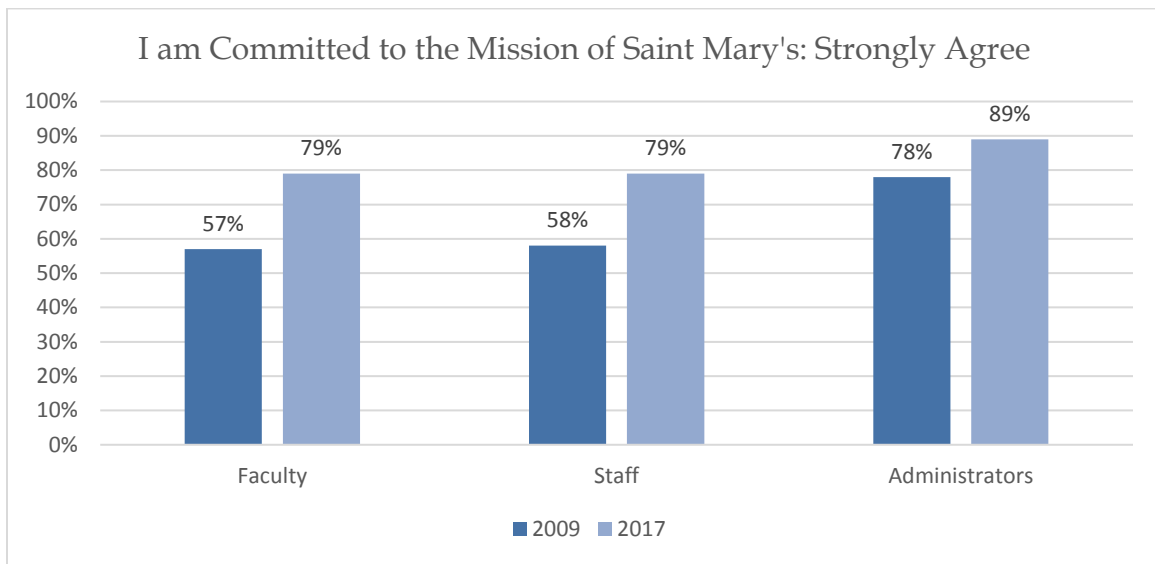
## 2017 Faculty and Staff Climate Survey

### Executive Summary

A climate survey focused on assessing the campus climate around inclusivity, diversity and employee satisfaction was administered to all employees in spring 2017. Surveys were translated into Spanish and made available to respondents who desired a translated copy. A total of 302 responses were received across faculty, staff, and administrators for a response rate of 57%. Items on this survey were replicated where possible from the 2009 climate survey administered by the National Multicultural Institute (NMCI) to assess change since that administration.

#### Take-Aways

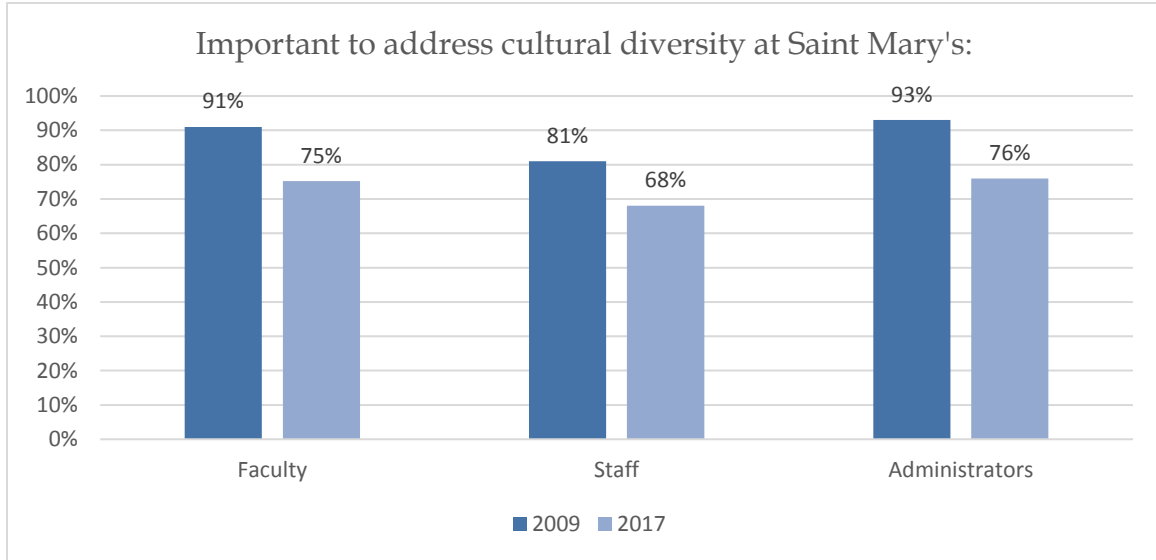
- Employees are committed to the Mission of Saint Mary's College. This commitment has grown significantly since 2009.



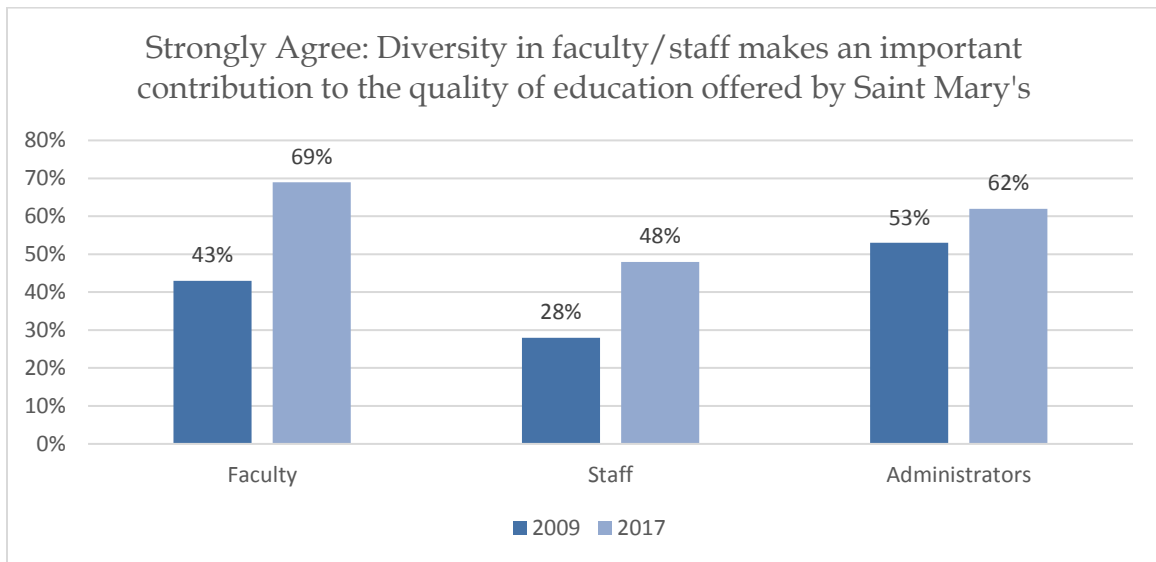
- Employees believe progress is being made in building an inclusive community.

	2009	2017
<b>Agree that Saint Mary's is making progress building an inclusive community.</b>	71%	76%
<b>Saint Mary's has done a good job creating an inclusive environment where students feel affirmed and safe.</b>	24%	64%
<b>Strongly agree that my office/department is respectful of the cultural diversity of staff and/or faculty</b>	53%	69%

- Compared to 2009, employees of all types place less importance on addressing cultural diversity and internationalization.



- However, compared to 2009, significantly more employees believe that diversity in faculty/staff makes an important contribution to the quality of education offered by the College.

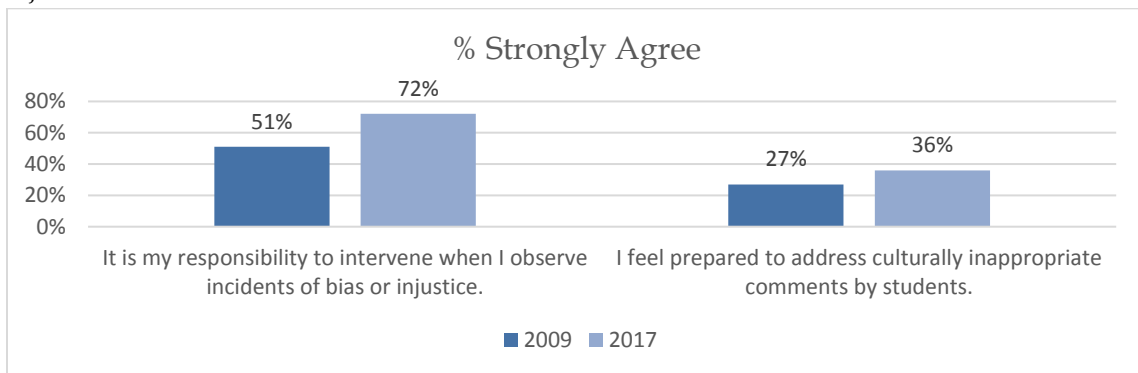


- Employees are more likely to agree in 2017 that conflicts exist among colleagues due to differences in cultural diversity (27% agree in 2017 compared to 16% in 2009).

- The most frequent source of inappropriate remarks or behaviors (jokes, teasing, ostracize) observed by employees of other employees is on the basis of political beliefs and appearance/dress.

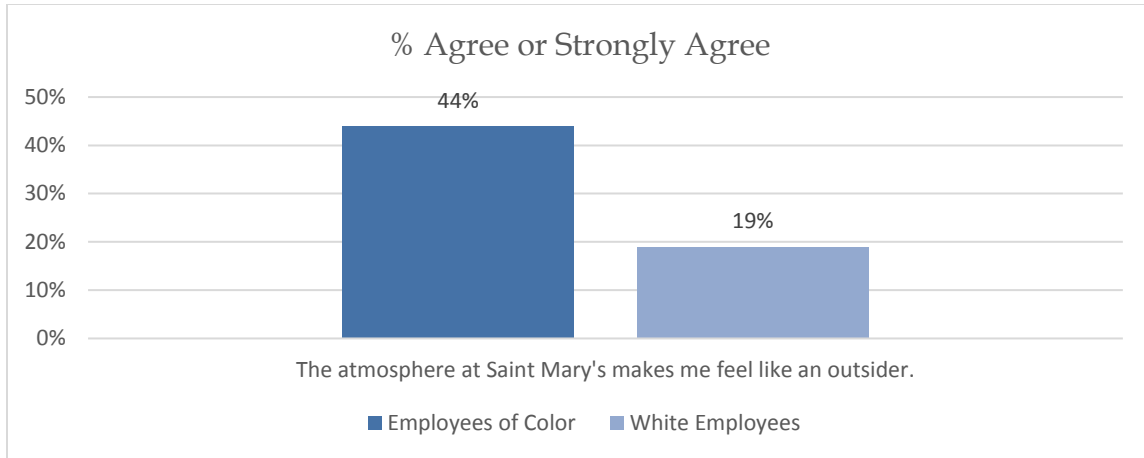
Object of teasing, joking, etc.	Observed teasing, joking, etc. at least once
<b>Political beliefs</b>	63%
<b>Appearance/dress</b>	49%
<b>Educational background</b>	39%
<b>Religious beliefs</b>	36%
<b>Ethnic/racial background</b>	34%
<b>Sexual orientation</b>	29%
<b>Accent</b>	29%
<b>Nationality</b>	27%
<b>Gender</b>	25%
<b>Disability</b>	18%

- Employees assess the climate at Saint Mary’s for underrepresented racial/ethnic groups as less tolerant in 2017 compared to 2009 (17% assess the climate as intolerant vs. 9% in 2009). Overall, 61% of employees believe the climate is tolerant or very tolerant for underrepresented racial/ethnic groups with faculty being least likely to assess the climate as tolerant.
- Compared to 2009, employees believe the climate is more tolerant for LGBTQ community members (55% compared to 41% assess the climate to be tolerant or very tolerant). However, more than a quarter of employees still believe the climate to be intolerant for LGBTQ community members.
- Employees assess the climate as least tolerant for individuals with diverse gender identities.
- A greater proportion of employees agreed in 2017 that Saint Mary’s provides an appropriate response to diversity-related incidents on campus (55% vs 42%).
- Compared to 2009, employees more frequently try to understand individuals of diverse backgrounds’ points of view, values and behavior and indicate culturally diverse points of view into their work.
- Employees are more likely to agree that they have a personal responsibility to intervene when observing injustice or bias.



