



Employee Satisfaction and Campus Climate Survey
2020 Report of Results

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Methods

The survey was a collaborative effort by the Office of the Provost and Human Resources. The internally developed web-based survey instrument was informed by a previously administered employee satisfaction survey and a campus climate previously administered at another university. The survey was designed to collect information about faculty and staff perceptions, experiences and preferences. Participation in the survey was voluntary. Participants could withdraw from the survey at any time and the survey included no questions with required responses. Survey participants could skip any question they chose. The survey included four demographic questions, none of which would allow for the personal identification of any respondent. The results of the survey will be used for assessment, research and planning purposes.

The survey was conducted March 30, 2020 through April 12, 2020, and was administered by the Office of Institutional Research. All Arcadia University employees were invited to participate in the anonymous survey. All employees received a total of three invitations to participate in the survey and an anonymous link to the survey was posted on the University's internal website. No incentives were provided for participation.

All 904 Arcadia University employees were invited to participate on March 30, 2020; 489 faculty (320 adjuncts and 169 full-time faculty) and 414 staff members. Demographic questions in the survey were optional and 83% of all respondents answered the demographic questions. Survey response rates are as follows:

- A total of 415 survey responses were received, a response rate of 46%.
- 83% of all respondents answered demographic questions (346/415).
- 116 survey respondents indicated they were members of the faculty, an overall faculty response rate of 24% (116/489).
- The response rate for full-time faculty was 49% (82/169).
- The adjunct response rate was 11% (34/320).
- The overall response rate for staff was 56% (230/414).

Executive Summary Section I

	% Strongly
Agree or Agree	
I receive feedback from my supervisor/department chair that helps me.	73%
My supervisor/department chair regularly models this institution's values.	76%
I feel able to openly share my thoughts with my department chair or supervisor.	75%
I feel as though my opinion is valued by my supervisor or department chair.	77%
Issues of low performance are addressed in my department.	45%
People in my department work well together.	79%
In my department/unit, we communicate openly about issues that impact each other's work.	69%
My supervisor/department chair supports my efforts to balance my work and personal life.	77%
We celebrate significant milestones and important accomplishments in my department/unit.	61%
Senior leadership provides a clear direction for this institution's future.	74%
Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	72%
Senior leadership regularly models this institution's values.	80%
Overall, I feel able to openly share my thoughts with Arcadia's senior leadership.	51%
I am given the opportunity to develop my skills at this institution.	65%
Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	63%
Arcadia University communicates openly about issues that impact the institution and our work.	68%
Overall, I feel able to openly share my thoughts with my co-workers and colleagues on campus.	73%

The role of faculty and staff in shared governance is clearly stated and publicized. 45%

As a high performing member of the Arcadia University faculty or staff, how would you personally like to be recognized for doing a good job?

The most frequent responses were compensation, recognition (dept./unit/University), additional job responsibilities, opportunities & freedoms, regular small thank-you, paid leave, nothing – I don't need anything, professional development, and an objective annual performance evaluation with feedback.

If we had to focus on three priorities to improve the quality of the workplace and the strength of our culture, what would they be?

Compensation: Merit based increases; annual cost of living raises; benefit retention; adjunct pay; paid leave

Employees: Recognition for accomplishments and milestones, support for staff, opportunities for advancement, workflow management, adequate staffing, performance incentives, workloads, support for employee scholarship, support and training for supervisors and managers, opportunities to build community

Communication: Improved communication within departments, across departments, from and with leadership, and with remote employees

There's a sense that we're all on the same team at this institution. 51%

We celebrate significant milestones and important accomplishments at Arcadia. 61%

Overall, I am satisfied with my experience as a member of the Arcadia University community. 70%

Overall, I am satisfied with the diversity of the Arcadia University community. 47%

Overall, I feel as though my opinion is valued by the Arcadia community. 57%

Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia University is appropriate. 56%

Executive Summary Section II

I believe that Arcadia University:

is a diverse community.	57% strongly agree or agree
makes diversity of faculty a priority.	45% strongly agree or agree
makes diversity of staff a priority.	48% strongly agree or agree
makes diversity of students a priority.	61% strongly agree or agree

I believe that Arcadia University:

makes retention of staff a priority once are hired.	43% <u>disagree or strongly disagree</u>
makes retention of all faculty a priority once they are hired.	45% <u>neither agree nor disagree</u>
makes retention of all students a priority.	63% strongly agree or agree

I feel the composition of Arcadia University faculty represents who I am.

47% **neither agree nor disagree**

I feel the composition of Arcadia University staff represents who I am.

50% strongly agree or agree

I feel the composition of Arcadia University faculty and staff reflect the students we serve.

44% strongly agree or agree

I am confident in discussing issues of diversity, inclusion and equity.

69% strongly agree or agree

I am confident in my ability to support colleagues and students from diverse cultures.

84% strongly agree or agree

Course work is often geared toward diversity-related issues in my classroom.

58% neither agree nor disagree

I know to whom I should report a concern of discrimination. 80% strongly agree or agree

If I raised a concern about discrimination, I am confident my employer would do what is right.

