

Initial Findings from the
**HEDS Diversity & Equity Campus
Climate Survey**
of Macalester Faculty & Staff

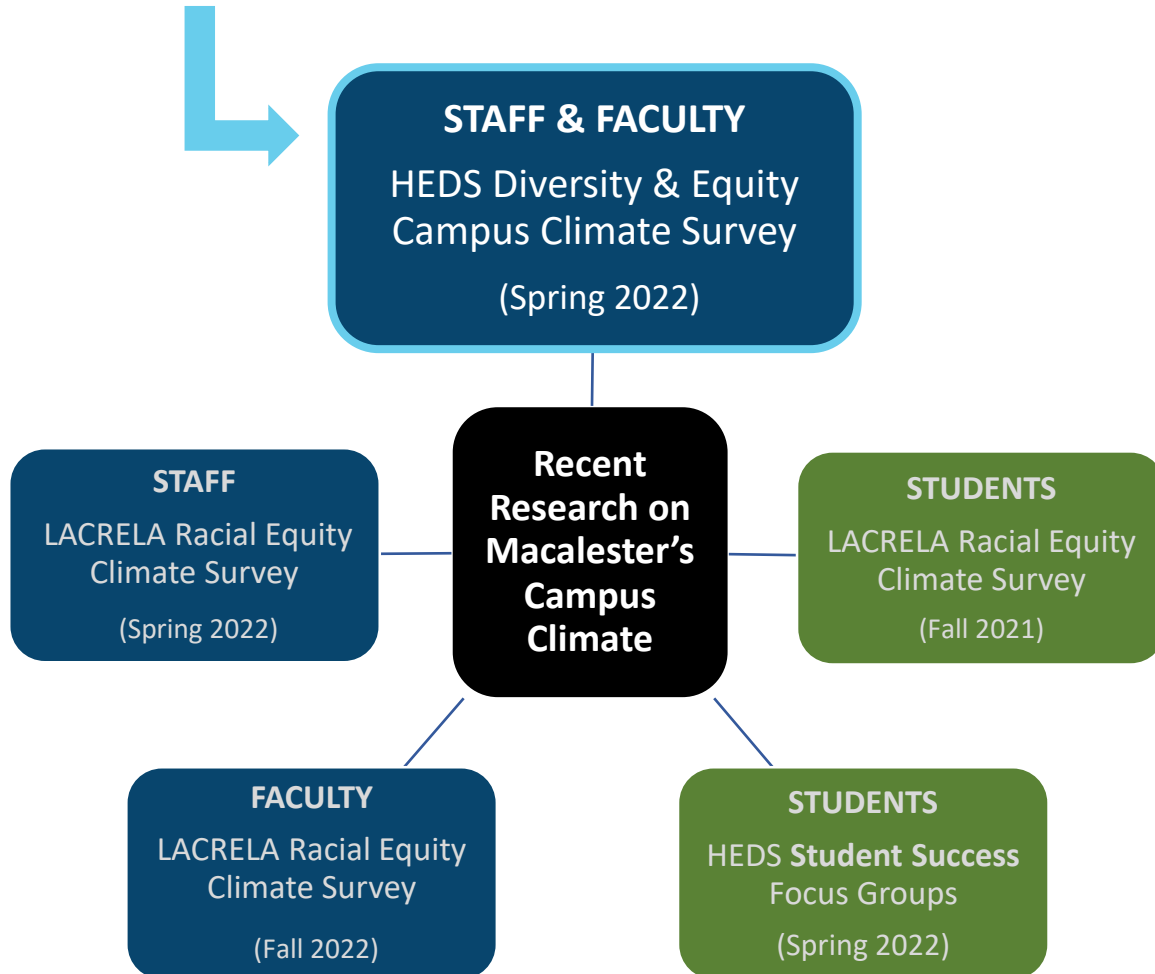


Office of Institutional Research & Assessment

November 2022



The **HEDS Diversity & Equity Campus Climate Survey** is one of five ongoing studies of Macalester's campus climate:



Why this, Why now?

- The last faculty experience survey was in 2015
- The last staff experience survey was in 2010
- Enables employee data to be contiguous with student campus climate data-collection efforts
- Captures a snapshot & baseline prior to the start of new VP of IE and Strategic Planning's emphasis on Culture.

Collaborations Along the Way

- Project approved by Senior Leadership in January 2022
- IR&A collaborated with the Faculty Advisory Council (FAC) and Staff Advisory Council (SAC) to develop custom questions specific to Macalester
- Survey was administered through HEDS to ensure anonymity and to allow for "Peer" comparison data with other selective liberal arts colleges (SLACS)

Overview & Context for These Initial Findings

We're at the start of the conversation, not the finish.

- This initial analysis and initial roll-out is not the final story.
- We hope these initial findings lead to reflection, then dialogues, follow-ups, and action plans.



This is NOT an executive summary. It's more a series of vignettes.

- **There is no *one story to report***, nor have we tried to reduce the findings to singular, tidy narratives.
- The survey had multiple facets, and respondents had plenty to say, sometimes revealing divergent perceptions & experiences among Mac employees.
- We have resisted the impulse to jump straight to “solutions.” We ask you to do the same, for now.

These quantitative findings are not meant to stand alone.

- Open-ended responses, summarized in **3 Qualitative Codebooks**, complement the quantitative data.
- Quant findings show what the data *says*, not what it *means*. **Meaning-making happens through dialogue.**

Our Goals for Today

- We want our community to be aware of this data as planning implementation processes start to form.
- We hope the conversations around this data help people reflect, interpret, and create shared meaning.
- We hope to highlight both the positive and negative aspects of employees' experiences.
- Eventually, we hope you'll help us make connections between the data and data-informed next steps.



Response Rates & Demographic Representativeness

Survey sent to 690 employees (February 22nd – March 15th, 2022)

- 253 Faculty, 437 Staff
- Included FT, PT, exempt, non-exempt, faculty on sabbatical, union employees, Senior Staff
- Excluded those hired after Jan. 1, 2022 (n = 24); MSFEO faculty (n = 6); temp. workers (< 6 months, FTE < 0.10; N = 77)

71% overall response rate (493 out of 690)

- 73% Staff response rate (321 out of 437)
- 68% Faculty response rate (172 out of 253)
- *46% response rate among Peer College employees (average of N = 51 Selective Liberal Arts Colleges, aka SLACS)*

The sample is representative of the population of eligible employees

- No demographic or identity groups are statistically significantly under- or over-represented (*see Appendix A*)
- **All survey items were analyzed by:**
 - Mac vs. Peer SLACS | Faculty vs. Staff | Gender Identity | Sexual Orientation | Disability Status | Federal Race/Ethnicity categories (grouped into White & BIPOC, but also disaggregated)

Organizing Principle for this Presentation

The survey collects information about the various ways faculty and staff experience campus climate.

To facilitate the transition

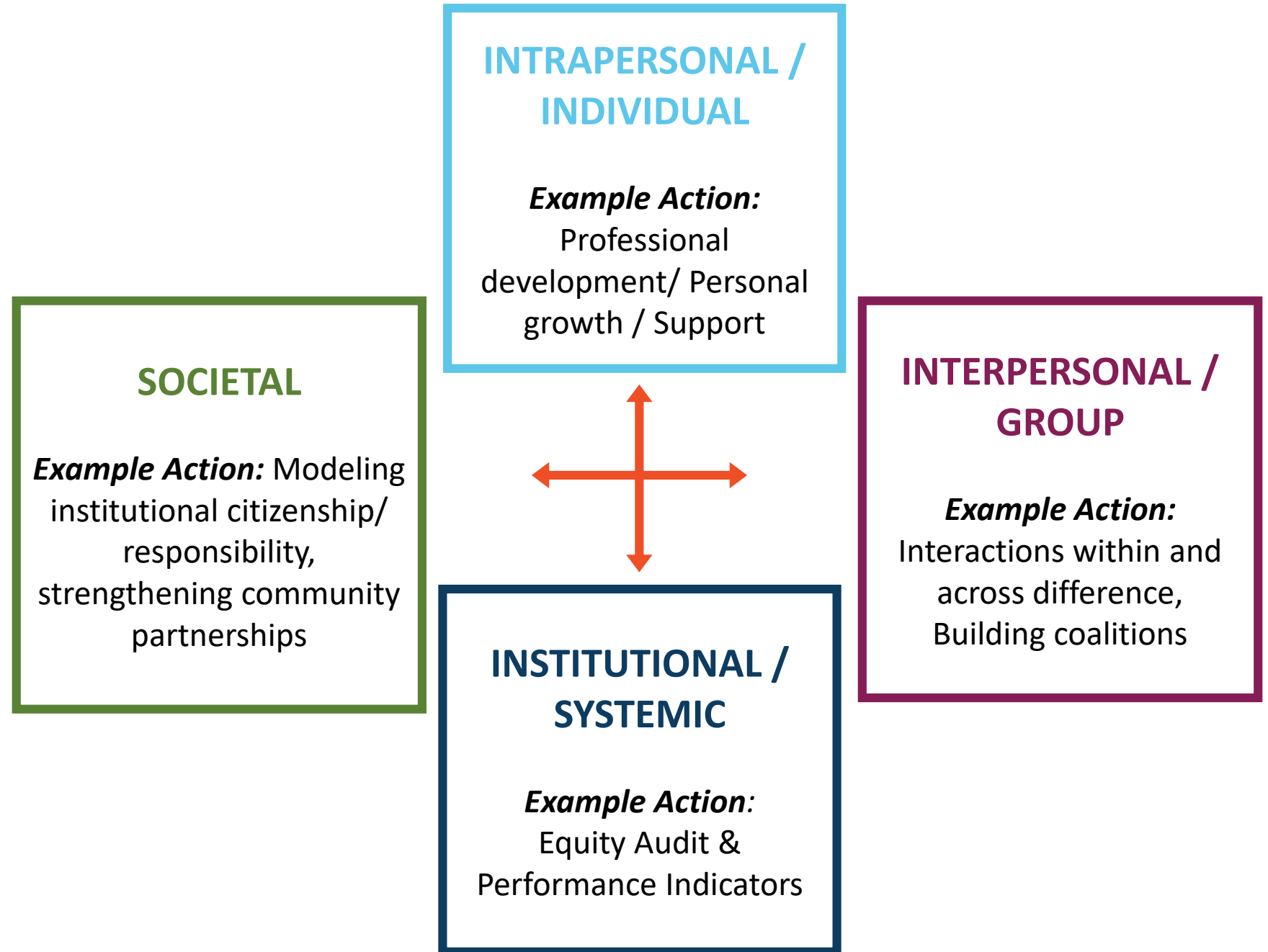
from information

to data-informed decisions

to action,

we connected the survey content to a theory of change. The sections in this presentation are organized around these multiple “layers” that must be engaged in order to effect transformative change.