**Experience of Employees of Color**

- Employees of color are more likely to say the atmosphere at Saint Mary’s makes them feel like an outsider.

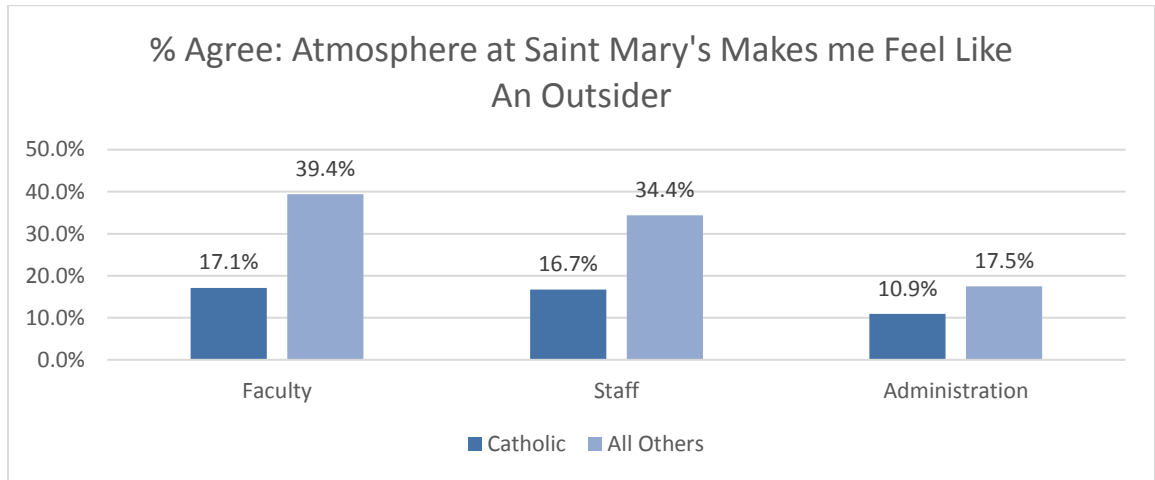


- Employees of color are more likely to believe that Saint Mary’s has a need for initiatives designed to increase diversity and less likely to believe that Saint Mary’s and its faculty are role models of cultural competence.

	<b>Of Color</b>	<b>White</b>
<b>Saint Mary’s has no need for a diversity initiative. (% Disagree)</b>	88%	74%
<b>Saint Mary’s is a role model for cultural competence. (% Disagree)</b>	51%	33%
<b>How effective are faculty members at Saint Mary’s in serving as culturally-competent role models for students? (% Ineffective)</b>	29%	9%

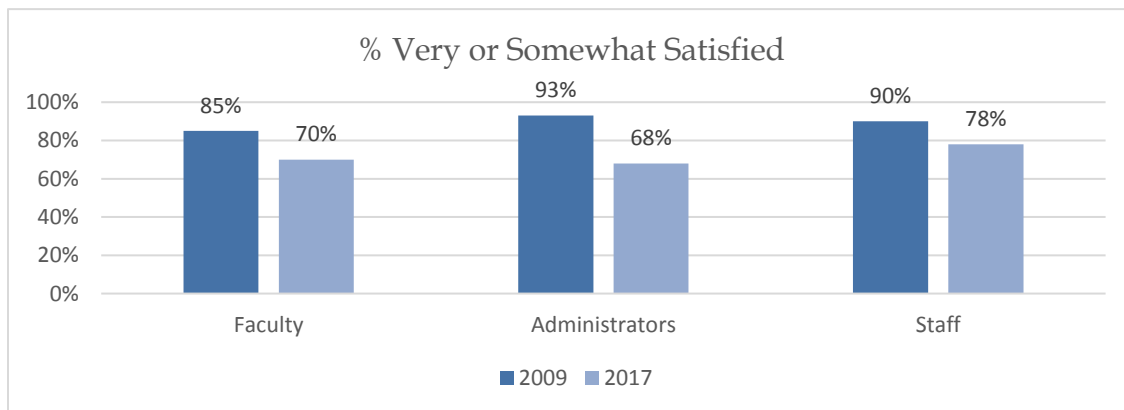
### Employee Experience by Religious Affiliation

- Non-Catholic employees are significantly more likely report feeling like an outsider at Saint Mary's.



### Job Satisfaction and Morale

- The majority of employees are satisfied with their employment at Saint Mary's. There is, however, less satisfaction compared to 2009 across all employee groups.



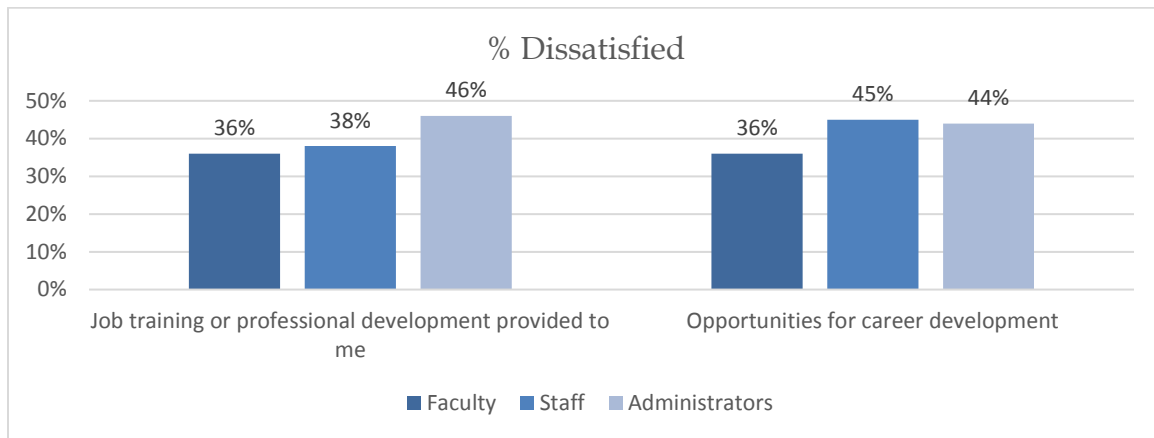
- Significant declines since 2009 were seen in employee satisfaction, especially among faculty, with aspects of shared governance including communication and opportunities to provide input on impactful changes.

**Satisfaction with Employment Employee Comparison (% Very or Somewhat Satisfied)**

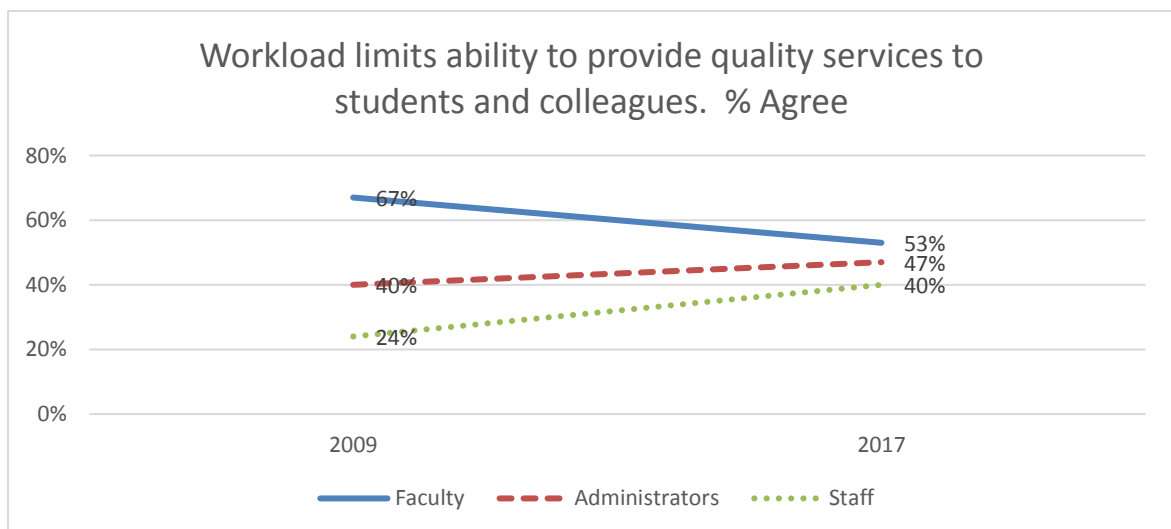
	Faculty	Admin	Staff
Fairness of my performance evaluations	75.0%	76.5%	74.1%+
Job training or professional development provided to me	46.0%	41.6%	50.9%
Supervision/management of my work	72.3%	68.0%	80.7%
Opportunities for career development	47.5%	38.2%	37.5%
Recognition I get for doing a good job	52.4%	62.4%	64.9%
Opportunities to provide input on changes that will affect me	44.0%*	53.4%	50.9%
The way information is provided to me about what is going on at Saint Mary's.	43.0%*	52.4%	59.7%
Existing opportunities to communicate within the College	41.9%*	42.5%*	51.8%

\*Indicates a significant decline in satisfaction compared to 2009. +indicates a significant increase in satisfaction since 2009.

- Dissatisfaction among a significant portion of employees exist related to job training and professional development provided.



- Significant proportions of employees believe workload negative impacts their ability to effectively serve students and colleagues. This feeling of increased workload has intensified among staff and administrators but declined among faculty since 2009.