65% strongly agree or agree

My supervisor or department chair creates an environment that is trusting and open.
70% strongly agree or agree

I feel supported and mentored by my Unit Head in my professional development and career advancement. 58% of strongly agree or agree

I believe that Arcadia University is an inclusive* environment for:

people with different abilities.	72% strongly agree or agree
people of all national origins.	79% strongly agree or agree
people of all ages.	68% strongly agree or agree
people of all races or ethnicities.	72% strongly agree or agree
people of all sexual orientations.	89% strongly agree or agree

I believe that Arcadia University is an inclusive* environment for:

people of all gender identities.	84% strongly agree or agree
people of all religions.	74% strongly agree or agree
people of all political ideologies.	56% strongly agree or agree
people of all sexes and genders.	86% strongly agree or agree
people of all marital statuses.	86% strongly agree or agree
people of all veteran statuses.	75% strongly agree or agree

I believe that Arcadia University has a commitment to create a community where everyone has a sense of belonging. 84% strongly agree or agree

I feel the need to de-emphasize (minimize) my identity(ies) in order to get along with others here at Arcadia University. 61% disagree or strongly disagree

The programming, events, and co-curricular activities I have seen or experienced at Arcadia University have represented the population of our students, faculty, and staff. 51% strongly agree or agree

I believe that all individuals have the same opportunities on campus regardless of their identities.

agree

53% strongly agree or

I am familiar with the on-campus resources available to serving community members of varied and marginalized identities.
or agree

61% strongly agree

How equipped do you feel to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?
comfortable or comfortable

77% extremely

How interested are you in learning to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?
extremely interested or interested

73%

Using the definition of diversity from earlier in this survey is there any terminology that you would like clarification on? Family medical or genetic information; military or military veteran, and ancestry were the most common responses.

While completing this survey, were any questions or concerns raised in your mind about meaningful inclusion and diversity at Arcadia University? The most common responses were concerns about political differences, the ways diversity & inclusion are talked about and addressed at Arcadia University, and race & ethnicity.

What resources, if any, would help you feel better equipped to discuss diversity and inclusion topics? The most common responses were: workshops and development opportunities available to all; annual mandatory development on diversity and inclusion, best practices, inclusive pedagogy for all employees with specific focus as applicable; small group trainings and discussion groups, faculty forum; library of resources on best practices in diversity and inclusion and inclusive pedagogy in a specific place and available online; opportunities to build community and interpersonal bonds to enable discussions necessary; guest speaker and/or Lecture series; and we have the resources, we need people to use them.

Please share specific ideas you have for ways to increase learning, discussion and action around diversity and meaningful inclusion. The most common themes among responses were: increase training opportunities to increase personal knowledge and promote campus culture; discussion-based shared knowledge development; and events to celebrate diversity & inclusion.

Demographic Differences

There were a variety of differences in survey responses based on position type, race/ethnicity, gender and length of employment. The summary that follows includes responses from those who answered demographic questions. This summary does not include the responses of those who indicated their race/ethnicity as “Prefer not to say” or “I do not identify myself by a certain racial or ethnic group” or “Not listed.”

In general, differences of 10 percentage points are included in this summary. Where differences in response are statistically significant, they are so noted. If there is no information about statistical significance, the difference is not statistically significant. Detailed information about all variables can be found in the survey results section.

Position Type & Section I: Employee Satisfaction

I feel as though my opinion is valued by my supervisor or department chair, 84% of faculty strongly agree or agree compared to 75% of staff.

Issues of low performance are addressed in my department, 41% of faculty strongly agree or agree compared to 49% of staff.

People in my department work well together, 71% of faculty strongly agree or agree compared to 82% of staff. Differences are statistically significant ($p=0.02$).

I am given the opportunity to develop my skills at this institution, 71% of faculty strongly agree or agree compared to 64% of staff.

Overall, I feel as though my opinion is valued by the Arcadia community, 63% of faculty strongly agree or agree compared to 55% of staff.

Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia is appropriate, 50% of faculty strongly agree or agree compared to 60% of staff.

Position Type & Section II: Campus Climate

Arcadia makes diversity of staff a priority. 36% of all faculty strongly agree or agree compared to 53% of all staff. Differences are statistically significant ($p=0.05$).

Arcadia University makes diversity of students a priority. 48% of all faculty strongly agree or agree compared to 66% of all staff.

Arcadia University makes retention of all staff a priority once they are hired. There is a 20-point difference in the rate of disagreement. Differences are statistically significant ($p=0.01$). Rates of agreement were similar. Staff reported higher rates of disagreement.

- 50% of all staff disagree or strongly disagree.
- 30% of all faculty disagree or strongly disagree.

I feel the composition of the Arcadia University staff represents who I am. There was a 19-point difference in the rate of agreement and a statistically significant difference in response based on position type ($p=0.00$). Staff reported higher rates of agreement and lower rates of neutrality than faculty.

- 37% of all faculty strongly agree or agree.
- 56% of all staff strongly agree or agree.

I feel the composition of the Arcadia University faculty and staff reflect the students we serve. The rate of agreement was low overall. There was a 10-point difference in the rate of agreement based on position type. Approximately 1/3 of both groups reported being neutral.

- 38% of all faculty strongly agree or agree.
- 48% of all staff strongly agree or agree.

My supervisor or department chair creates an environment that is trusting and open. There was a 9-point difference in the rate of agreement based on position type, with faculty reporting higher rates of agreement.

- 76% of all faculty strongly agree or agree.
- 67% of all staff strongly agree or agree.

I feel supported and mentored by my Unit Head in my professional development and career advancement. There was a 13-point difference in the rate of agreement based on position type. Differences are statistically significant ($p=0.01$). Faculty reported higher rates of agreement and lower rates of neutrality than staff.

- 68% of all faculty strongly agree or agree.
- 55% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people with different abilities. There was a 14-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty and lower rates of neutrality.

- 63% of all faculty strongly agree or agree.
- 77% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all national origins. There was a 10-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 72% of all faculty strongly agree or agree.
- 82% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all races and ethnicities. There was a 11-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of neutrality than faculty.

- 65% of all faculty strongly agree or agree.
- 76% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all sexual orientations. There was a 7-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of neutrality than faculty.

- 84% of all faculty strongly agree or agree.
- 91% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all gender identities. There was a 10-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of neutrality than faculty.