These layers are adapted from the *Cycle of Liberation* and the *Racial Equity, Diversity, and Inclusion Framework*.



Q: "What one word or sentence would you use to describe the sense of community you feel at Mac?"

(Open-Ended Question)

The past two years have deeply frayed Macalester's sense of community -- everything feels tense and every interaction has the possibility of mis-steps. Incredibly stressful.

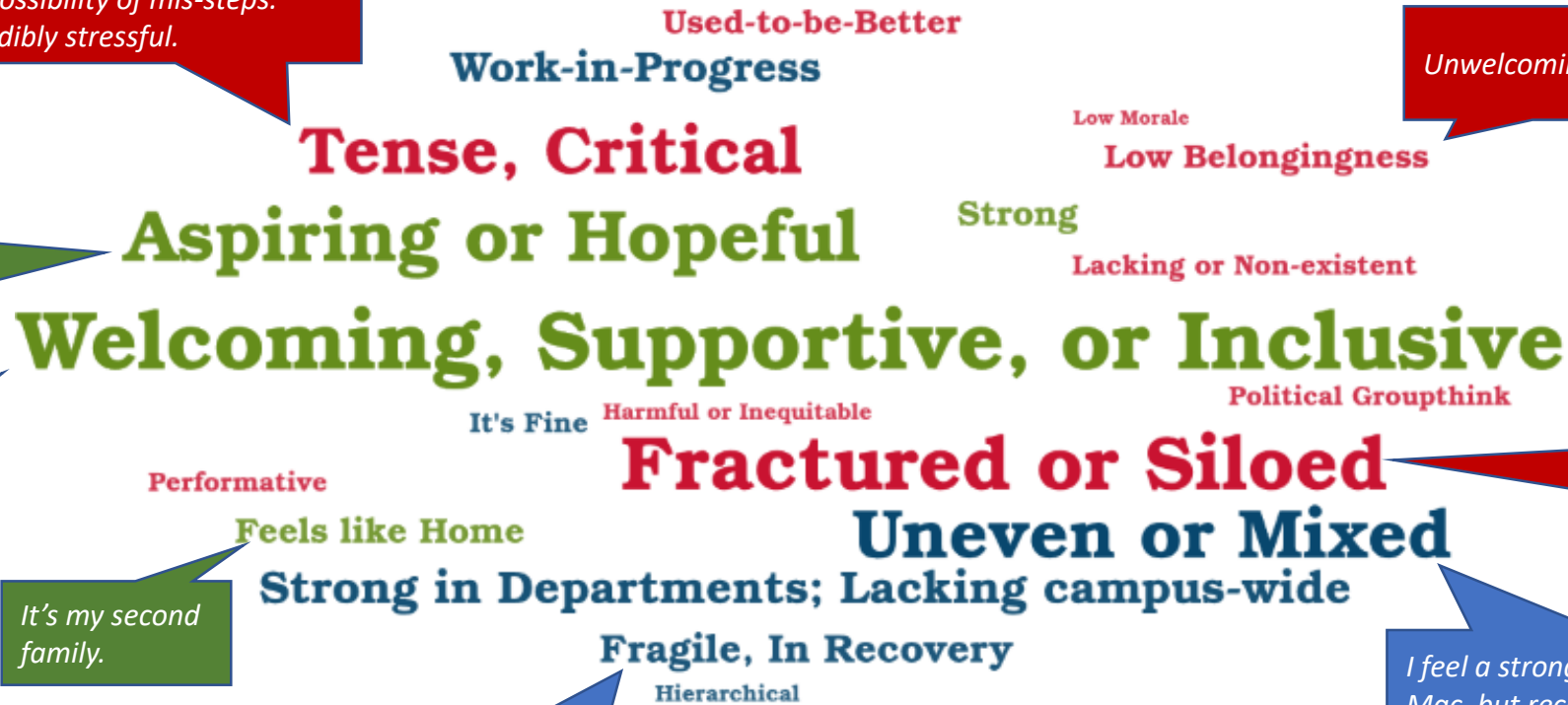
Strive. We see each other, and support each other, and strive to make changes for each other with respect and compassion.

Macalester has the most inclusive, welcoming, and supportive community I've ever been a part of.

It's my second family.

The community feels like it is just out of ICU, hoping for a full recovery, and hoping complications don't slow the healing process.

I feel a strong sense of community at Mac, but recognize that there are some/many community members who do not feel the community is as strong as I do.



28% are **POSITIVE** perceptions
30% are **AMBIVALENT** perceptions
34% are **NEGATIVE** perceptions



INTRAPERSONAL DOMAIN





Overall, Commitment to DEI is High among Macalester Employees.

We're starting from a place of shared commitment.

96%

Strongly Agree or Agree that **they are committed to addressing the DEI challenges facing Macalester faculty and staff**

↳ No meaningful differences between demographic or identity groups

96%

Strongly Agree or Agree that **diversity on campus improves experiences and interactions within the classroom, workplace, and overall community**

↳ No meaningful differences between demographic or identity groups

↳ Agreement levels at Mac are slightly higher than at Peer SLACS (90% of Peer SLAC employees agree)

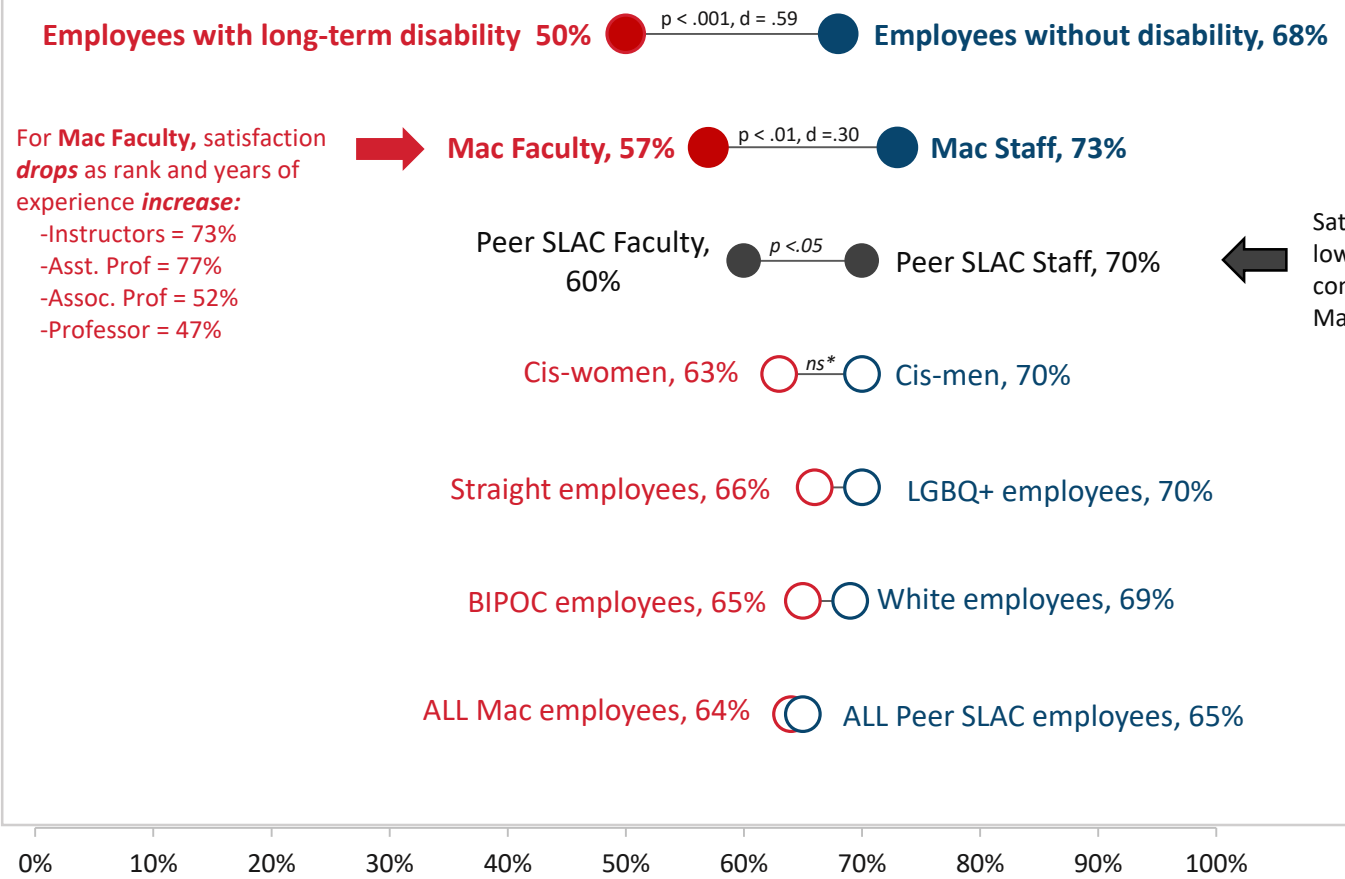
78%

Strongly Agree or Agree that **creating an equitable and inclusive campus is directly related to my work**

Overall satisfaction with campus climate is moderately high for most groups at Mac, and on par with other Selective Liberal Arts Colleges (SLACS).