**2017 Faculty and Staff Climate Survey**

**Summary**

**Table 1: Demographics**

	Faculty	Admin	Staff	Overall
<b>Role at Saint Mary's</b>				
Faculty	100.0%	--	--	<b>44.4%</b>
Hourly Staff	--	--	100.0%	<b>20.5%</b>
Administrative Staff	--	100.0%	--	<b>35.2%</b>
<b>Employment status at Saint Mary's</b>				
Full-time	86.2%	95.0%	93.6%	<b>90.7%</b>
Part-time	13.8%	5.0%	6.4%	<b>9.3%</b>
<b>Years Employed by Saint Mary's</b>				
0-6 years	44.1%	59.0%	39.7%	<b>47.9%</b>
7-15 years	24.4%	24.0%	24.1%	<b>24.3%</b>
16-25 years	15.7%	8.0%	24.1%	<b>15.3%</b>
More than 25 years	15.7%	9.0%	12.1%	<b>12.5%</b>
<b>English is first language</b>				
Yes	91.5%	94.2%	98.3%	<b>93.9%</b>
No	8.5%	5.8%	1.7%	<b>6.1%</b>
<b>Citizenship status</b>				
U.S. Citizen	96.1%	99.0%	100.0%	<b>97.9%</b>
Permanent U.S. Resident	3.1%	0.0%	0.0%	<b>1.4%</b>
Neither U.S. Citizen or Permanent U.S. Resident	0.8%	1.0%	0.0%	<b>0.7%</b>
<b>Ethnicity</b>				
Black or African-American	5.0%	3.1%	5.1%	<b>4.3%</b>
Asian	1.7%	2.1%	1.7%	<b>1.8%</b>
Latina/o or Hispanic	1.7%	5.2%	3.4%	<b>3.2%</b>
Two or more races	4.1%	4.1%	1.7%	<b>3.6%</b>
White	85.1%	84.5%	88.1%	<b>85.6%</b>
Another race/ethnicity other than listed above	2.5%	1.0%	0.0%	<b>1.4%</b>
<b>Gender identification</b>				
Female	70.5%	75.8%	84.7%	<b>75.6%</b>
Male	29.5%	24.2%	15.3%	<b>24.4%</b>
Transgender	0.0%	0.0%	0.0%	<b>0.0%</b>



	Faculty	Admin	Staff	Overall
<b>Sexual orientation</b>				
Heterosexual	92.6%	99.0%	96.5%	<b>95.3%</b>
Gay/Lesbian	3.3%	1.0%	3.5%	<b>2.5%</b>
Bisexual	1.7%	0.0%	0.0%	<b>0.7%</b>
Asexual	0.8%	0.0%	0.0%	<b>0.7%</b>
Questioning or Unsure	0.0%	0.0%	0.0%	<b>0.0%</b>
Another sexual orientation other than listed above	1.7%	0.0%	0.0%	<b>0.7%</b>
<b>Religious affiliation</b>				
Buddhist	1.7%	0.0%	0.0%	<b>0.7%</b>
Christian- Roman Catholic	36.4%	57.6%	46.4%	<b>46.0%</b>
Christian - Protestant/other	23.7%	26.3%	32.1%	<b>26.4%</b>
Jewish	1.7%	0.0%	0.0%	<b>0.7%</b>
Muslim	1.7%	0.0%	0.0%	<b>1.1%</b>
Unitarian Universalist	3.4%	0.0%	0.0%	<b>1.4%</b>
Atheist	5.9%	1.0%	1.8%	<b>3.3%</b>
Agnostic	6.8%	2.0%	3.6%	<b>4.3%</b>
None	13.6%	9.1%	8.9%	<b>10.9%</b>
Another religion other than those listed above	5.1%	3.0%	7.1%	<b>5.1%</b>
<b>Disability</b>				
Yes	10.0%	6.0%	7.0%	<b>7.9%</b>
No	90.0%	94.0%	93.0%	<b>92.1%</b>
<b>Education</b>				
High school degree	0.0%	3.0%	21.1%	<b>5.7%</b>
Some college	0.0%	4.0%	36.8%	<b>9.3%</b>
Associate's degree	0.0%	3.0%	12.3%	<b>3.6%</b>
Bachelor's degree	1.7%	36.4%	19.3%	<b>17.9%</b>
Master's degree	25.8%	47.5%	10.5%	<b>30.4%</b>
Doctorate degree	72.5%	6.1%	0.0%	<b>33.2%</b>

**Table 2: General Climate at Saint Mary's**

Please indicate the extent to which you agree or disagree with the following:	Mean	Disagree Strongly (1)	(2)	Neither Agree nor Disagree (3)	(4)	Agree Strongly (5)
<b>My office/department is respectful of the cultural diversity of the staff and/or faculty.</b>	<b>4.53</b>	<b>1.3%</b>	<b>3.3%</b>	<b>4.7%</b>	<b>22.1%</b>	<b>68.6%</b>
--2009 Results	4.34	0.9%	3.6%	9.0%	33.5%	53.0%
<b>My concerns, opinions, and ideas are heard and valued in my office/department.</b>	<b>4.15</b>	<b>6.8%</b>	<b>6.8%</b>	<b>6.1%</b>	<b>25.1%</b>	<b>55.3%</b>
--2009 Results	4.14	2.7%	8.3%	7.7%	35.2%	46.2%
<b>I have confidence in the way grievances are handled at Saint Mary's.</b>	<b>3.34</b>	<b>8.1%</b>	<b>17.8%</b>	<b>26.3%</b>	<b>27.6%</b>	<b>20.2%</b>
--2009 Results	3.48	7.7%	10.3%	31.2%	28.0%	22.8%
<b>My individuality is respected at Saint Mary's.</b>	<b>4.07</b>	<b>2.4%</b>	<b>8.7%</b>	<b>11.1%</b>	<b>34.9%</b>	<b>42.9%</b>
--2009 Results	3.97	2.4%	9.8%	16.4%	31.3%	40.2%
<b>I feel safe expressing a viewpoint that is different than the norm at Saint Mary's.</b>	<b>3.30</b>	<b>10.1%</b>	<b>23.0%</b>	<b>13.5%</b>	<b>33.1%</b>	<b>20.3%</b>
--2009 Results	3.44	7.4%	20.1%	14.2%	37.6%	20.7%
<b>Saint Mary's has difficulty recruiting a culturally diverse professional staff and faculty.</b>	<b>3.54*</b>	<b>6.4%</b>	<b>12.2%</b>	<b>26.8%</b>	<b>30.5%</b>	<b>24.1%</b>
--2009 Results	3.73	6.1%	6.1%	24.8%	34.9%	28.1%
<b>Saint Mary's has difficulty retaining a culturally diverse professional staff and faculty.</b>	<b>3.60</b>	<b>6.1%</b>	<b>9.1%</b>	<b>32.4%</b>	<b>23.6%</b>	<b>28.7%</b>
--2009 Results	3.62	5.9%	7.6%	30.6%	30.6%	25.3%
<b>Top administrators take actions that show their commitment to expanding diversity at Saint Mary's.</b>	<b>3.61*</b>	<b>3.7%</b>	<b>13.9%</b>	<b>24.3%</b>	<b>34.1%</b>	<b>24.0%</b>
--2009 Results	3.84	1.8%	8.1%	21.6%	41.6%	26.9%
<b>I feel prepared to address culturally inappropriate comments by faculty or staff.</b>	<b>3.68</b>	<b>3.4%</b>	<b>13.2%</b>	<b>17.9%</b>	<b>42.9%</b>	<b>22.6%</b>
--2009 Results	3.72	3.6%	11.7%	19.3%	39.5%	25.9%
<b>Saint Mary's cares about its staff.</b>	<b>3.62*</b>	<b>3.7%</b>	<b>18.9%</b>	<b>13.8%</b>	<b>39.1%</b>	<b>24.6%</b>
--2009 Results	3.88	2.7%	11.9%	8.1%	49.0%	28.4%
<b>Saint Mary's cares about its faculty.</b>	<b>3.89*</b>	<b>2.7%</b>	<b>11.1%</b>	<b>14.5%</b>	<b>37.5%</b>	<b>34.1%</b>
--2009 Results	4.23	1.6%	5.6%	8.4%	37.5%	46.9%
<b>Saint Mary's has no need for a diversity initiative.</b>	<b>1.87*</b>	<b>47.8%</b>	<b>26.8%</b>	<b>18.9%</b>	<b>4.1%</b>	<b>2.4%</b>
--2009 Results	2.07	44.6%	18.7%	24.7%	9.3%	2.7%

\*Sig. difference between 2009 and 2017 at p<.05 level.

**Table 3: General Climate Employee Type Comparison (% Disagree)**

	Faculty	Admin	Staff
<b>My concerns, opinions, and ideas are heard and valued in my office/department.</b>	10.0%	9.8%	27.6%
<b>I have confidence in the way grievances are handled at Saint Mary's.</b>	29.3%	20.5%	28.5%
<b>I feel safe expressing a viewpoint that is different than the norm at Saint Mary's.</b>	32.6%	31.1%	36.2%
<b>Saint Mary's cares about its staff.</b>	19.4%	20.4%	32.2%
<b>Saint Mary's cares about its faculty.</b>	26.1%	2.0%	6.9%

**Table 4: General Climate Employee Type Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
<b>My office/department is respectful of the cultural diversity of the staff and/or faculty.</b>	4.36	4.49	4.35	4.62	4.41	4.48
<b>My concerns, opinions, and ideas are heard and valued in my office/department.</b>	4.27	4.27	4.16	4.21	3.90	3.81
<b>I have confidence in the way grievances are handled at Saint Mary's.</b>	3.52	3.22	3.61	3.50	3.27	3.37
<b>My individuality is respected at Saint Mary's.</b>	3.94	4.05	4.11	4.19	3.85	4.00
<b>I feel safe expressing a viewpoint that is different than the norm at Saint Mary's.</b>	3.51	3.38	3.42	3.27	3.32	3.28
<b>Saint Mary's has difficulty recruiting a culturally diverse professional staff and faculty.</b>	4.24	3.74*	3.69	3.52	3.04	3.12
<b>Saint Mary's has difficulty retaining a culturally diverse professional staff and faculty.</b>	4.08	3.88	3.50	3.48	2.94	3.19
<b>Top administrators take actions that show their commitment to expanding diversity at Saint Mary's.</b>	3.71	3.37*	3.99	3.79	3.87	3.88
<b>I feel prepared to address culturally inappropriate comments by faculty or staff.</b>	3.79	3.72	3.68	3.77	3.67	3.44
<b>Saint Mary's cares about its staff.</b>	3.84	3.55*	4.05	3.82	3.72	3.47
<b>Saint Mary's cares about its faculty.</b>	3.90	3.52*	4.61	4.30*	4.26	4.03
<b>Saint Mary's has no need for a diversity initiative.</b>	1.91	1.72	1.90	1.84	2.49	2.14

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 5: General Climate Comparison by Race/Ethnicity**

	Of Color	White	Sig.
<b>My office/department is respectful of the cultural diversity of the staff and/or faculty.</b>	4.40	4.61	
<b>My concerns, opinions, and ideas are heard and valued in my office/department.</b>	3.95	4.25	
<b>I have confidence in the way grievances are handled at Saint Mary's.</b>	3.18	3.41	
<b>My individuality is respected at Saint Mary's.</b>	3.92	4.15	
<b>I feel safe expressing a viewpoint that is different than the norm at Saint Mary's.</b>	3.15	3.42	
<b>Saint Mary's has difficulty recruiting a culturally diverse professional staff and faculty.</b>	3.68	3.53	
<b>Saint Mary's has difficulty retaining a culturally diverse professional staff and faculty.</b>	3.70	3.57	
<b>Top administrators take actions that show their commitment to expanding diversity at Saint Mary's.</b>	3.35	3.65	
<b>I feel prepared to address culturally inappropriate comments by faculty or staff.</b>	3.59	3.69	
<b>Saint Mary's cares about its staff.</b>	3.49	3.68	
<b>Saint Mary's cares about its faculty.</b>	3.80	3.93	
<b>Saint Mary's has no need for a diversity initiative.</b>	1.45	1.90	*