- 78% of all faculty strongly agree or agree.
- 88% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all political ideologies. There was a 10-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 50% of all faculty strongly agree or agree.
- 60% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all sexes and genders. There was a 9-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 80% of all faculty strongly agree or agree.
- 89% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all marital statuses. There was a 9-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 80% of all faculty strongly agree or agree.
- 89% of all staff strongly agree or agree.

I believe that Arcadia University is an inclusive* environment for people of all veteran status. There was a 10-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 68% of all faculty strongly agree or agree.
- 78% of all staff strongly agree or agree.

Race/Ethnicity & Section I: Employee Satisfaction

I receive feedback from my supervisor/department chair that helps me. Black or African Americans reported the lowest rate of agreement, 67%. The overall rate of agreement was 73%.

My supervisor/department chair regularly models this institution's values. Black or African Americans and Asian Americans reported the lowest rates of agreement, both 70%. The overall rate of agreement was 76%.

I feel able to openly share my thoughts with my department chair or supervisor. Black or African Americans reported the lowest rate of agreement (70%). The overall rate of agreement was 75%.

Issues of low performance are addressed in department. Black or African Americans reported the lowest rate of agreement, 37%. The overall rate of agreement was 45%.

People in my department work well together. Asian Americans reported the lowest rate of agreement (70%). The overall rate of agreement was 79%.

In my department/unit we communicate openly about issues that impact each other's work. Asian Americans reported the lowest rate of agreement (60%). The overall rate of agreement was 69%.

The role of faculty and staff in shared governance is clearly stated and publicized. Hispanic or Latino(a)s reported the lowest rate of agreement (31%). The overall rate of agreement was 45%.

We celebrate significant milestones and important accomplishments at Arcadia. Black or African Americans reported the lowest rate of agreement (48%). The overall rate of agreement was 61%.

Overall, I am satisfied with the diversity of the Arcadia University community. Black or African Americans reported the lowest rate of agreement (37%). The overall rate of agreement was 47%.

Overall, I feel the level of attention paid to meaningful inclusion at Arcadia is appropriate. Black or African Americans reported the lowest rate of agreement (48%). The overall rate of agreement was 56%.

Race/Ethnicity & Section II: Campus Climate

I believe that Arcadia University is a diverse community. Hispanic or Latino(a)s and Black or African Americans reported the lowest rates of agreement, 39% and 48% respectively. The overall rate of agreement was 57%.

I believe that Arcadia University makes diversity of faculty a priority. Those who belong to two or more races reported the lowest rate of agreement, 30%. The overall rate of agreement was 45%.

I believe that Arcadia University makes diversity of staff a priority. Black or African Americans reported the lowest rate of agreement, 33%. The overall rate of agreement was 48%.

I believe that Arcadia University makes diversity of students a priority. Black or African Americans reported the lowest rate of agreement, 26%. The overall rate of agreement was 61%.

I feel the composition of Arcadia University faculty represents who I am. Hispanic or Latino(a)s reported the lowest rate of agreement, 8%. The overall rate of agreement was 38%.

I feel the composition of Arcadia University staff represents who I am. Hispanic or Latino(a)s reported the lowest rate of agreement, 23%. The overall rate of agreement was 50%.

I feel the composition of Arcadia University faculty and staff reflect the students we serve. Hispanic or Latino(a)s reported the lowest rate of agreement, 23%. The overall rate of agreement was 44%.

I am confident in discussing issues of diversity, inclusion and equity. Those who belong to two or more races had the lowest rate of agreement, 60%. The overall rate of agreement was 69%.

I am confident in my ability to support colleagues and students from diverse cultures. White non-Hispanics had the lowest rate of agreement, 60%. The overall rate of agreement was 84%.

Course work is often geared toward diversity-related issues in my classroom. Hispanic or Latino(a)s had the lowest rate of agreement, 23%. The overall rate of agreement was 35%.

If I raised a concern about discrimination, I am confident my employer would do what is right. Black or African Americans reported the lowest rates of agreement, 41%. The overall rate of agreement was 65%.

I feel supported and mentored by Unit Head in my professional development and career advancement. Black or African Americans reported the lowest rates of agreement, 48%. The overall rate of agreement was 58%.

I believe that Arcadia University is an inclusive* environment for people of all national origins. Black or African Americans reported the lowest rates of agreement, 70%. The overall rate of agreement was 79%.

I believe that Arcadia University is an inclusive* environment for people of all races and ethnicities. Black or African Americans reported the lowest rates of agreement, 56%. The overall rate of agreement was 72%.

I believe that Arcadia University is an inclusive* environment for people of all religions. Black or African Americans reported the lowest rates of agreement, 63%. The overall rate of agreement was 74%.

Gender & Section I: Employee Satisfaction. There were a number of differences in response based on gender that were statistically significant. However, many of those differences were very small and lacked practical significance.

We celebrate significant milestones and important accomplishments in my department/unit. 59% of females strongly agreed or agreed compared to 69% of males.

Senior leadership provides a clear direction for this institution's future. 83% of females strongly agreed or agreed compared to 68% of males. Differences are statistically significant ($p=0.00$).

Senior leadership regularly models this institution's values. 86% of females strongly agreed or agreed compared to 73% of males. Differences are statistically significant ($p=0.00$).

Overall, I feel able to openly share my thoughts with Arcadia's senior leadership. 52% of females strongly agreed or agreed compared to 59% of males. Differences are statistically significant ($p=0.00$).

Overall, I feel as though my opinion is valued by the Arcadia community. 58% of females strongly agreed or agreed compared to 63% of males. Differences are statistically significant ($p=0.00$).

Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia is appropriate. 61% of females strongly agreed or agreed compared to 52% of males.