“Please indicate your level of satisfaction with overall campus climate”

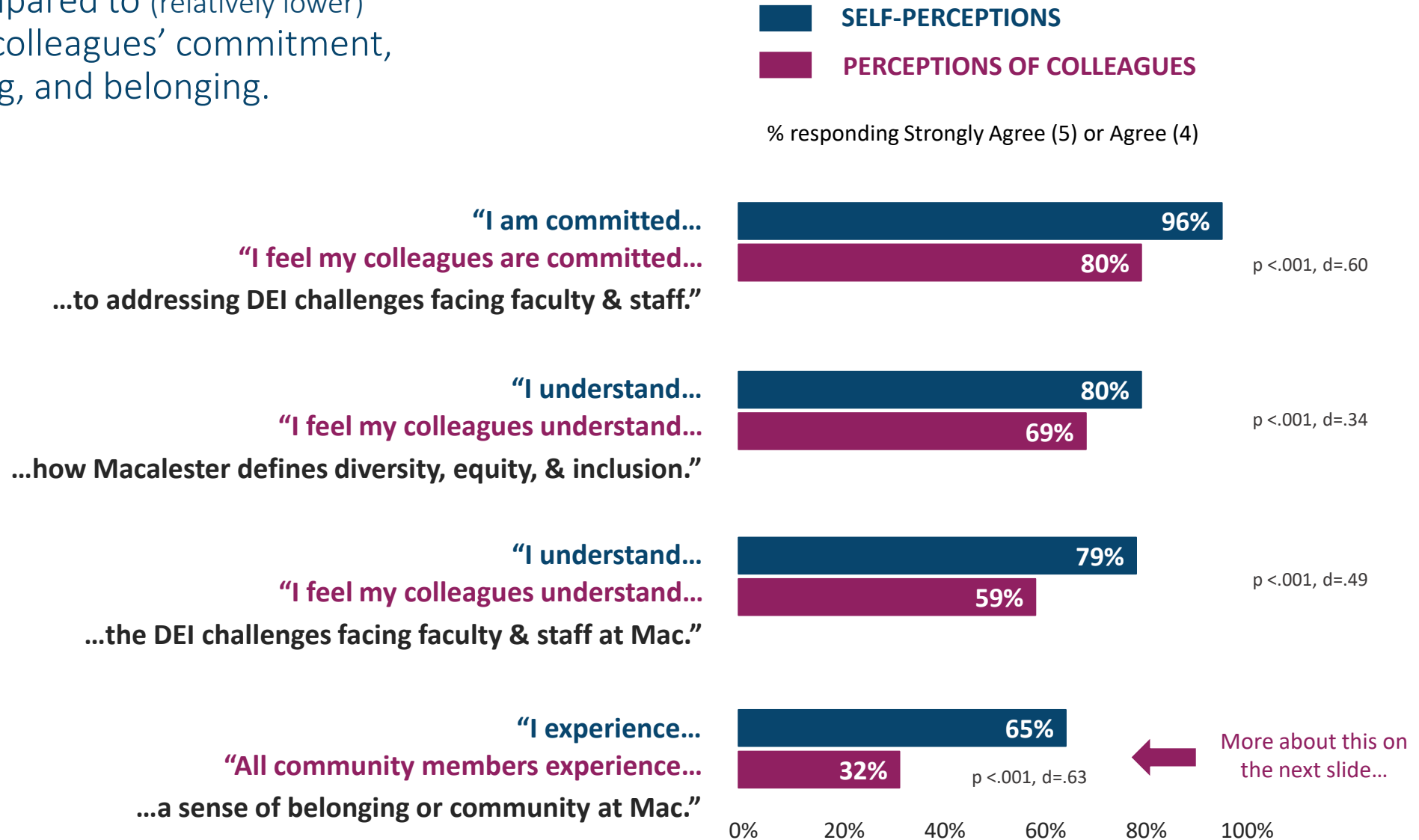
% who are ‘Very Satisfied’ (5) or ‘Generally Satisfied’ (4)



Satisfaction is significantly lower among Faculty compared to Staff, both at Mac & Peer SLACS.

% who are ‘Very Satisfied’ (5) or ‘Generally Satisfied’ (4)

When comparing pairs of parallel questions, we see **ASYMMETRY** between people's own (relatively higher) self-perceptions of commitment, understanding, and belonging, compared to (relatively lower) perceptions of their colleagues' commitment, understanding, and belonging.





While 2/3rds of Mac Employees experience a sense of belonging,
 Only 1/3rd Agree that ALL COMMUNITY MEMBERS experience belonging.
 There is **not** consensus on whether belonging is available to all.

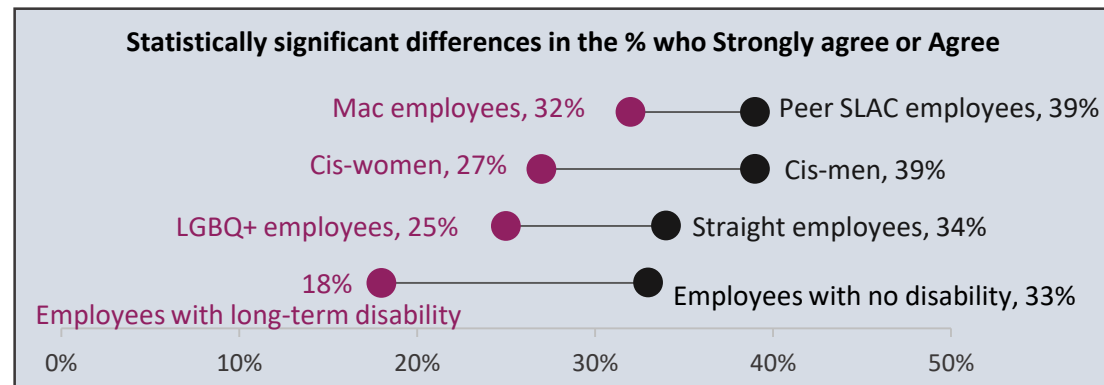
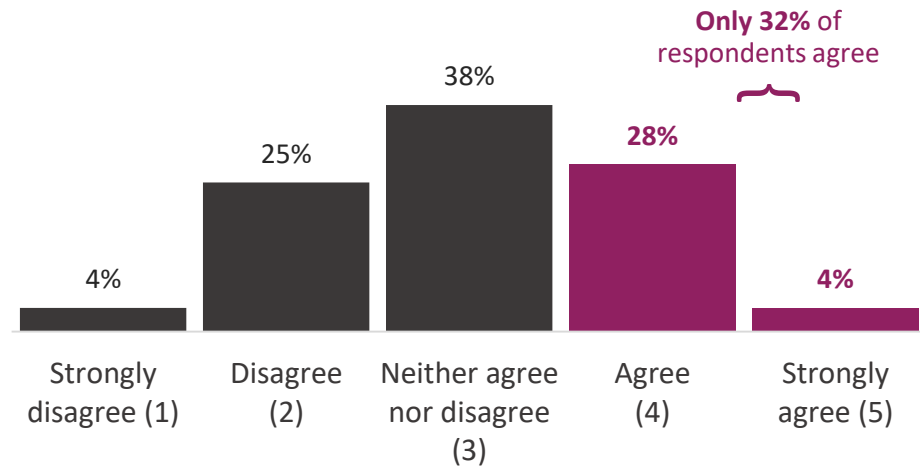
“All community members experience a sense of belonging or community at Macalester.”

“I experience...



...a sense of belonging or community at Mac.”

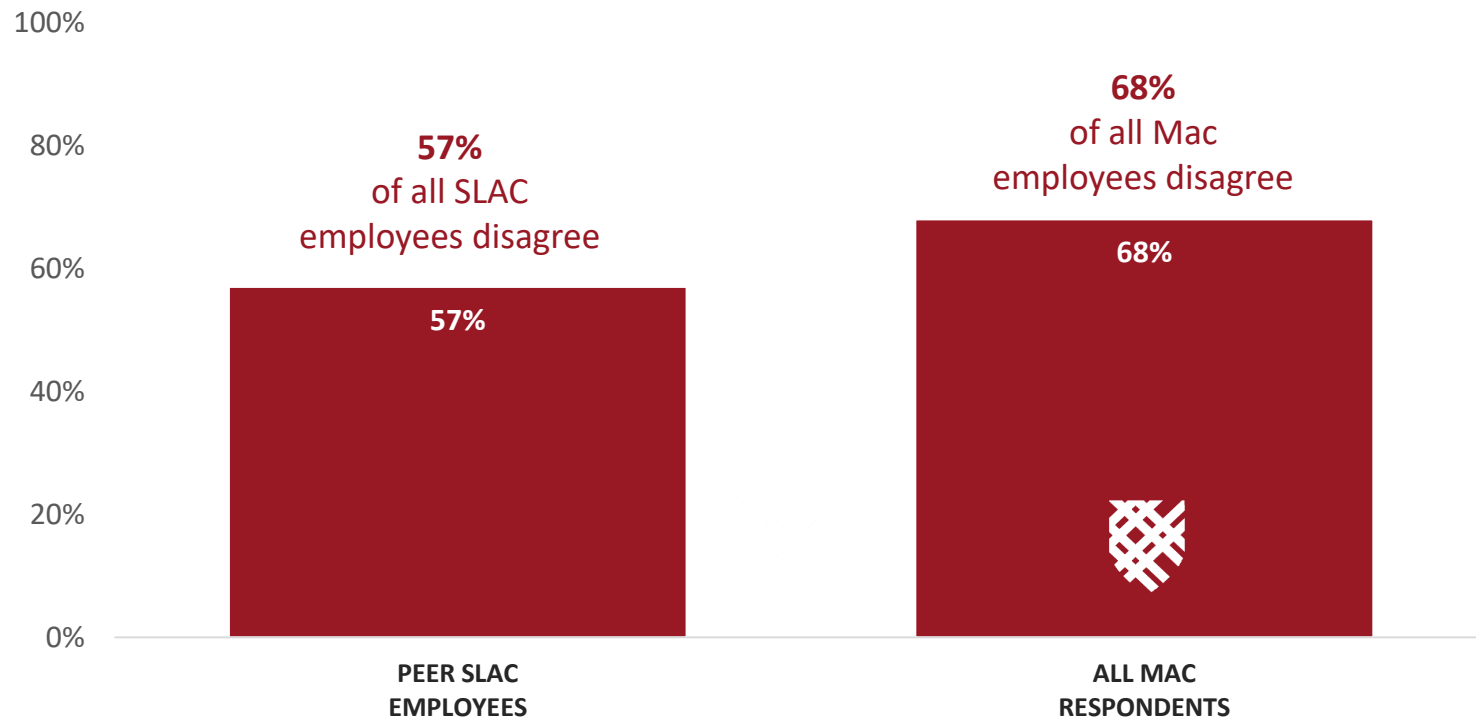
There are no significant difference between any identity or demographic groups on this question, nor between Mac and Peer SLAC Employees