\*Sig. difference between Employees of Color and White Employees at p<.05 level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 6: Importance of Diversity and Internationalization at Saint Mary’s College**

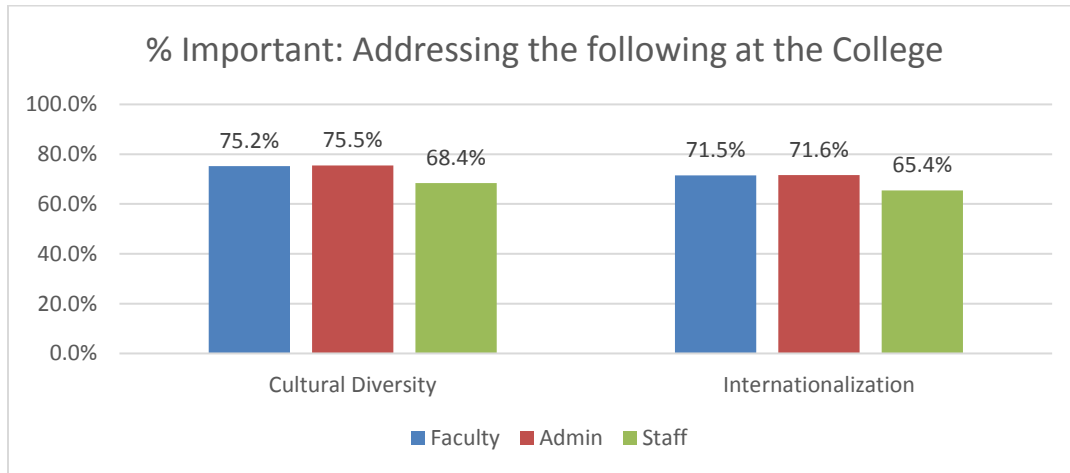
	Mean	Very Unimportant (1)	(2)	(3)	(4)	Very Important (5)
<b>How important should addressing cultural diversity be to Saint Mary’s?</b>	<b>3.90*</b>	<b>14.2%</b>	<b>7.1%</b>	<b>5.1%</b>	<b>21.4%</b>	<b>52.2%</b>
--2009 Results	4.35	0.3%	1.5%	9.3%	40.4%	48.5%
<b>How important should addressing internationalization be to Saint Mary’s?</b>	<b>3.78*</b>	<b>11.9%</b>	<b>8.2%</b>	<b>9.9%</b>	<b>30.0%</b>	<b>39.9%</b>
--2009 Results	4.15	0.3%	2.7%	14.5%	46.2%	36.3%

\*Sig. difference between 2009 and 2017 at p<.05 level.

**Table 7: Importance of Diversity and Internationalization Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
<b>How important should addressing cultural diversity be to Saint Mary’s?</b>	4.38	3.99*	4.44	3.97*	4.20	3.63*
<b>How important should addressing internationalization be to Saint Mary’s?</b>	4.18	3.83*	4.22	3.82*	4.03	3.64*

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Very Unimportant) to 5 (Very Important)



**Table 8: Importance of Diversity and Internationalization by Race/Ethnicity**

	Of Color	White	Sig.
<b>How important should addressing cultural diversity be to Saint Mary’s?</b>	4.23	3.88	
<b>How important should addressing internationalization be to Saint Mary’s?</b>	4.08	3.76	

\*Sig. difference between Employees of Color and White Employees at p<.05 level. Scale= 1 (Very Unimportant) to 5 (Very Important)

**Table 9: Dialogue and Respect**

Please indicate the extent to which you agree or disagree with the following:	Mean	Disagree Strongly (1)	(2)	Neither Agree nor Disagree (3)	(4)	Agree Strongly (5)
<b>Colleagues openly discuss issues of cultural diversity.</b>	<b>3.57</b>	<b>4.1%</b>	<b>12.5%</b>	<b>24.1%</b>	<b>41.0%</b>	<b>18.3%</b>
--2009 Results	3.62	4.6%	10.8%	22.5%	42.2%	20.0%
<b>Conflicts among colleagues exist due to differences of cultural diversity.</b>	<b>2.68*</b>	<b>20.6%</b>	<b>21.0%</b>	<b>31.6%</b>	<b>23.4%</b>	<b>3.4%</b>
--2009 Results	2.23	36.5%	23.6%	23.6%	13.2%	3.1%
<b>Colleagues treat each other with respect</b>	<b>3.86</b>	<b>4.8%</b>	<b>10.9%</b>	<b>11.3%</b>	<b>39.6%</b>	<b>33.4%</b>
--2009 Results	3.97	3.3%	10.0%	8.8%	41.9%	35.9%
<b>Members of diverse racial and ethnic groups are comfortable working at Saint Mary's.</b>	<b>2.91*</b>	<b>7.5%</b>	<b>25.7%</b>	<b>43.8%</b>	<b>13.7%</b>	<b>9.2%</b>
--2009 Results	3.19	8.2%	16.7%	34.7%	28.7%	11.7%
<b>LGBTQ individuals are comfortable working at Saint Mary's.</b>	<b>2.92</b>	<b>9.3%</b>	<b>22.1%</b>	<b>44.8%</b>	<b>15.2%</b>	<b>8.6%</b>
--2009 Results	2.87	14.1%	17.6%	41.8%	19.9%	6.5%
<b>Saint Mary's provides adequate avenues for me to air concerns and/or grievances.</b>	<b>3.06</b>	<b>11.9%</b>	<b>21.4%</b>	<b>27.1%</b>	<b>27.8%</b>	<b>11.9%</b>
--2009 Results	3.18	10.3%	20.6%	24.5%	30.3%	14.2%
<b>Saint Mary's is a role model for cultural competence.</b>	<b>2.84</b>	<b>16.7%</b>	<b>17.7%</b>	<b>37.5%</b>	<b>20.8%</b>	<b>7.2%</b>
--2009 Results	2.81	20.3%	17.0%	31.5%	23.9%	7.3%
<b>I feel free to talk openly with my supervisor/dept. chair when I have a problem.</b>	<b>3.95*</b>	<b>10.4%</b>	<b>9.7%</b>	<b>5.7%</b>	<b>23.4%</b>	<b>50.8%</b>
--2009 Results	4.20	3.6%	8.4%	6.0%	28.6%	53.3%
<b>My supervisor/dept. chair applies the same standards to all employees.</b>	<b>3.78</b>	<b>10.7%</b>	<b>13.0%</b>	<b>9.7%</b>	<b>20.4%</b>	<b>46.2%</b>
--2009 Results	3.76	8.1%	13.3%	14.8%	22.0%	41.9%
<b>My supervisor/dept. chair is skillful at managing employees from different racial and cultural backgrounds.</b>	<b>2.29</b>	<b>38.3%</b>	<b>19.7%</b>	<b>26.1%</b>	<b>6.8%</b>	<b>9.2%</b>
--2009 Results	2.37	31.3%	19.0%	36.7%	7.2%	5.7%
<b>My supervisor/dept. chair has difficulty addressing issues with staff related to cultural diversity.</b>	<b>3.89*</b>	<b>2.7%</b>	<b>11.1%</b>	<b>14.5%</b>	<b>37.5%</b>	<b>34.1%</b>
--2009 Results	4.23	1.6%	5.6%	8.4%	37.5%	46.9%
<b>My morale is excellent.</b>	<b>3.27*</b>	<b>13.1%</b>	<b>18.5%</b>	<b>17.8%</b>	<b>29.9%</b>	<b>20.8%</b>
--2009 Results	3.86	2.7%	14.4%	10.2%	39.6%	33.0%

\*Sig. difference between 2009 and 2017 at p<.05 level.

**Table 10: Dialogue and Respect Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Colleagues openly discuss issues of cultural diversity.	3.79	3.54	3.49	3.56	3.61	3.63
Conflicts among colleagues exist due to differences of cultural diversity.	2.28	2.77*	2.17	2.59*	2.19	2.63*
Colleagues treat each other with respect	4.11	3.92	4.00	4.00	3.74	3.58
Members of diverse racial and ethnic groups are comfortable working at Saint Mary's.	2.98	2.66*	3.13	3.07	3.56	3.21*
LGBTQ individuals are comfortable working at Saint Mary's.	2.68	2.84	2.73	2.91	3.35	3.11
Saint Mary's provides adequate avenues for me to air concerns and/or grievances.	3.18	2.98	3.25	3.16	3.04	3.10
Saint Mary's is a role model for cultural competence.	2.51	2.52	2.80	3.05	3.18	3.18
I feel free to talk openly with my supervisor/dept. chair when I have a problem.	4.21	4.07	4.22	3.88*	4.09	3.83
My supervisor/dept. chair applies the same standards to all employees.	3.75	3.98	3.92	3.67*	3.58	3.60
My supervisor/dept. chair is skillful at managing employees from different racial and cultural backgrounds.	3.66	3.96*	3.76	3.71	3.97	3.98
My supervisor/dept. chair has difficulty addressing issues with staff related to cultural diversity.	2.45	2.27	2.23	2.30	2.40	2.25
My morale is excellent.	3.76	3.03*	3.96	3.44*	3.85	3.52*

\*Sig. difference between 2009 and 2017 at  $p < .05$  level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 11: Dialogue and Respect Race/Ethnicity Comparison**

	Of Color	White	Sig.
Colleagues openly discuss issues of cultural diversity.	3.28	3.63	
Conflicts among colleagues exist due to differences of cultural diversity.	2.92	2.62	
Colleagues treat each other with respect	3.92	3.89	
Members of diverse racial and ethnic groups are comfortable working at Saint Mary's.	2.74	2.95	
LGBTQ individuals are comfortable working at Saint Mary's.	2.70	2.93	
Saint Mary's provides adequate avenues for me to air concerns and/or grievances.	2.92	3.12	
Saint Mary's is a role model for cultural competence.	2.49	2.89	*
I feel free to talk openly with my supervisor/dept. chair when I have a problem.	3.68	4.05	
My supervisor/dept. chair applies the same standards to all employees.	3.70	3.85	
My supervisor/dept. chair is skillful at managing employees from different racial and cultural backgrounds.	3.90	3.91	
My supervisor/dept. chair has difficulty addressing issues with staff related to cultural diversity.	2.54	2.22	
My morale is excellent.	3.33	3.30	

\*Sig. difference between Employees of Color and White Employees at  $p < .05$  level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 12: Dialogue and Respect Employee Type Comparison (% Disagree)**

	Faculty	Admin	Staff
Colleagues treat each other with respect	14.1%	11.7%	22.1%
Saint Mary's provides adequate avenues for me to air concerns and/or grievances.	35.7%	29.4%	34.4%
I feel free to talk openly with my supervisor/dept. chair when I have a problem.	15.4%	22.3%	26.6%
My supervisor/dept. chair applies the same standards to all employees.	18.5%	25.3%	31.7%
My morale is excellent.	36.2%	27.2%	28.3%