Gender & Section II: Campus Climate

I am confident in discussing issues of diversity, inclusion and equity. 75% of females strongly agreed or agreed compared to 66% of males. Differences are statistically significant ($p=0.01$).

I am confident in my ability to support colleagues and students from diverse cultures. 85% of females strongly agreed or agreed compared to 90% of males. Differences are statistically significant ($p=0.00$).

I know to whom I should report a concern of discrimination. 76% of females strongly agreed or agreed compared to 87% of males. Differences are statistically significant ($p=0.01$).

If I raised a concern about discrimination, I am confident my employer would do what is right. 62% of females strongly agreed or agreed compared to 74% of males.

My supervisor or department chair creates an environment that is trusting and open. 70% of females strongly agreed or agreed compared to 77% of males. Differences are statistically significant ($p=0.01$).

Length of Employment & Section I: Employee Satisfaction

Issues of low performance are addressed in my department. The rate of agreement was highest among those employed at Arcadia 1 year or less and lowest among those employed more than 10 years.

- ☐ 64% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 41% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 49% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 39% of those employed at Arcadia more than 10 years strongly agree or agree

We celebrate significant milestones and important accomplishments in my department/unit. The rate of agreement was highest among those employed at Arcadia 1 year or less and lowest among those employed more than 10 years.

- ☐ 74% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 60% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 67% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 51% of those employed at Arcadia more than 10 years strongly agree or agree

The role of faculty and staff in shared governance is clearly stated and publicized. Again, the rate of agreement was highest among those employed at Arcadia 1 year or less and lowest among those employed more than 10 years.

- ☐ 63% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 45% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 40% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 38% of those employed at Arcadia more than 10 years strongly agree or agree

There's a sense that we're all on the same team at this institution. Differences are **statistically significant** ($p=0.02$).

- ☐ 65% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 48% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 49% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 47% of those employed at Arcadia more than 10 years strongly agree or agree

Overall, I am satisfied with my experience as a member of the Arcadia University community. Differences are **statistically significant** ($p=0.02$).

- ☐ 76% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 63% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 71% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 74% of those employed at Arcadia more than 10 years strongly agree or agree

Overall, I am satisfied with the diversity of the Arcadia University community. The rate of agreement decreases as the number of years employed at Arcadia increases.

- ☐ 68% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 48% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 48% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 40% of those employed at Arcadia more than 10 years strongly agree or agree

Length of Employment & Section II: Campus Climate

Arcadia University is a diverse community. There was an inverse relationship between length of employment and the rate of agreement. Differences are **statistically significant** ($p=0.03$). The rate of agreement decreases as length of employment increases.

- ☐ 80% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 55% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 56% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 48% of those employed at Arcadia more than 10 years strongly agree or agree

Arcadia University makes diversity of staff a priority. Again, there is an inverse relationship between length of employment and the rate of agreement. Differences are **statistically significant** ($p=0.01$). The rate of agreement decreases as length of employment increases.

- ☐ 72% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 49% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 44% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 39% of those employed at Arcadia more than 10 years strongly agree or agree

Arcadia University makes diversity of students a priority. The inverse relationship between length of employment and the rate of agreement persists. Differences are **statistically significant** ($p=0.00$). The rate of agreement decreases as length of employment increases.

- ☐ 80% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 63% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 58% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 52% of those employed at Arcadia more than 10 years strongly agree or agree

Arcadia University makes retention of all staff a priority once they are hired. Again, there is an inverse relationship between length of employment and the rate of agreement. Differences are **statistically significant** ($p=0.00$). The rate of agreement decreases as length of employment increases.

- ☐ 38% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 29% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 18% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 17% of those employed at Arcadia more than 10 years strongly agree or agree

Arcadia University makes retention of all faculty a priority once they are hired. The inverse relationship between length of employment and the rate of agreement persists. Differences are **statistically significant** ($p=0.03$). The rate of agreement decreases as length of employment increases.

- ☐ 38% of those employed at Arcadia 1 year or less strongly agree or agree
- ☐ 40% of those employed at Arcadia 2 to 5 years strongly agree or agree
- ☐ 29% of those employed at Arcadia 6 to 10 years strongly agree or agree
- ☐ 29% of those employed at Arcadia more than 10 years strongly agree or agree

I feel the composition of Arcadia University staff represents who I am. Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment. Differences are **statistically significant** ($p=0.00$).

I am confident in discussing issues of diversity, inclusion and equity. Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment. Differences are **statistically significant** ($p=0.00$).

I am confident in my ability to support colleagues and students from diverse cultures. Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment. Differences are ***statistically significant*** ($p=0.00$).

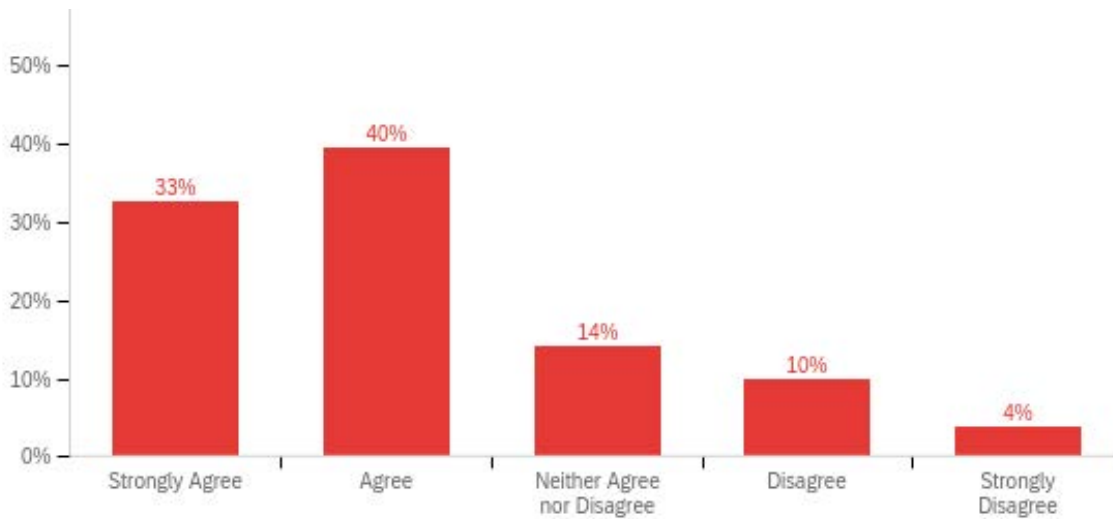
I believe Arcadia University is an inclusive* environment for:

- People of all religions
- People of all political ideologies
- People of all sexes and genders
- People of all marital statuses
- People of all veteran status

Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment.

Section I: Employee Satisfaction

1. I receive feedback from my supervisor/department chair that helps me.
Overall Response. 73% of all respondents strongly agree or agree.

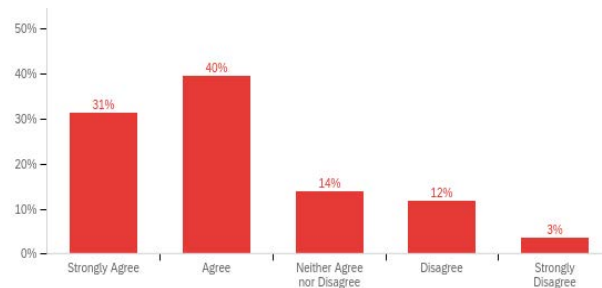
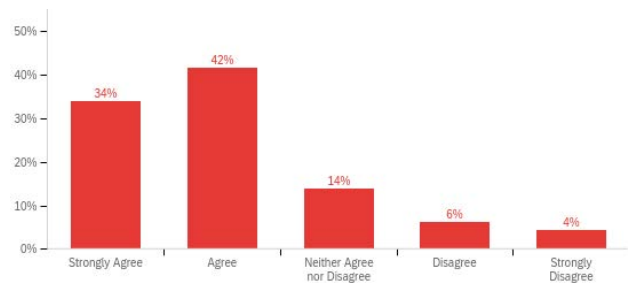


Answer	%	Count
Strongly Agree	32.53%	135
Agree	39.52%	164
Neither Agree nor Disagree	14.22%	59
Disagree	9.88%	41
Strongly Disagree	3.86%	16
Total	100%	415

Position Type & Response. There was variation but no statistically significant difference in response based on position type (p=0.06). The rate of agreement among faculty was higher compared to staff.

76% of all faculty strongly agree or agree.

71% of all staff strongly agree or agree.