Note: There are no significant differences by race/ethnicity or by faculty vs. staff.

TENSION at Mac: The majority of Mac employees **DISAGREE** with the statement:
“The campus environment is free from tensions related to individual and group differences.”

% who Strongly Disagree (1) or Disagree (2)



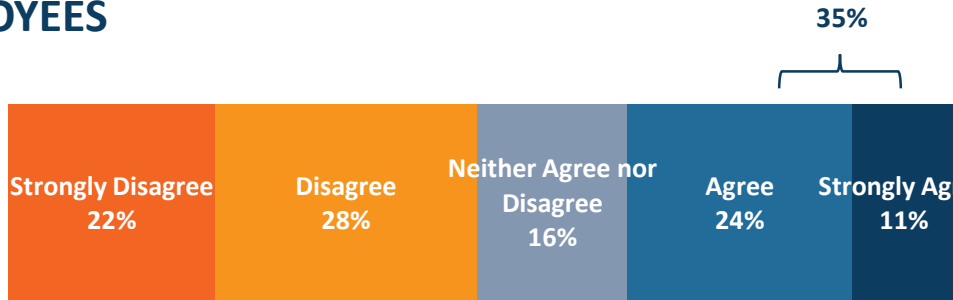
ADDITIONAL CONTEXT

- Only 54% of Mac employees agree that varying viewpoints are valued at Mac, with Mac faculty (46%) agreeing significantly less than Mac staff (61%), and employees with a long-term disability agreeing the least (only 38% agree).
- Still, 66% of all Mac employees say they are comfortable sharing views on diversity & equity, with no significant differences between identity groups.

“I have considered leaving Macalester because of the campus climate.”

MACALESTER EMPLOYEES

35% of Mac Employees in March 2022 ‘Agree’ or ‘Strongly Agree’ that they have considered leaving Mac.



Only **TWO** significant differences exist within demographic /identity groups for this question.

Percent who ‘Strongly agree’ or ‘Agree’ that “I have considered leaving Mac because of the campus climate.”

Employees w/ long-term disability	54%	p < .001, d = .56
Employees w/ no disability	31%	

Faculty	36%
Asst. Prof	26%
Assoc. Prof	34%
Professor	35%
Staff	29%
<1 year at Mac	11%
1-4 years at Mac	30%
5-9 years at Mac	45%
10+ years at Mac	24%

Cis-Women	30%
Cis-Men	35%
LGBQ+ employees	36%
Straight employees	31%
White employees	31%
BIPOC employees	30%

The groups below were not included in significance tests due to lower N’s, but their % agreement is reported here for reference.

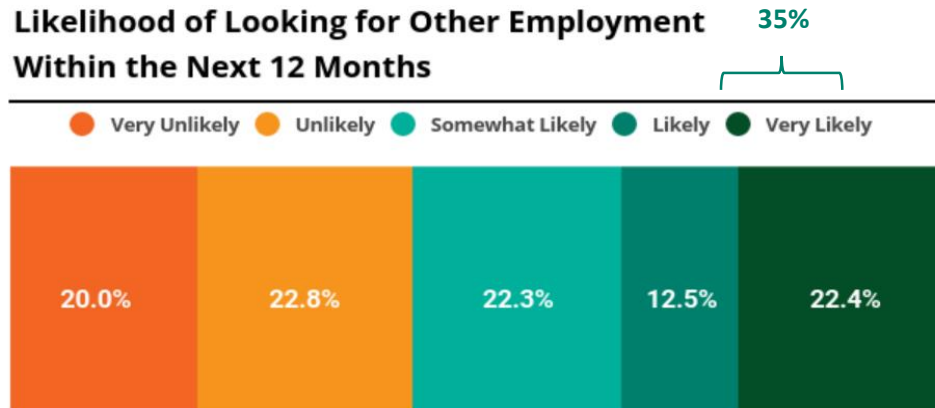
Black / Af. American (n=23)	17%
Hispanic / Latinx (n=9)	44%
Asian (n=12)	25%
Two+ races (n=43)	35%
International (n=7)	33%
Nonbinary / Transgender (n=9)	56%

NATIONAL SURVEY DATA of HIGHER ED EMPLOYEES

35% of higher ed employees in a national CUPA-HR survey in May 2022 (n = 3,815) said it was ‘Likely’ or ‘Very Likely’ that they would look for other employment in the next year.

2022 EMPLOYEE RETENTION SURVEY

Likelihood of Looking for Other Employment Within the Next 12 Months



<https://cupahr.org/surveys/research-briefs/higher-ed-employee-retention-survey-findings-july-2022/>

Discussion Break for Intrapersonal Domain

Guiding Discussion Questions

- What seems particularly important?
- What surprised you?
- What confirmed your expectations, or, what are you more confident in believing is true?
- What do you wonder about?



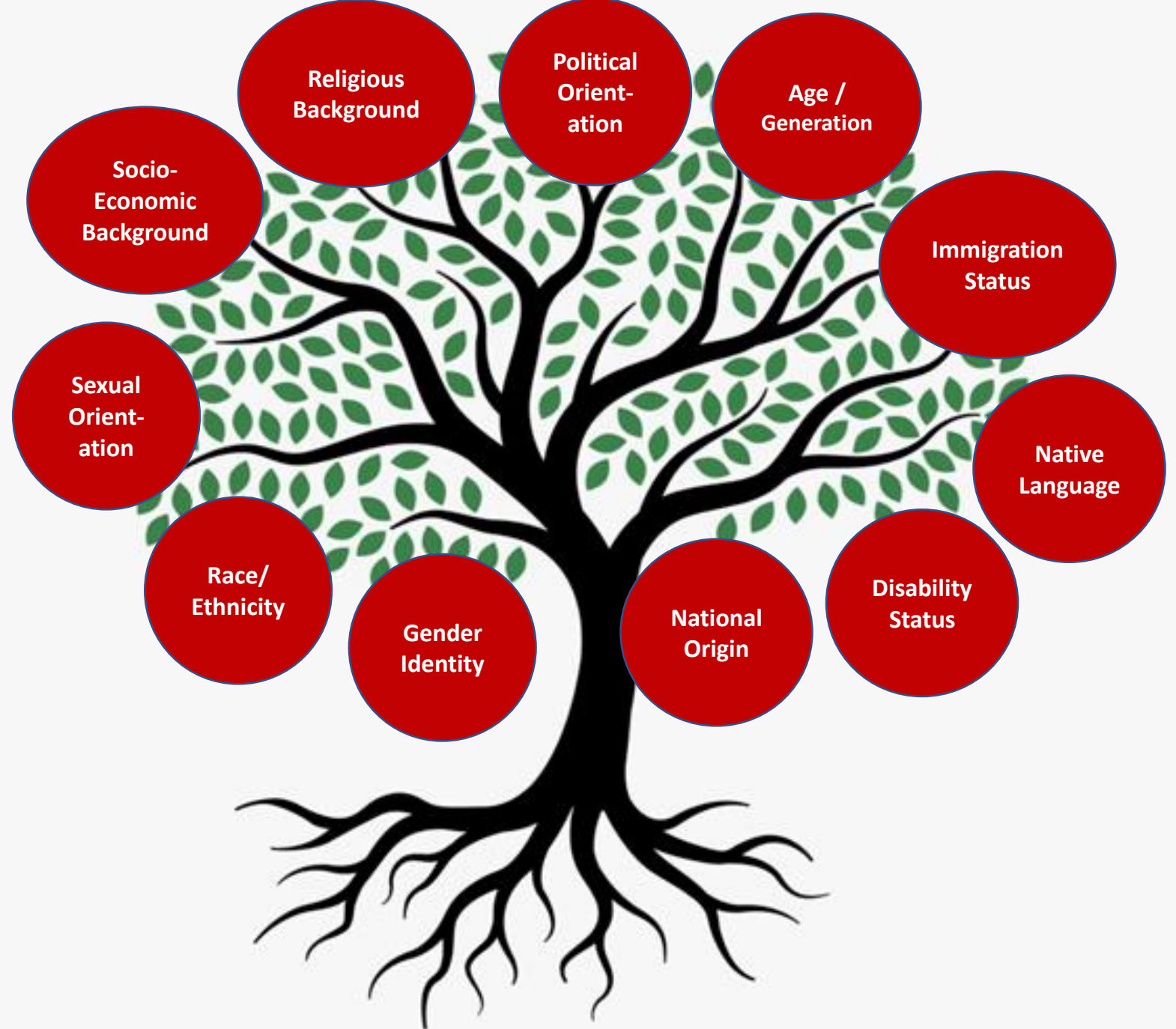
INTERPERSONAL DOMAIN



Interpersonal Domain: Engaging Across Difference

In the next section, participants were asked about their engagement with difference across 11 different identity domains (*see the Identity Tree*), in terms of:

- **Frequency** of interactions
- **Comfort** during interactions
- **Frequency of hearing insensitive or disparaging remarks** about identity groups





Overall, Engagement across Difference is High among Macalester Employees

85% or
more


Report having **Daily or Weekly** interactions with people who hold different social identities for 8 out of the 11 identity domains.