**Table 13: Perceived Climate for Groups**

How would you describe the climate at Saint Mary's for the following groups:	Mean	Very intolerant (1)	(2)	(3)	(4)	Very tolerant (5)
<b>Underrepresented racial/ethnic groups</b>	<b>3.65*</b>	<b>3.2%</b>	<b>14.2%</b>	<b>21.3%</b>	<b>37.6%</b>	<b>23.8%</b>
--2009 Results	3.85	2.3%	7.0%	18.1%	48.3%	24.2%
<b>International students/faculty/staff**</b>	<b>3.86*</b>	<b>2.5%</b>	<b>9.4%</b>	<b>22.7%</b>	<b>30.2%</b>	<b>35.3%</b>
--2009 Results	4.11	0.3%	2.4%	17.3%	46.3%	33.7%
<b>LGBTQ individuals</b>	<b>3.43*</b>	<b>6.5%</b>	<b>19.4%</b>	<b>19.7%</b>	<b>34.1%</b>	<b>20.4%</b>
--2009 Results	3.18	7.5%	20.7%	30.6%	28.6%	12.6%
<b>Individuals with disabilities</b>	<b>4.03</b>	<b>1.1%</b>	<b>5.4%</b>	<b>20.7%</b>	<b>35.5%</b>	<b>37.3%</b>
--2009 Results	4.01	1.0%	4.7%	18.0%	45.1%	31.2%
<b>Individuals whose first language is other than English</b>	<b>3.75</b>	<b>1.8%</b>	<b>12.5%</b>	<b>24.0%</b>	<b>32.6%</b>	<b>29.0%</b>
--2009 Results	3.71	1.4%	10.4%	24.9%	42.9%	20.4%
<b>Individuals from faith backgrounds other than your own</b>	<b>3.81</b>	<b>2.5%</b>	<b>10.6%</b>	<b>24.7%</b>	<b>27.6%</b>	<b>34.6%</b>
--2009 Results	--	--	--	--	--	--
<b>Individuals from disadvantaged economic backgrounds</b>	<b>3.69</b>	<b>3.9%</b>	<b>10.7%</b>	<b>28.2%</b>	<b>27.1%</b>	<b>30.0%</b>
--2009 Results	--	--	--	--	--	--
<b>Individuals with diverse gender identities</b>	<b>3.24</b>	<b>8.0%</b>	<b>20.1%</b>	<b>29.9%</b>	<b>24.2%</b>	<b>17.8%</b>
--2009 Results	--	--	--	--	--	--

\*Sig. difference between 2009 and 2017 at p<.05 level. \*\*Question limited to International students in 2009

**Table 14: Perceived Climate for Groups Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Underrepresented racial/ethnic groups	3.72	3.49	3.79	3.63	4.11	4.00
International students/faculty/staff	--	3.73	--	3.82	--	4.21
LGBTQ individuals	3.02	3.26	3.01	3.33*	3.67	3.94
Individuals with disabilities	3.83	3.90	4.07	4.04	4.17	4.27
Individuals whose first language is other than English	3.55	3.59	3.73	3.69	3.91	4.17
Individuals from faith backgrounds other than your own	--	3.54	--	3.74	--	3.91
Individuals from disadvantaged economic backgrounds	--	3.54	--	3.91	--	3.74
Individuals with diverse gender identities	--	3.05	--	3.15	--	3.86

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Very intolerant) to 5 (Very tolerant)

**Table 15: Insensitivity Toward Other Employees**

Please indicate how frequently you have heard faculty or staff members tell jokes, tease, make fun of, or ostracize other faculty or staff because of their:	Mean	Never					Almost always (5)
		(1)	(2)	(3)	(4)		
<b>Ethnic or racial background</b>	<b>1.53</b>	<b>65.7%</b>	<b>18.5%</b>	<b>12.8%</b>	<b>3.0%</b>	<b>0.0%</b>	
--2009 Results	1.51	65.7%	20.8%	10.8%	2.4%	0.3%	
<b>Religious beliefs</b>	<b>1.59</b>	<b>63.8%</b>	<b>18.8%</b>	<b>13.1%</b>	<b>3.7%</b>	<b>0.7%</b>	
--2009 Results	1.57	63.0%	20.8%	13.3%	2.7%	0.3%	
<b>Sexual orientation</b>	<b>1.47</b>	<b>70.8%</b>	<b>15.1%</b>	<b>11.1%</b>	<b>2.7%</b>	<b>0.3%</b>	
--2009 Results	1.58	60.6%	22.7%	14.2%	2.4%	0.0%	
<b>Appearance/dress</b>	<b>1.78</b>	<b>51.5%</b>	<b>26.6%</b>	<b>15.5%</b>	<b>4.7%</b>	<b>1.7%</b>	
--2009 Results	--	--	--	--	--	--	
<b>Accent</b>	<b>1.45</b>	<b>70.8%</b>	<b>17.8%</b>	<b>7.0%</b>	<b>4.0%</b>	<b>0.3%</b>	
--2009 Results	1.50	66.6%	19.0%	12.0%	2.4%	0.0%	
<b>Disability</b>	<b>1.22</b>	<b>82.4%</b>	<b>14.2%</b>	<b>2.4%</b>	<b>1.0%</b>	<b>0.0%</b>	
--2009 Results	1.19	85.8%	10.6%	2.7%	0.9%	0.0%	
<b>Gender</b>	<b>1.44</b>	<b>74.6%</b>	<b>10.5%</b>	<b>11.5%</b>	<b>3.1%</b>	<b>0.3%</b>	
--2009 Results	1.47	68.5%	18.3%	11.1%	2.1%	0.0%	
<b>Socioeconomic status</b>	<b>1.39</b>	<b>73.0%</b>	<b>17.6%</b>	<b>7.4%</b>	<b>1.4%</b>	<b>0.7%</b>	
--2009 Results	1.39	72.9%	16.6%	9.0%	1.5%	0.0%	
<b>Educational background</b>	<b>1.63</b>	<b>61.4%</b>	<b>20.5%</b>	<b>13.4%</b>	<b>3.4%</b>	<b>1.3%</b>	
--2009 Results	1.59	62.2%	20.4%	13.8%	3.6%	0.0%	
<b>Nationality</b>	<b>1.39</b>	<b>73.4%</b>	<b>17.5%</b>	<b>5.7%</b>	<b>3.0%</b>	<b>0.3%</b>	
--2009 Results	1.36	74.8%	16.5%	6.9%	1.5%	0.3%	
<b>Political beliefs</b>	<b>2.26</b>	<b>36.8%</b>	<b>18.9%</b>	<b>29.5%</b>	<b>10.9%</b>	<b>3.9%</b>	
--2009 Results	--	--	--	--	--	--	

**Table 16: Insensitivity toward Other Employees Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Ethnic or racial background	1.35	1.53	1.63	1.42	1.58	1.69
Religious beliefs	1.64	1.71	1.58	1.48	1.44	1.48
Sexual orientation	1.56	1.45	1.66	1.44	1.55	1.48
Appearance/ dress	--	1.78	--	1.77	--	1.77
Accent	1.41	1.49	1.59	1.42	1.51	1.37
Disability	1.15	1.23	1.20	1.14	1.23	1.24
Socioeconomic status	1.38	1.40	1.43	1.29	1.35	1.51
Educational background	1.59	1.54	1.59	1.60	1.59	1.80
Nationality	1.34	1.40	1.37	1.26	1.35	1.57
Political beliefs	--	2.29	--	2.20	--	2.24

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Never) to 5 (Almost Always)



**Table 17: Insensitivity Toward Students**

Please indicate how frequently you have heard faculty or staff members tell jokes, tease, make fun of, or ostracize students because of their:	Mean	Almost always				
		(1)	(2)	(3)	(4)	(5)
<b>Ethnic or racial background</b>	<b>1.35</b>	<b>78.2%</b>	<b>10.6%</b>	<b>9.2%</b>	<b>1.7%</b>	<b>0.3%</b>
--2009 Results	1.30	79.6%	10.9%	9.4%	0.0%	0.0%
<b>Religious beliefs</b>	<b>1.36</b>	<b>75.3%</b>	<b>15.1%</b>	<b>7.9%</b>	<b>1.7%</b>	<b>0.0%</b>
--2009 Results	1.37	76.1%	12.4%	10.3%	1.2%	0.0%
<b>Sexual orientation</b>	<b>1.34</b>	<b>77.6%</b>	<b>12.9%</b>	<b>7.8%</b>	<b>1.4%</b>	<b>0.3%</b>
--2009 Results	1.40	72.3%	18.3%	6.7%	2.7%	0.0%
<b>Appearance/dress</b>	<b>1.54</b>	<b>65.1%</b>	<b>18.6%</b>	<b>14.2%</b>	<b>1.7%</b>	<b>0.3%</b>
--2009 Results	--	--	--	--	--	--
<b>Accent</b>	<b>1.29</b>	<b>78.8%</b>	<b>15.4%</b>	<b>3.8%</b>	<b>1.7%</b>	<b>0.3%</b>
--2009 Results	1.26	81.2%	12.8%	5.2%	0.9%	0.0%
<b>Disability</b>	<b>1.22</b>	<b>83.3%</b>	<b>12.2%</b>	<b>3.4%</b>	<b>0.7%</b>	<b>0.3%</b>
--2009 Results	1.17	86.6%	10.4%	2.4%	0.6%	0.0%
<b>Gender</b>	<b>1.24</b>	<b>85.0%</b>	<b>8.8%</b>	<b>3.7%</b>	<b>1.7%</b>	<b>0.7%</b>
--2009 Results	1.21	84.7%	10.1%	4.3%	0.9%	0.0%
<b>Socioeconomic status</b>	<b>1.34</b>	<b>78.4%</b>	<b>12.3%</b>	<b>6.5%</b>	<b>2.4%</b>	<b>0.3%</b>
--2009 Results	1.29	79.4%	13.0%	6.7%	0.6%	0.3%
<b>Educational background</b>	<b>1.35</b>	<b>77.6%</b>	<b>12.9%</b>	<b>6.8%</b>	<b>2.4%</b>	<b>0.3%</b>
--2009 Results	1.36	77.8%	11.6%	7.9%	2.7%	0.0%
<b>Nationality</b>	<b>1.25</b>	<b>81.9%</b>	<b>12.3%</b>	<b>4.8%</b>	<b>0.7%</b>	<b>0.3%</b>
--2009 Results	1.25	81.5%	13.1%	4.3%	1.2%	0.0%
<b>Political beliefs</b>	<b>1.74</b>	<b>60.5%</b>	<b>13.5%</b>	<b>17.8%</b>	<b>7.5%</b>	<b>0.7%</b>
--2009 Results	--	--	--	--	--	--