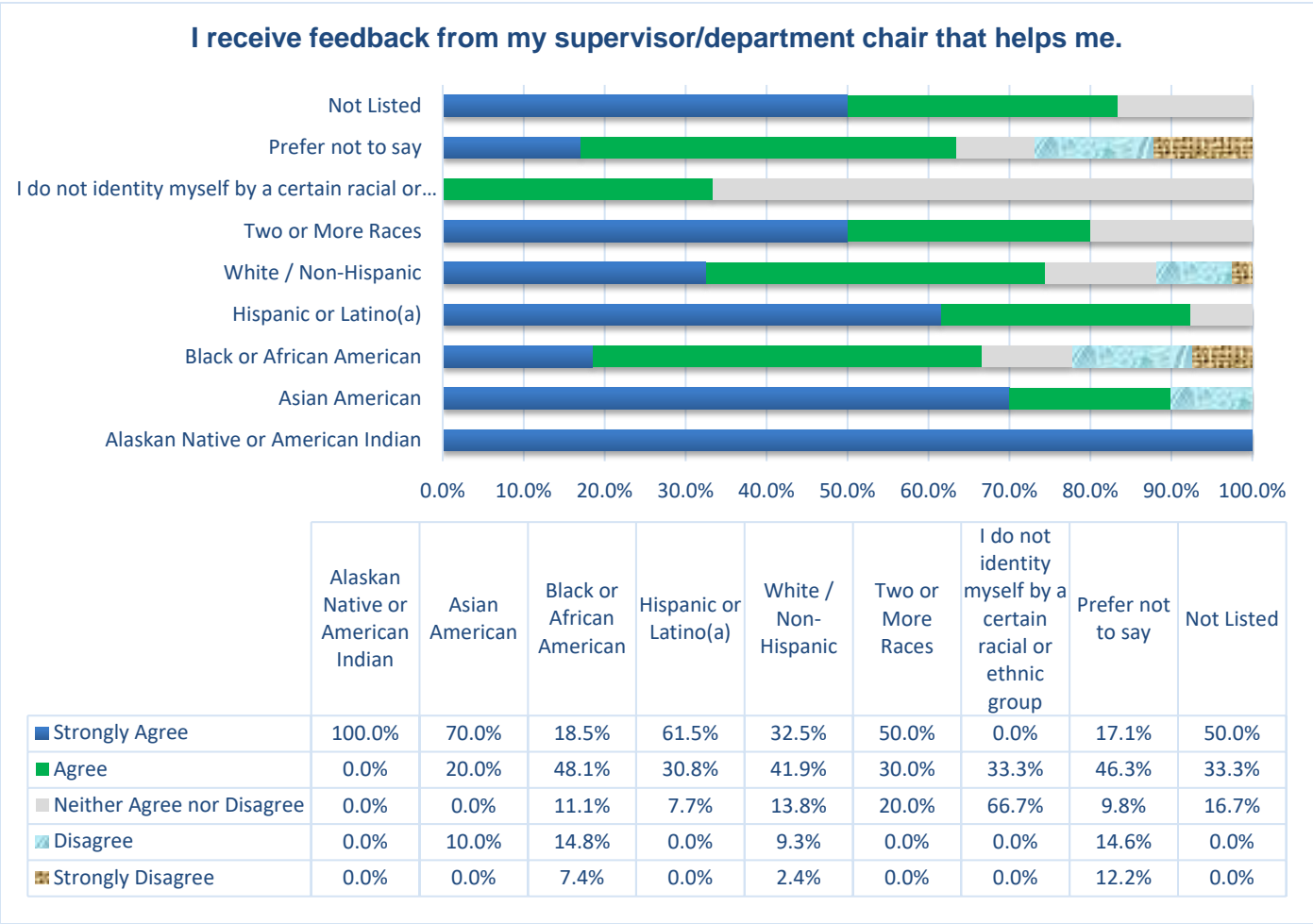


I receive feedback from my supervisor/department chair that helps me.

Race/Ethnicity & Response (n=360).

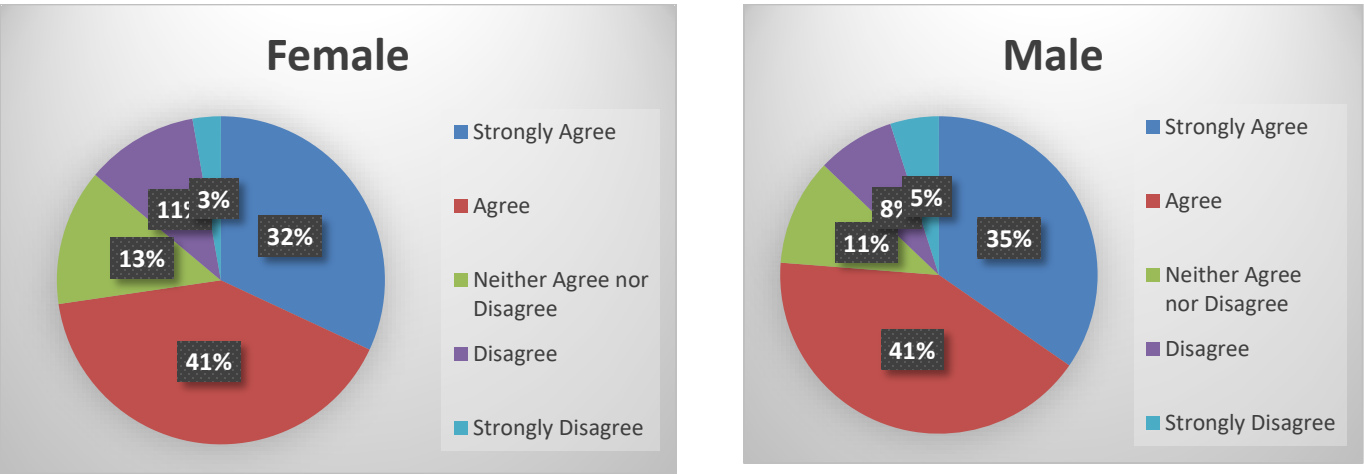
There were differences in response to this question based on race ethnicity. The highest rates of agreement were among Alaskan Native or American Indians (100%). The highest rates of disagreement were among those who prefer not to say (27%). Rates of neutrality varied widely, 0% - 67%. Those who do not identify by a certain racial or ethnic group had the highest rates of neutrality (67%).

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans had the lowest rate of agreement and the highest rate of disagreement. This should be further explored.



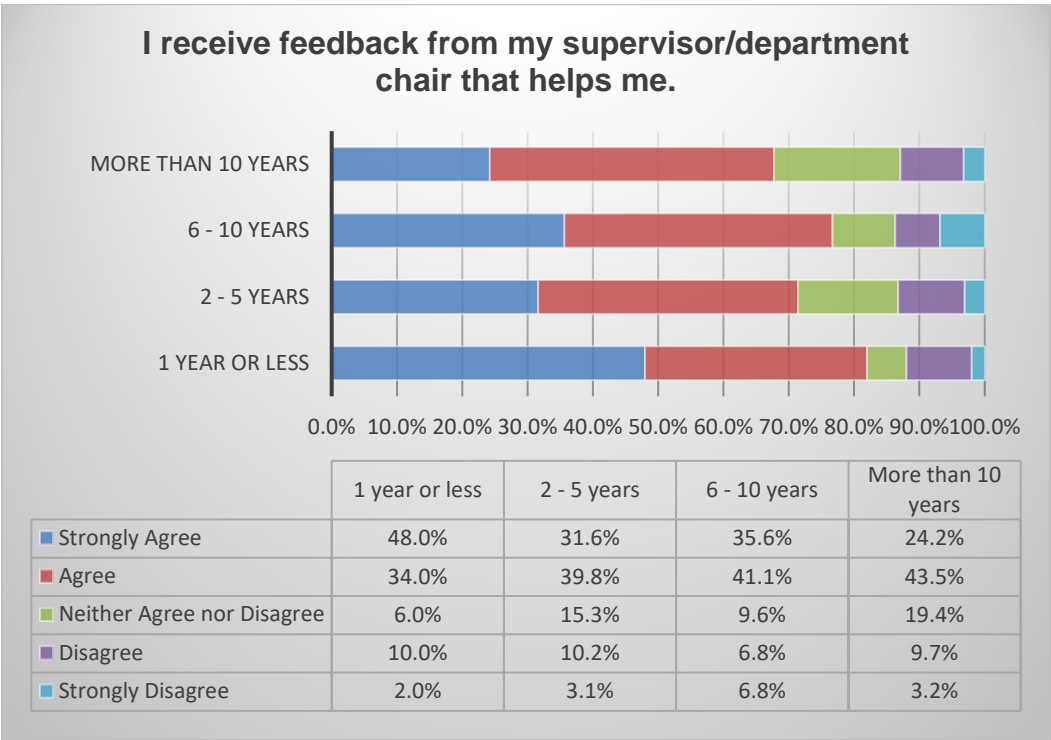
I receive feedback from my supervisor/department chair that helps me.