↳ A notable exception: *'People who hold a **political affiliation** that differs from yours'* (52% daily/weekly),

90% or
more

Report **high levels of comfort** interacting with people who hold different social identities for 10 out of the 11 identity domains.

↳ The 1 exception: *'People who hold a **political affiliation** that differs from yours'* (74% report high comfort)




Q: “During your time at Macalester, how often have you heard someone make an insensitive or disparaging remark about people of a particular _____?”

‘Never’ (1) ‘Rarely’ (2) ‘Sometimes’ (3) ‘Often’ (4) ‘Very Often’ (5)

- 
- The majority of Mac employees report they **Rarely** or **Never** hear insensitive or disparaging remarks made about 10 of the 11 identity groups.
- The 1 exception: Hearing frequent disparaging marks based on *political orientation*.
 - In general, Mac employees report hearing disparaging remarks less frequently than Peer employees.

- 
- Still, Mac’s **BIPOC employees, LGBTQ+ employees, and employees with long-term disability** are consistently more likely to report hearing insensitive or disparaging remarks at Mac.

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- The most frequently cited sources of insensitive or disparaging remarks are (in rank order):
1. Students
 2. Local Community
 3. Faculty
 4. Staff
 5. Senior Administrators



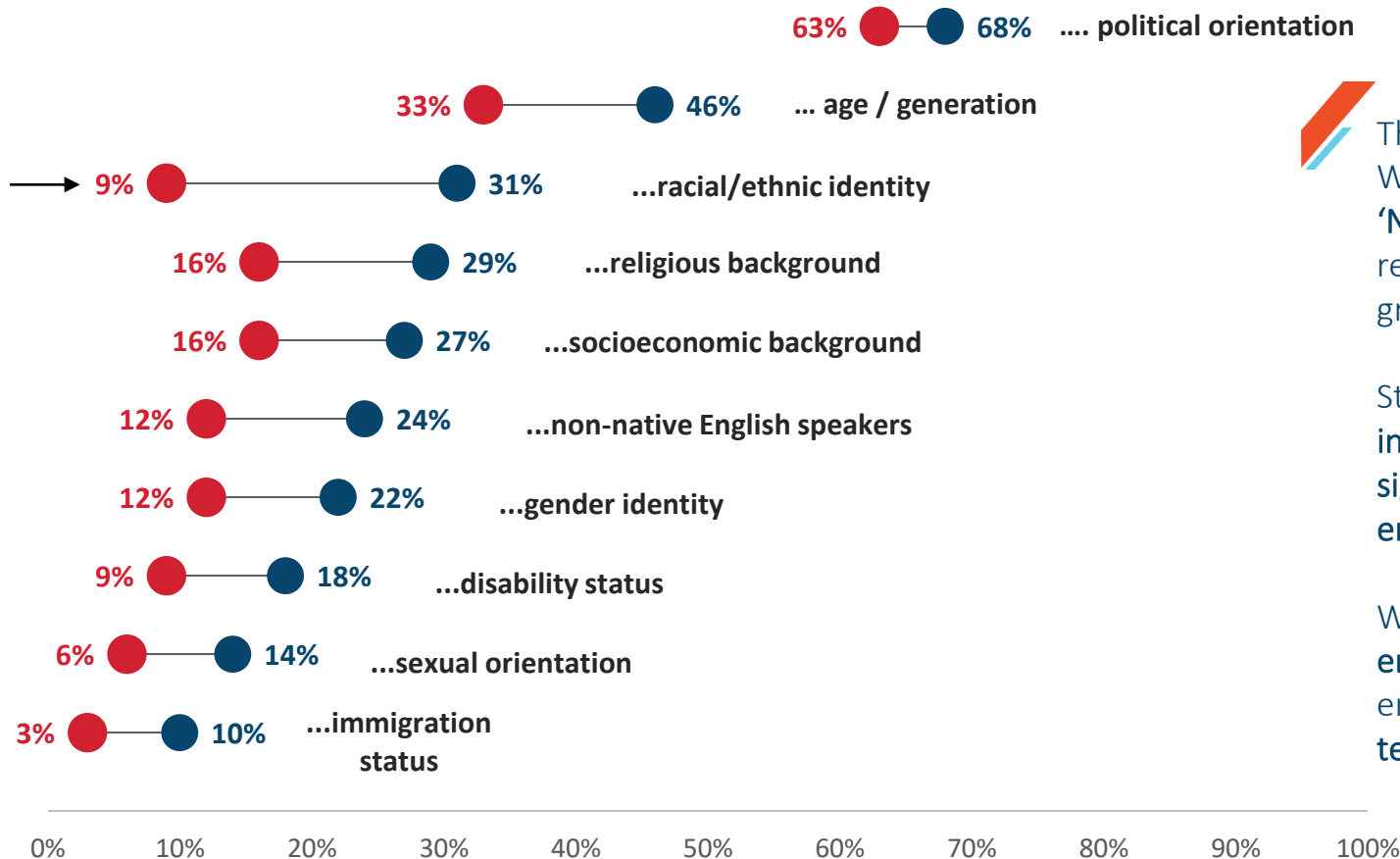
Data & Visuals
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Q: “During your time at Macalester, how often have you heard someone make an insensitive or disparaging remark about people of a particular _____?”

‘Never’ (1) ‘Rarely’ (2) ‘Sometimes’ (3) ‘Often’ (4) ‘Very Often’ (5)

● **White Employees** ● **BIPOC Employees**

Percent reporting ‘Sometimes,’ ‘Often,’ or ‘Very Often’
Filled circles indicate statistically significant differences



INTERPRETATION EXAMPLE:

Only **9% of White employees** report ‘Sometimes,’ ‘Often,’ or ‘Very Often’ hearing insensitive or disparaging remarks made about ‘People of a particular racial and/or ethnic identity,’ compared to **31% of BIPOC employees**.

The majority of BIPOC employees AND White employees report ‘Rarely’ or ‘Never’ hearing insensitive or disparaging remarks about 10 of the 11 identity groups (except political orientation).

Still, BIPOC employees report hearing insensitive or disparaging remarks significantly more frequently than White employees for all 11 identity groups.

We see a similar pattern for LGBTQ+ employees (compared to straight employees) and employees with long-term disability (compared to no disability).

Experiences of Discrimination or Harassment at Mac

Q: "Have you ever been discriminated against or harassed on this campus, at an off-campus residence, or at an off-campus program/event affiliated with this institution?"

20%

(99 out of 493)

of ALL respondents reported experiencing discrimination or harassment at Mac

- ↳ 42% of whom said it happened in the last year
- ↳ 20% of whom made a report to campus officials
- ↳ Compares to 22% of Peer employees (30% of whom make a report)
- ↳ **No Mac employees** reported experiencing physical violence, threats, intimidation, sexual harassment, or safety fears.

36%

(14 out of 39)

of Employees with a long-term disability reported experiencing discrimination or harassment at Mac

- ↳ 57% of whom said the form of discrimination was "Deliberately ignored, isolated, left out, or excluded" (*most frequent response*)

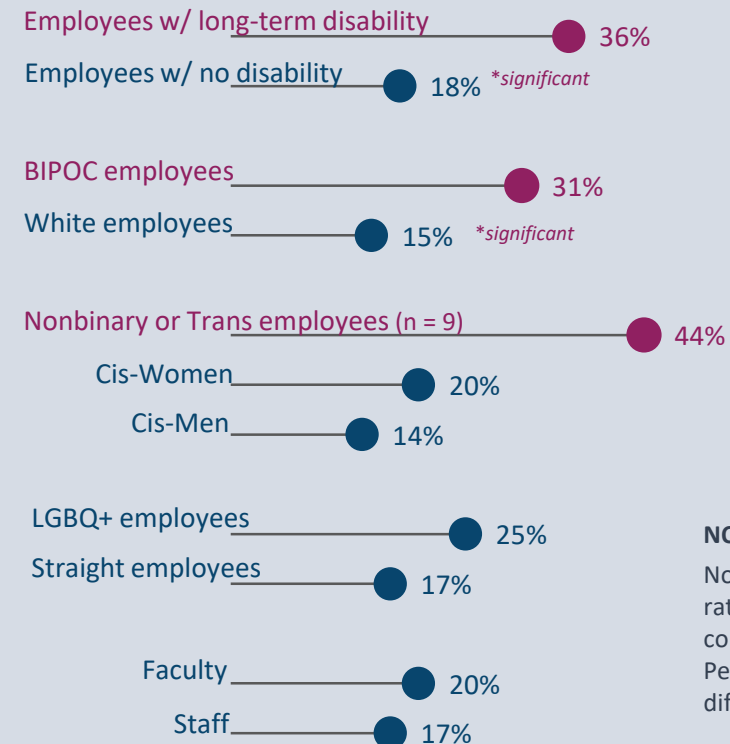
31%

(28 out of 91)

of BIPOC respondents reported experiencing discrimination or harassment at Mac

- ↳ 61% of whom said the reason was "because of my racial and/or ethnic identity" (*most frequent response*)

Percent of Employees Experiencing Discrimination or Harassment, by Identity Group



Note: Only n = 9 employees identify as nonbinary or transgender. No significance testing could be conducted.