**Table 18: Insensitivity toward Other Students Longitudinal Comparison**

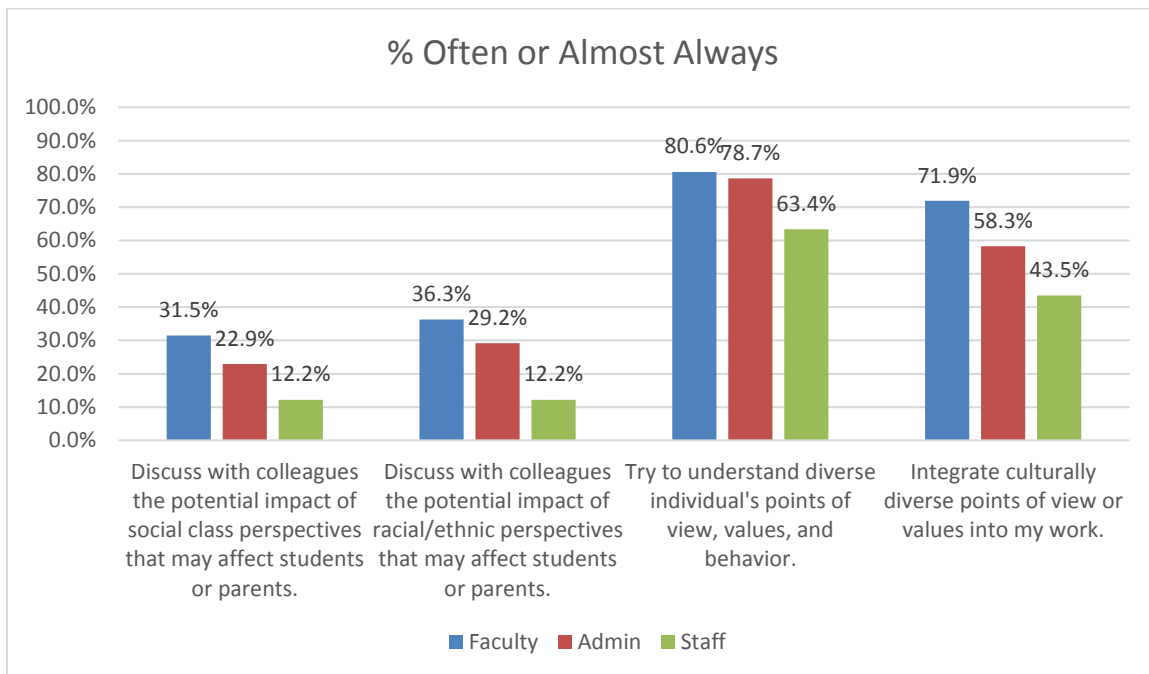
	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Ethnic or racial background	1.24	1.42	1.41	1.30	1.25	1.26
Religious beliefs	1.50	1.49	1.35	1.27	1.20	1.22
Sexual orientation	1.36	1.38	1.50	1.33	1.33	1.28
Appearance/ dress	--	1.61	--	1.47	--	1.48
Accent	1.27	1.35	1.29	1.25	1.19	1.25
Disability	1.16	1.29	1.20	1.17	1.15	1.17
Socioeconomic status	1.32	1.40	1.33	1.25	1.21	1.29
Educational background	1.45	1.47	1.34	1.22	1.25	1.30
Nationality	1.23	1.29	1.28	1.18	1.24	1.28
Political beliefs	--	1.88	--	1.67	--	1.55

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Never) to 5 (Almost Always)

**Table 19: Frequency of Discussion about Diversity and Inclusion**

How frequently do you:	Mean	Never (1)	(2)	(3)	(4)	Almost always (5)
<b>Discuss with colleagues the potential impact of social class perspectives that may affect students or parents.</b>	<b>2.71</b>	<b>15.3%</b>	<b>27.7%</b>	<b>32.5%</b>	<b>19.3%</b>	<b>5.1%</b>
--2009 Results	2.68	20.1%	21.2%	35.7%	16.4%	6.7%
<b>Discuss with colleagues the potential impact of racial/ethnic perspectives that may affect students or parents.</b>	<b>2.85</b>	<b>13.1%</b>	<b>25.9%</b>	<b>32.1%</b>	<b>20.8%</b>	<b>8.0%</b>
--2009 Results	2.76	17.2%	22.6%	36.2%	15.4%	8.6%
<b>Try to understand diverse individual's points of view, values, and behavior.</b>	<b>4.10*</b>	<b>1.1%</b>	<b>4.2%</b>	<b>18.2%</b>	<b>36.5%</b>	<b>40.0%</b>
--2009 Results	3.60	3.7%	6.1%	35.9%	34.6%	19.7%
<b>Integrate culturally diverse points of view or values into my work.</b>	<b>3.75*</b>	<b>3.8%</b>	<b>7.7%</b>	<b>26.9%</b>	<b>32.3%</b>	<b>29.2%</b>
--2009 Results	3.37	6.0%	14.5%	36.0%	23.7%	19.8%

\*Sig. difference between 2009 and 2017 at p<.05 level.



**Table 20: Frequency of Discussion about Diversity and Inclusion Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Discuss with colleagues the potential impact of social class perspectives that may affect students or parents.	3.03	3.02	2.74	2.69	1.95	2.06
Discuss with colleagues the potential impact of racial/ethnic perspectives that may affect students or parents.	3.10	3.13	2.87	2.80	2.03	2.33*
Try to understand diverse individual's points of view, values, and behavior.	3.84	4.25*	3.61	4.11*	3.22	3.79*
Integrate culturally diverse points of view or values into my work.	3.76	4.07*	3.36	3.66*	2.78	3.15*

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Never) to 5 (Almost Always)

**Table 21: Assessment of Saint Mary's in Building an Inclusive Community**

How frequently do you:	Mean	Poor (1)	Average (2)	Average (3)	Excellent (4)	Excellent (5)
<b>How would you rate the job done by Saint Mary's in creating an inclusive environment in which students feel affirmed and safe?</b>	<b>3.58*</b>	<b>5.2%</b>	<b>10.8%</b>	<b>19.8%</b>	<b>49.0%</b>	<b>15.3%</b>
--2009 Results	3.34	17.1%	35.2%	23.7%	13.2%	10.8%
<b>How would you rate the job done by Saint Mary's in encouraging students to socialize and interact with other students of cultural or ethnic groups different than their own?</b>	<b>3.21</b>	<b>9.8%</b>	<b>16.9%</b>	<b>27.8%</b>	<b>33.5%</b>	<b>12.0%</b>
--2009 Results	3.13	12.3%	31.8%	26.8%	14.6%	14.6%

**Table 22: Assessment of Saint Mary's in Building an Inclusive Community Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
How would you rate the job done by Saint Mary's in creating an inclusive environment in which students feel affirmed and safe?	3.06	3.33	3.33	3.70*	3.75	3.95
How would you rate the job done by Saint Mary's in encouraging students to socialize and interact with other students of cultural or ethnic groups different than their own?	2.84	2.93	3.10	3.29	3.52	3.68

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Poor) to 5 (Excellent)

**Table 23: Assessment of Saint Mary's in Building an Inclusive Community Comparison by Race/Ethnicity**

	Of Color	White	Sig.
How would you rate the job done by Saint Mary's in creating an inclusive environment in which students feel affirmed and safe?	3.50	3.60	
How would you rate the job done by Saint Mary's in encouraging students to socialize and interact with other students of cultural or ethnic groups different than their own?	2.97	3.27	

\*Sig. difference between employees of color and white employees at p<.05 level. Scale= 1 (Poor) to 5 (Excellent)

**Table 24: Effectiveness of Faculty in Serving as Culturally Competent Role Models**

	Mean	Very ineffective (1)	(2)	Neither effective or ineffective (3)	(4)	Very effective (5)
<b>Overall, how effective are faculty members at Saint Mary's in serving as culturally-competent role models for students?</b>	<b>3.54</b>	<b>3.5%</b>	<b>8.9%</b>	<b>29.3%</b>	<b>47.1%</b>	<b>11.2%</b>
--2009 Results	3.52	3.5%	11.5%	25.6%	48.0%	11.5%

**Table 25: Effectiveness of Faculty as Culturally Competent Role Models Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
<b>Overall, how effective are faculty members at Saint Mary's in serving as culturally-competent role models for students?</b>	3.50	3.39	3.36	3.63*	3.90	3.77

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Very ineffective) to 5 (Very effective)

**Table 26: Effectiveness of Faculty as Culturally Competent Role Models Comparison by Race/Ethnicity**

	Of Color	White	Sig.
<b>Overall, how effective are faculty members at Saint Mary's in serving as culturally-competent role models for students?</b>	3.09	3.61	*

\*Sig. difference between employees of color and white employees at p<.05 level. Scale= 1 (Very ineffective) to 5 (Very effective)

**Table 27: Support from Saint Mary's in Building Inclusivity and Individual Responsibility**

Please indicate the extent to which you agree or disagree with the following:	Mean	Disagree Strongly (1)	(2)	Neither Agree nor Disagree (3)	(4)	Agree Strongly (5)
<b>Faculty members and staff have access to resources to help them create and provide multicultural learning experiences for students.</b>	<b>3.67</b>	<b>2.6%</b>	<b>13.8%</b>	<b>19.8%</b>	<b>41.8%</b>	<b>22.0%</b>
--2009 Results	3.52	5.7%	10.0%	25.4%	44.3%	14.6%
<b>Faculty members and staff need professional development to help them create and provide multicultural learning experiences for students.</b>	<b>3.84</b>	<b>3.3%</b>	<b>9.2%</b>	<b>18.8%</b>	<b>37.9%</b>	<b>30.9%</b>
--2009 Results	3.78	2.5%	7.8%	27.3%	33.7%	28.7%
<b>It is my responsibility to intervene when I observe incidents of bias or injustice.</b>	<b>4.63*</b>	<b>0.7%</b>	<b>1.8%</b>	<b>3.9%</b>	<b>21.2%</b>	<b>72.4%</b>
--2009 Results	4.34	0.7%	1.7%	11.4%	35.7%	50.5%
<b>I feel prepared to address culturally inappropriate comments by students.</b>	<b>4.00*</b>	<b>3.2%</b>	<b>7.8%</b>	<b>10.3%</b>	<b>43.3%</b>	<b>35.5%</b>
--2009 Results	3.78	4.4%	12.1%	12.1%	45.1%	26.9%
<b>Saint Mary's provides appropriate response to diversity-related incidents on campus.</b>	<b>3.53*</b>	<b>5.4%</b>	<b>11.6%</b>	<b>27.5%</b>	<b>35.1%</b>	<b>20.3%</b>
--2009 Results	3.34	6.1%	8.6%	43.2%	29.6%	12.5%
<b>The atmosphere at Saint Mary's makes me feel like an outsider.</b>	<b>2.38</b>	<b>35.0%</b>	<b>24.7%</b>	<b>16.3%</b>	<b>15.5%</b>	<b>8.5%</b>
--2009 Results	2.20	45.8%	16.9%	14.3%	17.3%	5.6%
<b>Diversity in the faculty and staff makes an important contribution to the quality of the education offered by Saint Mary's.</b>	<b>4.41*</b>	<b>0.7%</b>	<b>3.2%</b>	<b>12.0%</b>	<b>22.3%</b>	<b>61.8%</b>
--2009 Results	4.12	3.0%	3.3%	16.3%	33.7%	43.7%
<b>Saint Mary's is making progress in building an inclusive community.</b>	<b>3.95*</b>	<b>2.1%</b>	<b>4.9%</b>	<b>16.9%</b>	<b>48.2%</b>	<b>27.8%</b>
--2009 Results	3.78	3.0%	6.2%	19.7%	52.5%	18.7%
<b>Incorporating multiculturalism into the educational and social programs of the college is essential for providing a quality education.</b>	<b>4.48*</b>	<b>1.1%</b>	<b>2.5%</b>	<b>8.8%</b>	<b>22.3%</b>	<b>65.4%</b>
--2009 Results	4.25	2.0%	2.3%	12.0%	36.3%	47.3%
<b>It is the responsibility of every member of the college community to help create an environment where all feel included and valued.</b>	<b>4.81</b>	<b>0.7%</b>	<b>0.7%</b>	<b>2.8%</b>	<b>8.7%</b>	<b>87.1%</b>
--2009 Results	4.73	0.7%	0.0%	3.9%	16.6%	78.8%
<b>I am treated with the same respect as others who work at the College.</b>	<b>3.77</b>	<b>7.3%</b>	<b>16.7%</b>	<b>9.4%</b>	<b>25.3%</b>	<b>41.3%</b>
--2009 Results	3.88	4.2%	14.6%	11.4%	28.6%	41.2%

\*Sig. difference between 2009 and 2017 at p<.05 level.