Gender & Response. There was very little variation and no statistically significant difference in response based on gender (p=0.66).



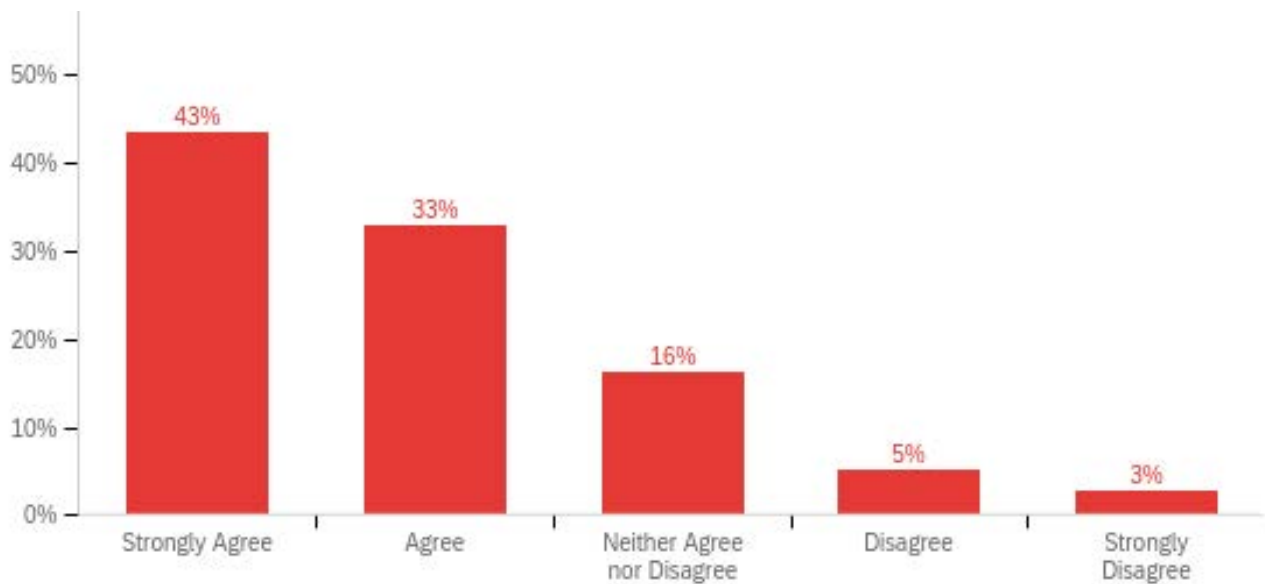
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.34).

- 82% of those employed at Arcadia 1 year or less strongly agree or agree
- 71% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 77% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 68% of those employed at Arcadia more than 10 years strongly agree or agree



2. My supervisor/department chair regularly models this institution's values.

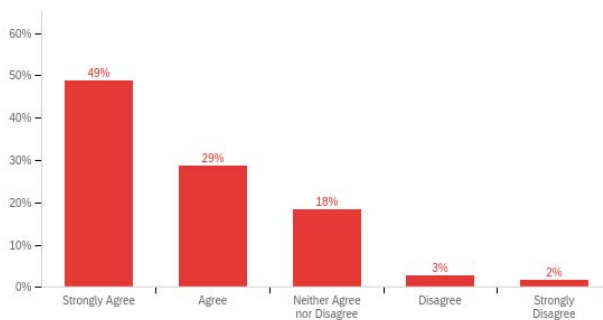
Overall Response: 76% of all respondents strongly agree or agree.



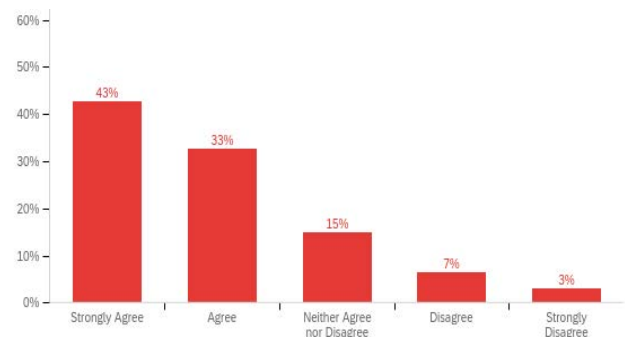
Answer	%	Count
Strongly Agree	43.37%	180
Agree	32.77%	136
Neither Agree nor Disagree	16.14%	67
Disagree	5.06%	21
Strongly Disagree	2.65%	11
Total	100%	415

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=.90$).

77% of all faculty strongly agree or agree.



76% of all staff strongly agree or agree.