NOTE ON PEER COLLEGE COMPARISONS:
No identity groups at Mac report higher rates of discrimination or harassment when compared to the same identity group at Peer SLACS. Rates are statistically no different or, in some cases, slightly lower.

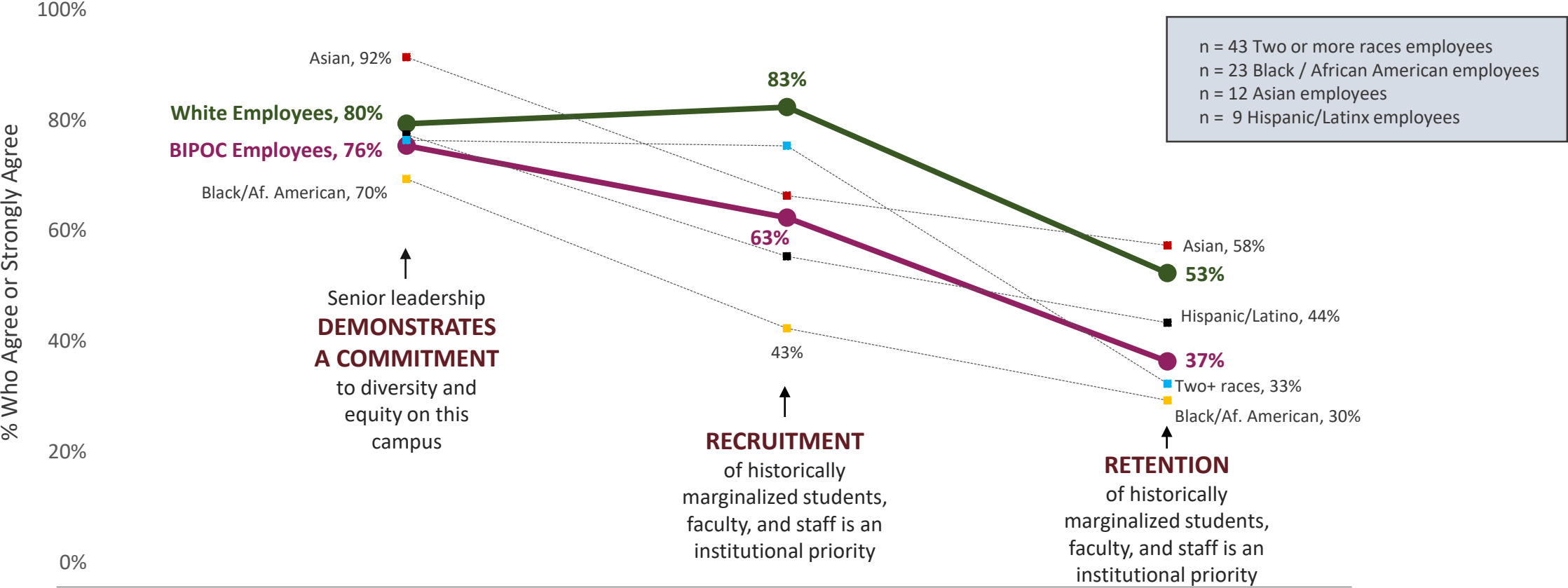


INSTITUTIONAL DOMAIN



While the majority of Mac employees believe that Senior Leadership demonstrates a **Commitment to DEI**, they see Mac making a stronger commitment to **RECRUITING** diverse community members but less commitment to **RETAINING** diverse community members, especially among historically marginalized groups.

Perceptions by Employee Race/Ethnicity



n = 43 Two or more races employees
 n = 23 Black / African American employees
 n = 12 Asian employees
 n = 9 Hispanic/Latinx employees

NOTE: No significant differences exist between Faculty vs. Staff for any of the three questions.

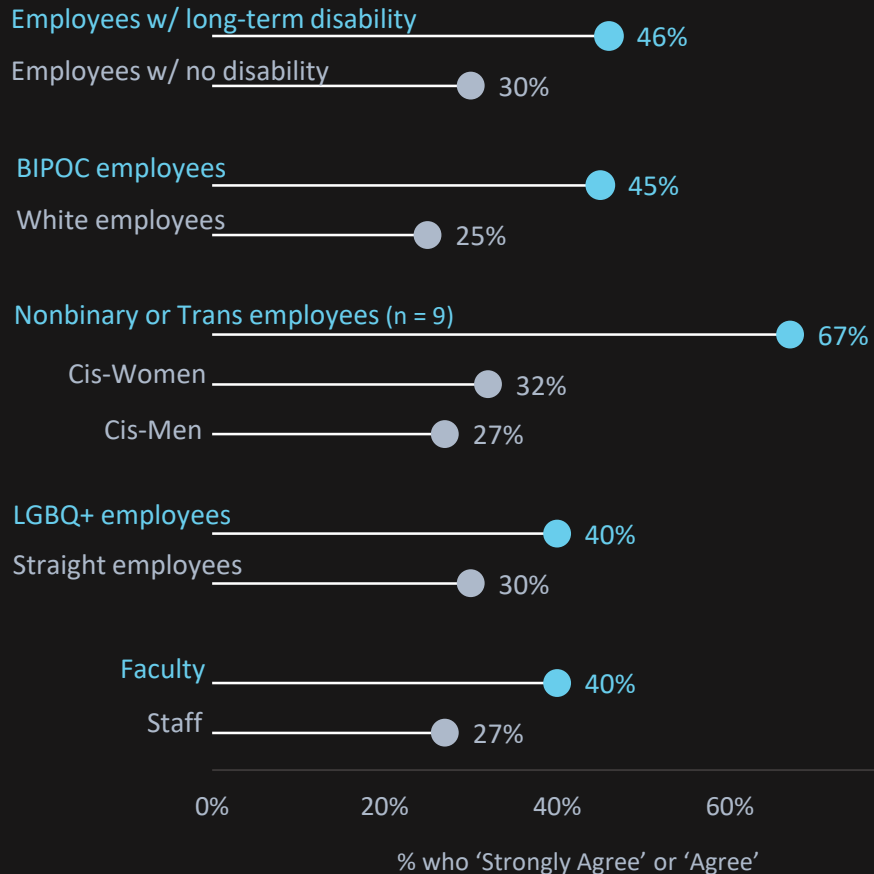
Highly similar patterns are observed when comparing the responses of **Straight Employees vs. LGBTQ+ Employees** as well as **Employees with vs. without long-term disabilities**.

RECOGNITION & FEELING VALUED

Employees feel relatively highly valued by their immediate department, which is a strength of Macalester. However, some groups say recognition is not equitable in that they have to work harder to be recognized.

“In general, I feel I have to **WORK HARDER** than my colleagues to be recognized”

% who ‘Strongly Agree’ or ‘Agree’



STATISTICAL SIGNIFICANCE:
All identity-based comparisons are statistically significant, except for Gender Identity (see note below).

Note: Only n = 9 employees identify as nonbinary or transgender. No significance testing could be conducted.

76% Agree “I feel my work is valued by my immediate department”

↳ No significant differences between any groups

Open-ended responses reinforce the idea that community & belonging are strong within departments, and this may be a place of strength to build from (even if somewhat less so at the Institutional level)

I feel a sense of belonging to my department, but I do not feel that to Macalester as a whole.

I feel safe in my workplace and people around me but I don't know exactly how that can be possible for everyone.

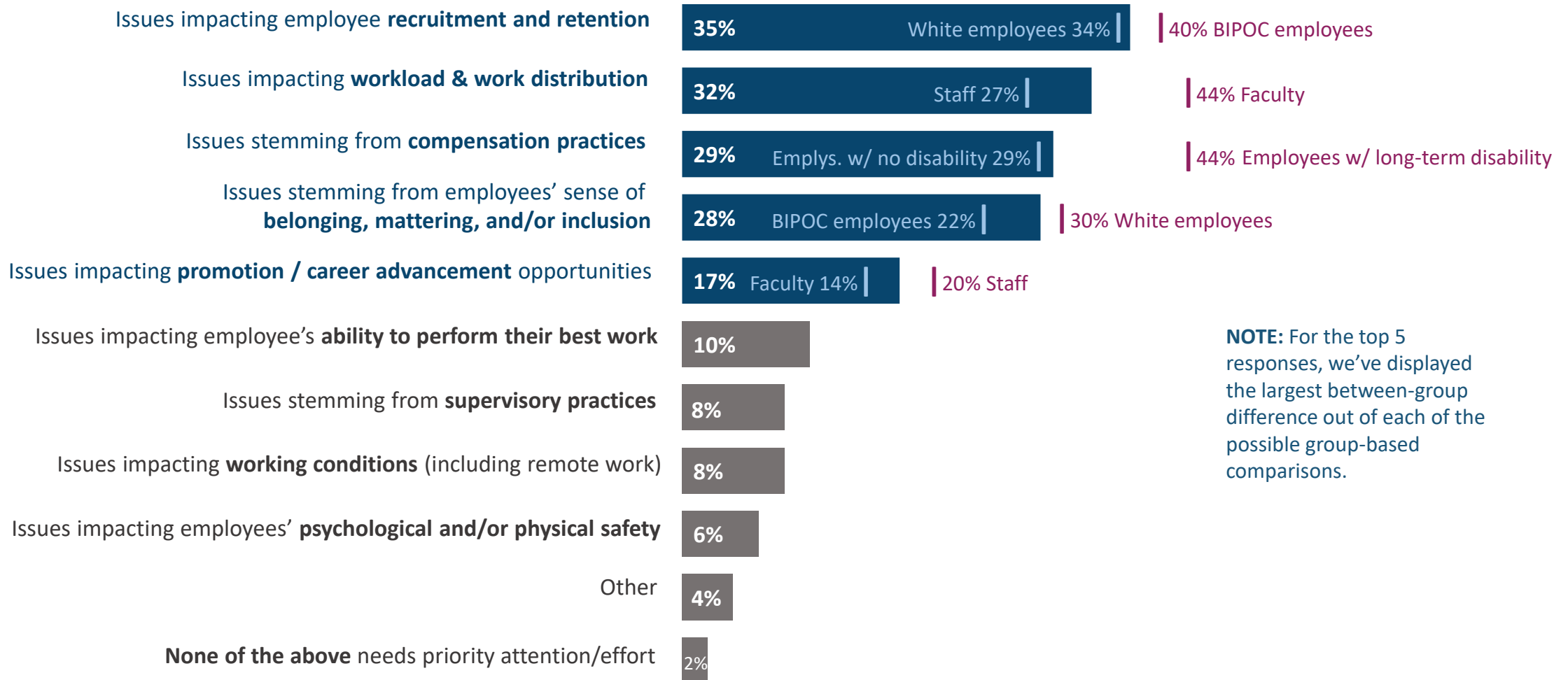
[Community is] lacking across the campus as a whole, with strong personal ties in smaller units (e.g., departments).