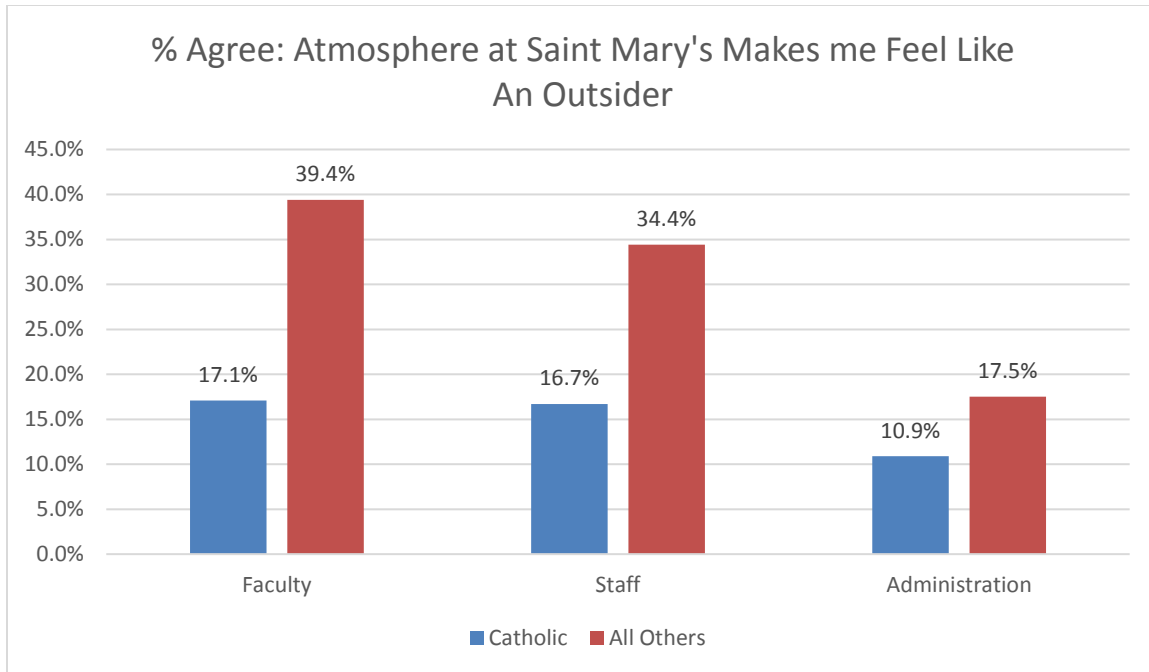
**Table 28: Support from Saint Mary's in Building Inclusivity and Individual Responsibility (% Agree)**

	Faculty	Admin	Staff
It is my responsibility to intervene when I observe incidents of bias or injustice.	96.9%	95.9%	84.9%
I feel prepared to address culturally inappropriate comments by students.	81.6%	83.7%	64.8%
The atmosphere at Saint Mary's makes me feel like an outsider.	32.2%	13.3%	25.0%
Saint Mary's is making progress in building an inclusive community.	73.0%	81.6%	74.6%
It is the responsibility of every member of the college community to help create an environment where all feel included and valued.	96.9%	95.9%	94.7%
I am treated with the same respect as others who work at the College.	67.7%	66.7%	64.9%

**Table 29: Support from Saint Mary's in Building Inclusivity and Individual Responsibility Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Faculty members and staff have access to resources to help them create and provide multicultural learning experiences for students.	3.52	3.56	3.40	3.72*	3.74	3.84
Faculty members and staff need professional development to help them create and provide multicultural learning experiences for students.	3.69	3.89	3.93	3.99	3.75	3.56
It is my responsibility to intervene when I observe incidents of bias or injustice.	4.50	4.72	4.42	4.72*	3.99	4.32*
I feel prepared to address culturally inappropriate comments by students.	3.88	4.04	3.83	4.12*	3.52	3.72
Saint Mary's provides appropriate response to diversity-related incidents on campus.	3.23	3.44	3.29	3.61*	3.61	3.67
The atmosphere at Saint Mary's makes me feel like an outsider.	2.49	2.66	1.97	2.10	2.05	2.20
Diversity in the faculty and staff makes an important contribution to the quality of the education offered by Saint Mary's.	4.03	4.52*	4.35	4.48	3.94	4.13
Saint Mary's is making progress in building an inclusive community.	3.65	3.80	3.83	4.07	3.91	4.05
Incorporating multiculturalism into the educational and social programs of the college is essential for providing a quality education.	4.34	4.52	4.38	4.51	3.94	4.40*
It is the responsibility of every member of the college community to help create an environment where all feel included and valued.	4.74	4.79	4.78	4.87	4.67	4.82
I am treated with the same respect as others who work at the College.	4.02	3.87	4.03	3.74*	3.57	3.61

\*Sig. difference between 2009 and 2017 at  $p < .05$  level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)



**Table 30: Effectiveness of Faculty as Culturally Competent Role Models Comparison by Race/Ethnicity**

	Of Color	White	Sig.
Faculty members and staff have access to resources to help them create and provide multicultural learning experiences for students.	3.47	3.69	
Faculty members and staff need professional development to help them create and provide multicultural learning experiences for students.	4.24	3.79	*
It is my responsibility to intervene when I observe incidents of bias or injustice.	4.56	4.65	
I feel prepared to address culturally inappropriate comments by students.	4.03	3.98	
Saint Mary's provides appropriate response to diversity-related incidents on campus.	3.37	3.58	
The atmosphere at Saint Mary's makes me feel like an outsider.	3.03	2.22	*
Diversity in the faculty and staff makes an important contribution to the quality of the education offered by Saint Mary's.	4.50	4.41	
Saint Mary's is making progress in building an inclusive community.	3.89	3.95	
Incorporating multiculturalism into the educational and social programs of the college is essential for providing a quality education.	4.47	4.51	
It is the responsibility of every member of the college community to help create an environment where all feel included and valued.	4.64	4.86	
I am treated with the same respect as others who work at the College.	3.63	3.85	

\*Sig. difference between employees of color and white employees at  $p < .05$  level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 31: Inclusive Decision-Making and Communication**

Please indicate the extent to which you agree or disagree with the following:	Mean	Disagree Strongly				Agree Strongly
		(1)	(2)	(3)	(4)	(5)
<b>My workload limits my ability to provide quality services to my students or colleagues.</b>	<b>3.13</b>	<b>16.5%</b>	<b>18.7%</b>	<b>16.5%</b>	<b>31.3%</b>	<b>16.9%</b>
--2009 Results	3.11	18.7%	18.4%	14.5%	29.7%	18.7%
<b>I am committed to the mission of Saint Mary's.</b>	<b>4.77*</b>	<b>0.0%</b>	<b>1.4%</b>	<b>3.4%</b>	<b>12.6%</b>	<b>82.7%</b>
--2009 Results	4.52	0.3%	1.5%	8.0%	26.4%	63.8%
<b>Lack of inclusive decision-making is a source of tension in my office/department.</b>	<b>2.52*</b>	<b>37.5%</b>	<b>16.1%</b>	<b>17.5%</b>	<b>15.0%</b>	<b>13.9%</b>
--2009 Results	2.31	36.9%	21.8%	19.0%	17.8%	4.5%
<b>Lack of power sharing is a source of tension in my division.</b>	<b>2.81*</b>	<b>30.7%</b>	<b>12.0%</b>	<b>19.7%</b>	<b>21.2%</b>	<b>16.4%</b>
--2009 Results	2.55	29.3%	18.1%	24.5%	24.2%	3.9%
<b>Communication between colleagues needs improvement</b>	<b>3.58</b>	<b>10.7%</b>	<b>12.7%</b>	<b>14.1%</b>	<b>32.6%</b>	<b>29.9%</b>
--2009 Results	3.58	5.5%	11.3%	21.7%	43.0%	18.4%

\*Sig. difference between 2009 and 2017 at p<.05 level.

**Table 32: Inclusive Decision-Making and Communication Employee Comparison (% Agree)**

	Faculty	Admin	Staff
My workload limits my ability to provide quality services to my students or colleagues.	52.8%	47.4%	39.6%
I am committed to the mission of Saint Mary's.	94.6%	97.0%	93.1%
Lack of inclusive decision-making is a source of tension in my office/department.	26.8%	28.4%	36.5%
Lack of power sharing is a source of tension in my division.	41.4%	35.1%	34.6%
Communication between colleagues needs improvement	56.7%	66.1%	67.3%

**Table 33: Support from Saint Mary's in Building Inclusivity and Individual Responsibility Longitudinal Comparison**

	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
My workload limits my ability to provide quality services to my students or colleagues.	3.65	3.30*	2.82	3.09*	2.54	2.79*
I am committed to the mission of Saint Mary's.	4.39	4.71*	4.73	4.86	4.47	4.71
Lack of inclusive decision-making is a source of tension in my office/department.	2.00	2.44*	2.37	2.49	2.72	2.73
Lack of power sharing is a source of tension in my division.	2.46	2.81*	2.47	2.77*	2.76	2.85
Communication between colleagues needs improvement	3.54	3.39	3.58	3.69	3.63	3.80

\*Sig. difference between 2009 and 2017 at p<.05 level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)



**Table 34: Support from Saint Mary's in Building Inclusivity and Individual Responsibility Comparison by Race/Ethnicity**

	Of Color	White	Sig.
My workload limits my ability to provide quality services to my students or colleagues.	3.31	3.07	
I am committed to the mission of Saint Mary's.	4.72	4.77	
Lack of inclusive decision-making is a source of tension in my office/department.	2.62	2.50	
Lack of power sharing is a source of tension in my division.	2.95	2.78	
Communication between colleagues needs improvement	3.77	3.52	

\*Sig. difference between employees of color and white employees at  $p < .05$  level. Scale= 1 (Disagree Strongly) to 5 (Agree Strongly)