I feel like the people around me (students, colleagues, admin) want me to succeed.

PRIORITY AREAS

“To further the work of creating an equitable work environment for all faculty and staff, Macalester’s next steps should focus attention and effort on which of the following (if any)? **Select up to two priority areas.**”

% selecting each priority area



NOTE: For the top 5 responses, we’ve displayed the largest between-group difference out of each of the possible group-based comparisons.

Discussion Break for Interpersonal & Institutional Domain

Guiding Discussion Questions

- What seems particularly important?
- What surprised you?
- What confirmed your expectations, or, what are you more confident in believing is true?
- What do you wonder about?





APPENDIX



APPENDIX A: Demographics & Representativeness of Survey Respondents

Note: The sample is representative. No demographic / identity groups are statistically significantly under- or over-represented among survey respondents relative to the employee population.

BY EMPLOYMENT CHARACTERISTICS		Sample N (493 total)	Sample % (out of 493)	Population % (out of 690)
Employee Group	Faculty	172	35%	37%
	Staff	321	65%	62%
Length of Employment at Mac	Less than 1 year	58	13%	15%
	1-4 years	114	26%	30%
	5-9 years	88	20%	17%
	10+ years	176	40%	37%
	did not report	57	-	-
Full-time vs. Part-time	Full-time	417	95%	92%
	Part-time	24	5%	8%
	did not report FT/PT	52	-	-
Faculty Rank	Lecturer/Instructor/Adjunct	23	17%	14%
	Assistant Professor	32	24%	34%
	Associate Professor	33	24%	21%
	Professor	47	35%	32%

BY DEMOGRAPHIC / IDENTITY GROUP		Sample N (493 total)	Sample % (out of 493)	Population % (out of 690)
Gender	Man (cisgender)	174	39%	42%
	Woman (cisgender)	267	59%	58%
	Nonbinary or trans	9	2%	n/a
	No gender reported	43	-	-
Race/Ethnicity (Federal categories)	White	327	77%	76%
	Af. American / Black	23	5%	7%
	Hispanic/Latino	9	2%	5%
	Asian	12	3%	7%
	Native American	0	0%	1%
	Pacific Islander	0	0%	<1%
	Two or more races	43	10%	2%
	Other	4	1%	-
	International	7	2%	2%
No reported race	68	-	<1%	
Sexual Orientation	LGBQ+	77	18%	n/a
	Heterosexual	357	82%	n/a
	No sexual or. reported	59	-	n/a
Political Orientation	Conservative	15	3%	n/a
	Middle-of-the-road	90	20%	n/a
	Liberal	339	76%	n/a
Disability Status	No disability	408	90%	n/a
	Temp disability	9	2%	n/a
	Long-term disability	39	9%	n/a
	No disability info	37	-	n/a



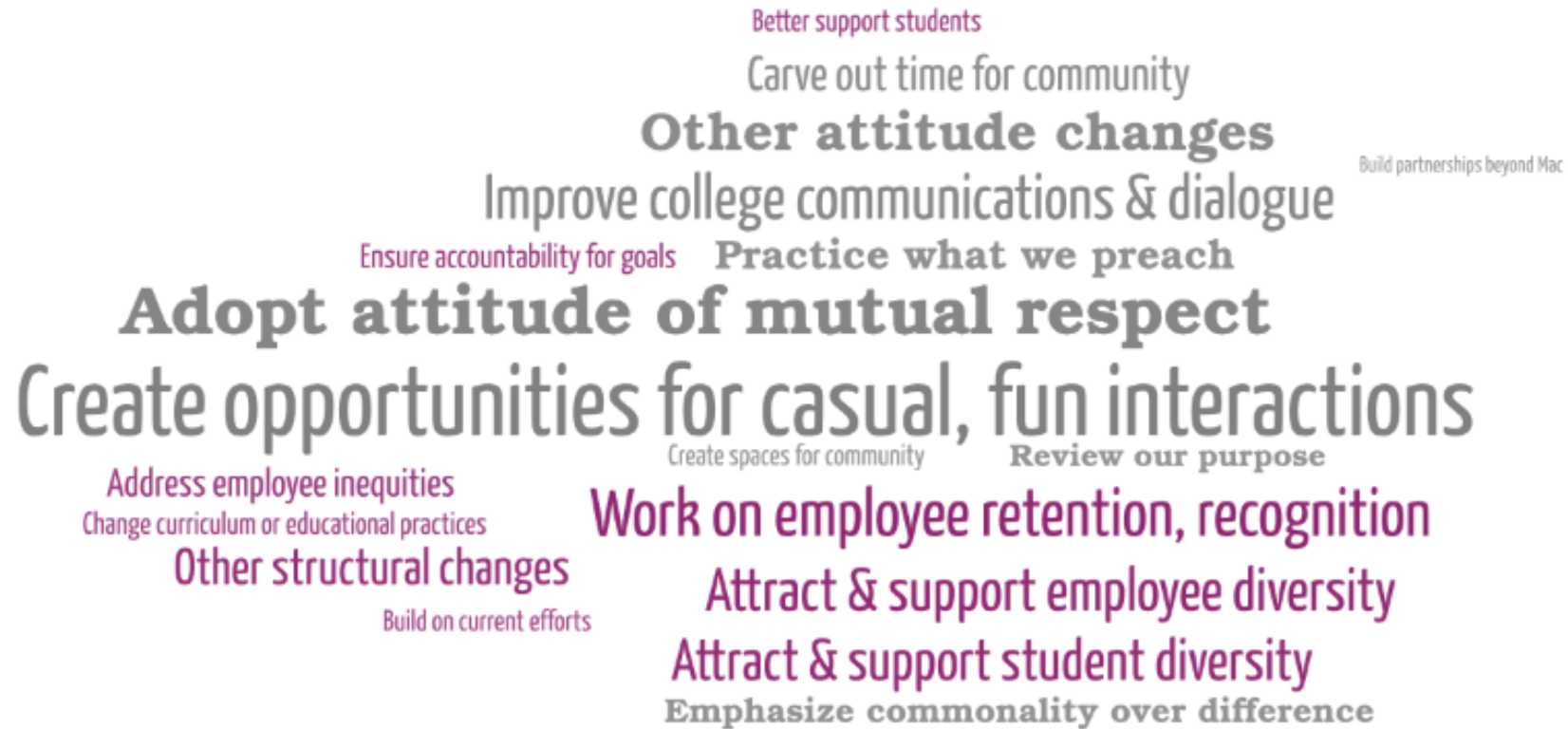
Appendix B: List of “Peer” Baccalaureate Liberal Arts Colleges for Peer SLAC comparisons (N = 51)