**Table 35: Satisfaction with Employment**

How satisfied are you with the following aspects of your employment at Saint Mary's:	Mean	Very dissatisfied				Very satisfied
		(1)	(2)	(3)	(4)	(5)
<b>Fairness of my performance evaluations</b>	<b>4.10</b>	<b>4.5%</b>	<b>8.6%</b>	<b>12.3%</b>	<b>21.9%</b>	<b>52.8%</b>
--2009 Results	3.98	2.7%	8.1%	17.3%	32.2%	39.7%
<b>Job training or professional development provided to me</b>	<b>3.12*</b>	<b>14.7%</b>	<b>25.5%</b>	<b>14.7%</b>	<b>23.4%</b>	<b>21.7%</b>
--2009 Results	3.38	5.1%	23.1%	18.3%	35.6%	18.0%
<b>Supervision/management of my work</b>	<b>4.04</b>	<b>6.0%</b>	<b>9.1%</b>	<b>12.3%</b>	<b>20.7%</b>	<b>51.9%</b>
--2009 Results	3.94	2.7%	9.0%	17.4%	33.8%	37.1%
<b>Opportunities for career development</b>	<b>2.98*</b>	<b>20.5%</b>	<b>20.1%</b>	<b>18.0%</b>	<b>23.4%</b>	<b>18.0%</b>
--2009 Results	3.22	7.8%	19.5%	28.1%	32.0%	12.6%
<b>Recognition I get for doing a good job</b>	<b>3.46</b>	<b>10.8%</b>	<b>19.8%</b>	<b>11.5%</b>	<b>28.8%</b>	<b>29.2%</b>
--2009 Results	3.61	4.8%	16.7%	18.5%	32.5%	27.5%
<b>Opportunities to provide input on changes that will affect me</b>	<b>3.24*</b>	<b>14.9%</b>	<b>20.1%</b>	<b>16.3%</b>	<b>24.2%</b>	<b>24.6%</b>
--2009 Results	3.52	5.4%	19.2%	16.5%	36.5%	22.5%
<b>The way information is provided to me about what is going on at Saint Mary's.</b>	<b>3.27*</b>	<b>9.9%</b>	<b>25.0%</b>	<b>15.4%</b>	<b>27.1%</b>	<b>22.6%</b>
--2009 Results	3.61	4.8%	15.5%	15.2%	42.7%	21.8%
<b>Existing opportunities to communicate within the College</b>	<b>3.20*</b>	<b>9.4%</b>	<b>22.8%</b>	<b>23.6%</b>	<b>26.8%</b>	<b>17.4%</b>
--2009 Results	3.59	3.9%	12.8%	22.4%	41.8%	19.1%
<b>Overall, how satisfied are you with your employment at Saint Mary's?</b>	<b>3.79*</b>	<b>6.1%</b>	<b>14.2%</b>	<b>9.1%</b>	<b>35.5%</b>	<b>35.1%</b>
--2009 Results	4.34	0.3%	7.2%	3.7%	35.9%	52.9%

\*Sig. difference between 2009 and 2017 at  $p < .05$  level.

**Table 36: Satisfaction with Employment Employee Comparison (% Satisfied)**

	Faculty	Admin	Staff
Fairness of my performance evaluations	75.0%	76.5%	74.1%
Job training or professional development provided to me	46.0%	41.6%	50.9%
Supervision/management of my work	72.3%	68.0%	80.7%
Opportunities for career development	47.5%	38.2%	37.5%
Recognition I get for doing a good job	52.4%	62.4%	64.9%
Opportunities to provide input on changes that will affect me	44.0%	53.4%	50.9%
The way information is provided to me about what is going on at Saint Mary's.	43.0%	52.4%	59.7%
Existing opportunities to communicate within the College	41.9%	42.5%	51.8%

**Table 37: Satisfaction with Employment Longitudinal Comparison**

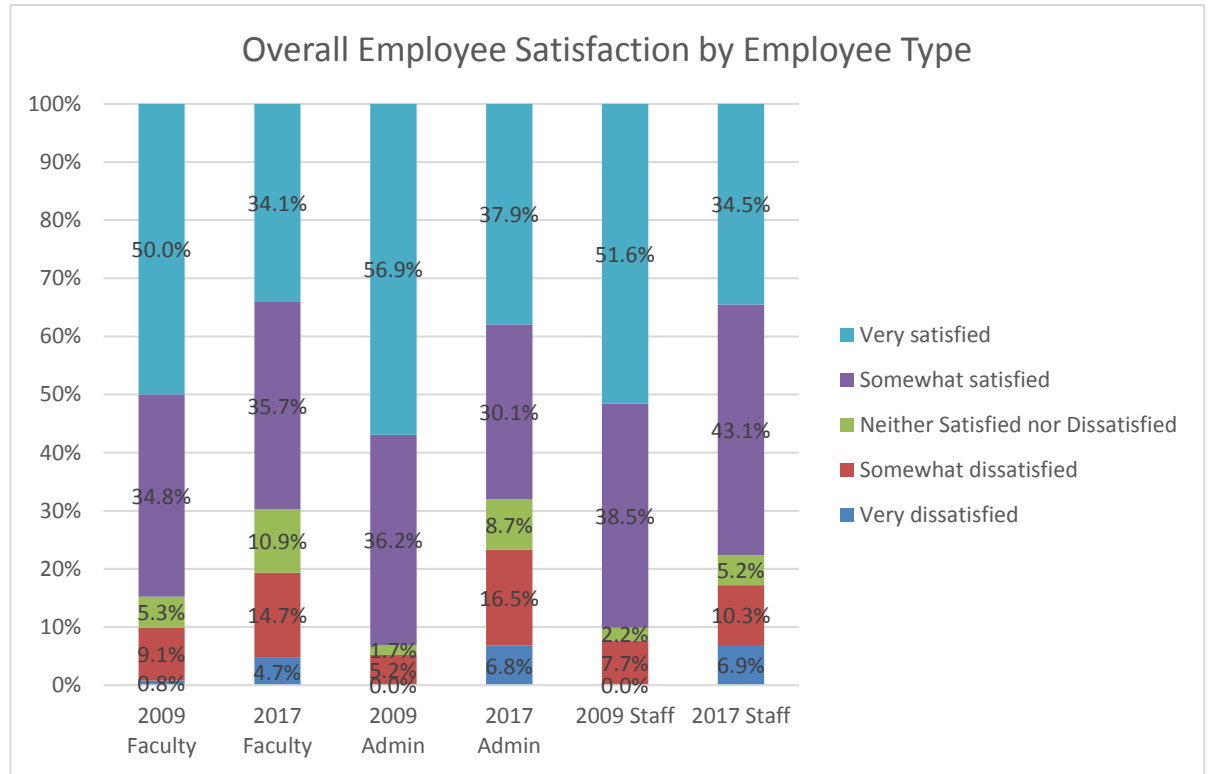
	Faculty		Admin		Staff	
	2009	2017	2009	2017	2009	2017
Fairness of my performance evaluations	3.94	4.01	4.08	4.21	3.87	4.20*
Job training or professional development provided to me	3.48	3.19	3.15	2.99	3.48	3.27
Supervision/management of my work	3.88	4.07	4.00	3.91	3.89	4.16
Opportunities for career development	3.37	3.19	3.14	2.87	3.08	2.80
Recognition I get for doing a good job	3.43	3.30	3.78	3.59	3.59	3.63
Opportunities to provide input on changes that will affect me	3.59	3.10*	3.44	3.39	3.45	3.25
The way information is provided to me about what is going on at Saint Mary's.	3.64	3.11*	3.60	3.37	3.53	3.51
Existing opportunities to communicate within the College	3.57	3.14*	3.61	3.21*	3.58	3.33
Overall, how satisfied are you with your employment at Saint Mary's?	4.24	3.80*	4.45	3.76*	4.34	3.88*

\*Sig. difference between 2009 and 2017 at  $p < .05$  level. Scale= 1 (Very dissatisfied) to 5 (Very satisfied)

**Table 38: Satisfaction with Employment Comparison by Race/Ethnicity**

	Of Color	White	Sig.
Fairness of my performance evaluations	3.78	4.18	*
Job training or professional development provided to me	3.23	3.10	
Supervision/management of my work	3.92	4.06	
Opportunities for career development	3.08	2.99	
Recognition I get for doing a good job	3.59	3.49	
Opportunities to provide input on changes that will affect me	3.08	3.29	
The way information is provided to me about what is going on at Saint Mary's.	3.51	3.27	
Existing opportunities to communicate within the College	3.22	3.22	
Overall, how satisfied are you with your employment at Saint Mary's?	3.85	3.85	

\*Sig. difference between employees of color and white employees at  $p < .05$  level. Scale= 1 (Very dissatisfied) to 5 (Very satisfied)



**Table 39: Morale at Saint Mary's**

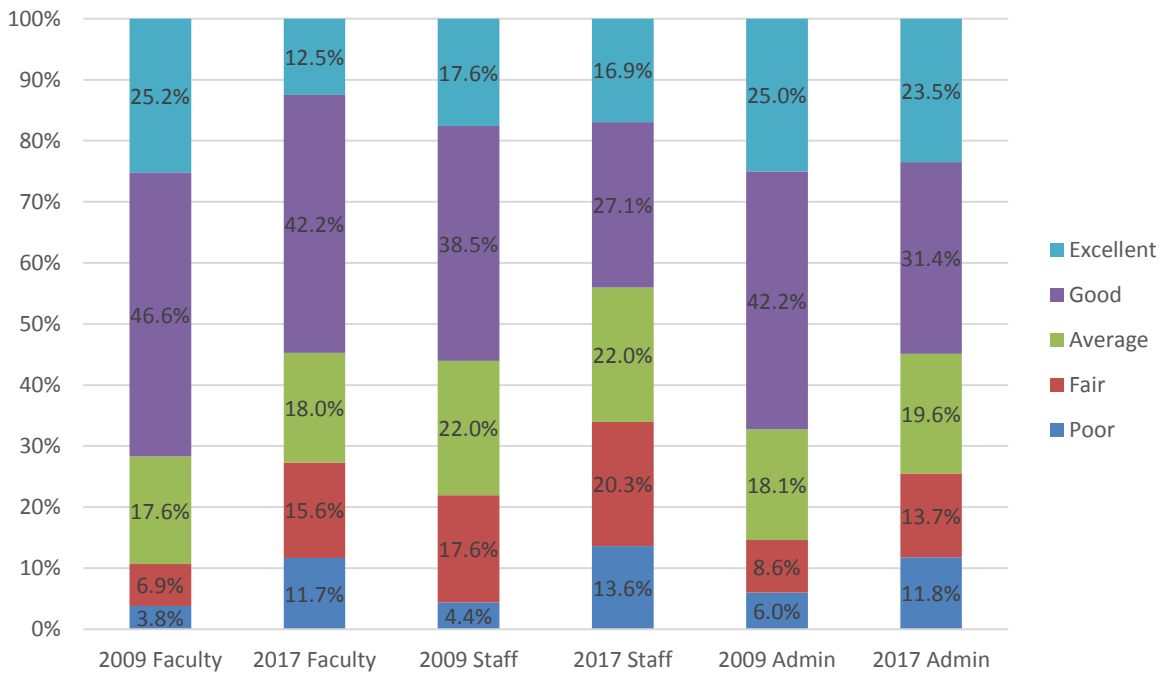
Overall how would you rate:	Mean	Poor (1)	(2)	Average (3)	(4)	Excellent (5)
<b>Morale in your office/department</b>	<b>3.29*</b>	<b>12.2%</b>	<b>15.9%</b>	<b>19.3%</b>	<b>35.3%</b>	<b>17.3%</b>
--2009 Results	3.68	4.6%	10.4%	19.6%	42.9%	22.5%
<b>Morale at Saint Mary's overall among faculty and staff</b>	<b>3.04</b>	<b>12.0%</b>	<b>33.5%</b>	<b>27.8%</b>	<b>16.9%</b>	<b>9.8%</b>
--2009 Results	--	--	--	--	--	--

**Table 40: Morale at Saint Mary's Comparison by Race/Ethnicity**

	Of Color	White	Sig.
Morale in your office/department	3.45	3.31	
Morale at Saint Mary's overall among faculty and staff	3.20	3.05	

\*Sig. difference between employees of color and white employees at p<.05 level. Scale= 1 (Poor) to 5 (Excellent)

Morale in your Office/Department by Employee Type



### Morale Among Faculty/Staff Overall by Employee Type