Average SLAC response rate = 46%

Peer Selective Liberal Arts Colleges							
Participating Institutions	Survey Year	Institution Type	Faculty ¹		Staff/Administrators ¹		
			n	Response Rate ²	n	Response Rate ²	
Albion College	2019	Baccalaureate Liberal Arts	64	42%	132	39%	
Allegheny College	2021	Baccalaureate Liberal Arts	128	67%	158	58%	
Augustana College	2022	Baccalaureate Liberal Arts	100	43%	123	32%	
Bennington College	2022	Baccalaureate Liberal Arts	50	33%	99	41%	
Blackburn College	2019	Baccalaureate Liberal Arts	33	53%	46	63%	
Bryn Mawr College	2021	Baccalaureate Liberal Arts	130	52%	255	53%	
Central College	2022	Baccalaureate Liberal Arts	54	52%	122	37%	
Claremont McKenna College	2022	Baccalaureate Liberal Arts	144	58%	226	53%	
Colgate University	2021	Baccalaureate Liberal Arts	261	61%	403	52%	
College of Saint Benedict / Saint John's University	2021	Baccalaureate Liberal Arts	133	50%	263	38%	
College of Wooster	2019	Baccalaureate Liberal Arts	128	54%	207	35%	
Connecticut College	2021	Baccalaureate Liberal Arts	160	61%	238	51%	
Earlham College	2022	Baccalaureate Liberal Arts	64	55%	73	33%	
Eckerd College	2022	Baccalaureate Liberal Arts	99	57%	114	48%	
Elizabethtown College	2022	Baccalaureate Liberal Arts	57	33%	116	39%	
Fort Lewis College	2019	Baccalaureate Liberal Arts	101	47%	163	44%	
Furman University	2022	Baccalaureate Liberal Arts	177	64%	232	38%	
Goshen College	2021	Baccalaureate Liberal Arts	65	83%	98	57%	
Guilford College	2019	Baccalaureate Liberal Arts	55	32%	70	30%	
Hamilton College	2019	Baccalaureate Liberal Arts	117	40%	176	34%	
Hanover College	2022	Baccalaureate Liberal Arts	58	58%	65	34%	
Hobart and William Smith Colleges	2019	Baccalaureate Liberal Arts	113	46%	156	36%	
Illinois College	2022	Baccalaureate Liberal Arts	53	47%	72	38%	
Institution College	2021	Baccalaureate Liberal Arts	223	73%	327	49%	
Juniata College	2022	Baccalaureate Liberal Arts	39	34%	69	31%	
Kalamazoo College	2021	Baccalaureate Liberal Arts	88	56%	158	46%	
Lawrence University	2021	Baccalaureate Liberal Arts	131	64%	173	49%	
Linfield University	2021	Baccalaureate Liberal Arts	119	82%	178	52%	
Meredith College	2021	Baccalaureate Liberal Arts	131	49%	172	55%	
Millsaps College	2022	Baccalaureate Liberal Arts	21	26%	36	26%	
Oglethorpe University	2022	Baccalaureate Liberal Arts	41	32%	49	30%	
Purchase College - SUNY	2021	Baccalaureate Liberal Arts	201	44%	237	45%	
Rhodes College	2022	Baccalaureate Liberal Arts	113	43%	120	39%	
Roanoke College	2019	Baccalaureate Liberal Arts	108	50%	113	29%	
Saint Anselm College	2020	Baccalaureate Liberal Arts	100	45%	150	30%	
Saint Vincent College	2019	Baccalaureate Liberal Arts	107	59%	131	39%	
Salem College	2022	Baccalaureate Liberal Arts	25	27%	44	39%	
Sarah Lawrence College	2020	Baccalaureate Liberal Arts	80	24%	145	42%	
Skidmore College	2019	Baccalaureate Liberal Arts	270	74%	401	55%	
Soka University of America	2022	Baccalaureate Liberal Arts	37	49%	84	49%	
Susquehanna University	2021	Baccalaureate Liberal Arts	114	38%	148	38%	
The College of Idaho	2019	Baccalaureate Liberal Arts	52	36%	90	49%	
Trinity College (CT)	2021	Baccalaureate Liberal Arts	132	45%	201	45%	
Union College	2020	Baccalaureate Liberal Arts	124	52%	168	27%	
University of Puget Sound	2021	Baccalaureate Liberal Arts	139	50%	212	41%	
Washington & Jefferson College	2019	Baccalaureate Liberal Arts	80	70%	114	49%	
Wells College	2019	Baccalaureate Liberal Arts	39	65%	65	49%	
Westminster College (PA)	2020	Baccalaureate Liberal Arts	71	49%	78	33%	
Willamette University	2019	Baccalaureate Liberal Arts	151	56%	198	47%	
Wittenberg University	2020	Baccalaureate Liberal Arts	78	41%	93	42%	
Young Harris College	2021	Baccalaureate Liberal Arts	61	41%	60	57%	

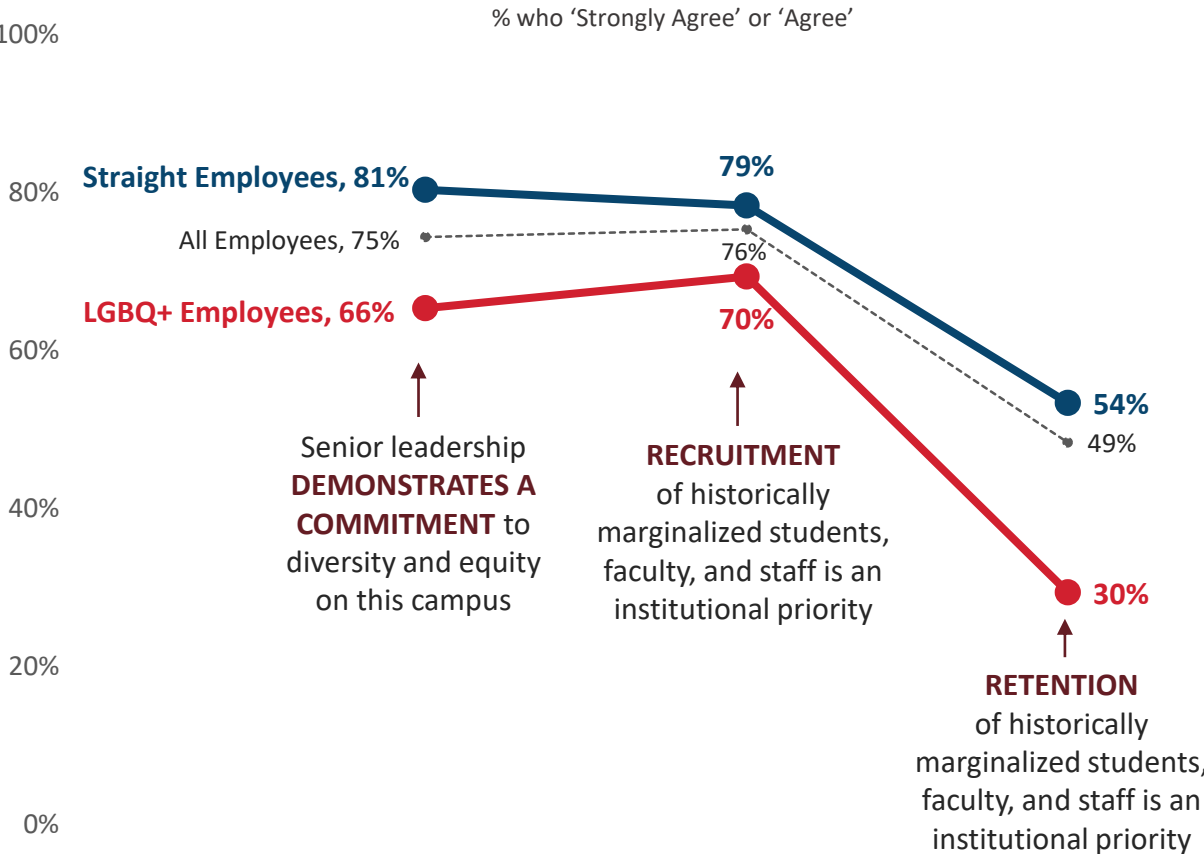
“What one change would you make in order to enhance the sense of community at Mac?”

(**INSTITUTIONAL** changes shown below in purple:
36% of all comments)

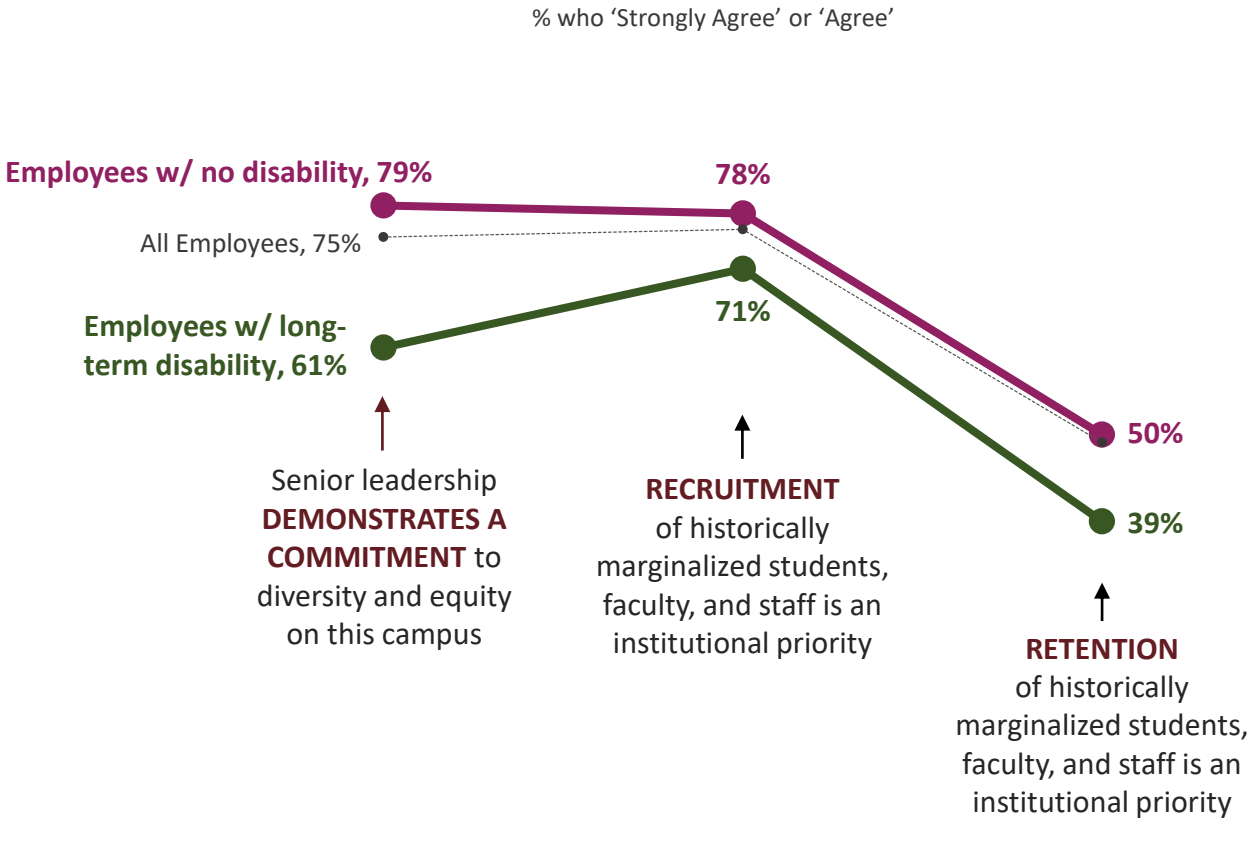


While the majority of Mac employees believe that Senior Leadership demonstrates a **Commitment to DEI**, they see Mac making a stronger commitment to **RECRUITING** diverse community members but less commitment to **RETAINING** diverse community members, especially among historically marginalized groups.

Perceptions by Employee Sexual Orientation



Perceptions by Employee Disability Status



n = 39 employees with a long-term disability