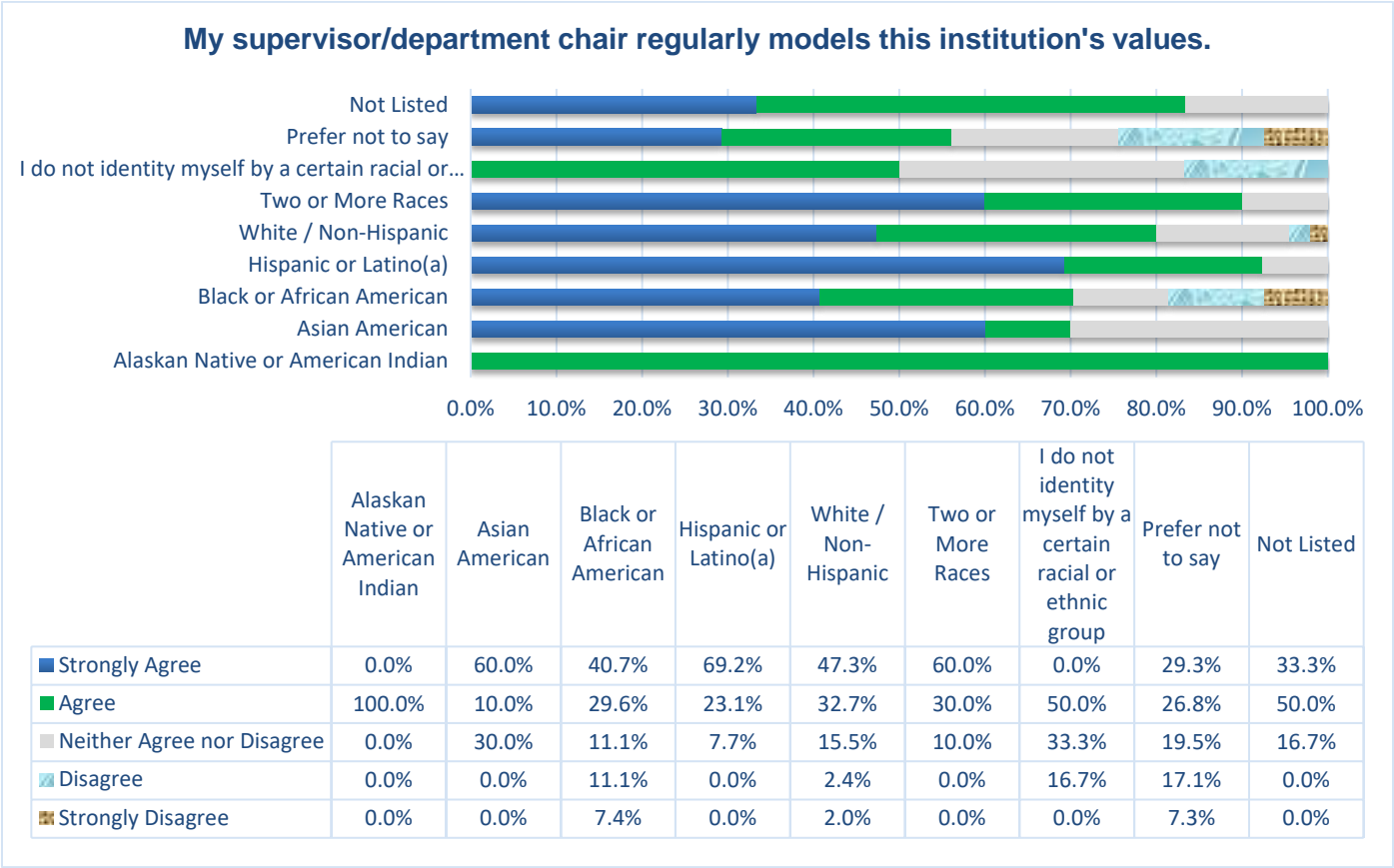


My supervisor/department chair regularly models this institution’s values.

Race/Ethnicity & Response (n=359).

There were differences in response to this question based on race ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (24%). Rates of neutrality varied. The highest rate of neutrality was among those who do not identify themselves by a certain racial or ethnic group (33%).

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans and Asian Americans had the lowest rate of agreement (both 70%) and Black or African Americans had the highest rate of disagreement. This should be further explored.

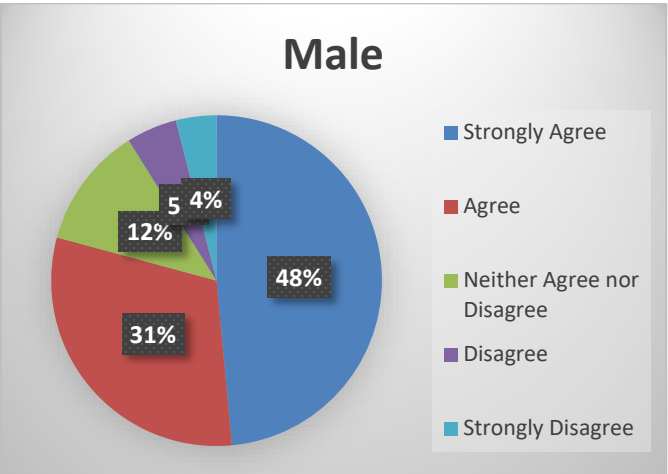
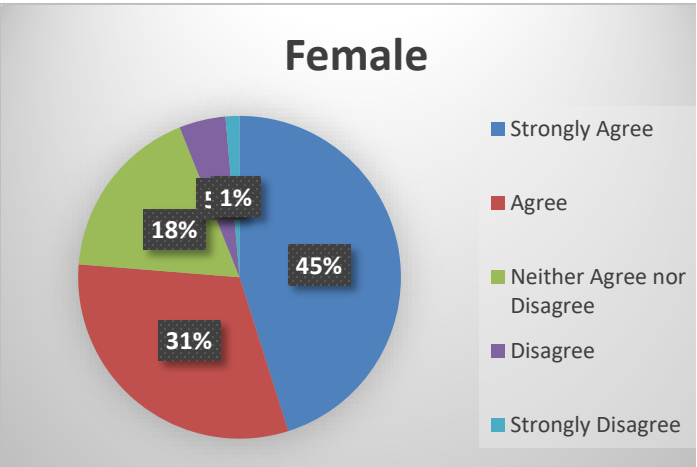


My supervisor/department chair regularly models this institution’s values.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=.40).

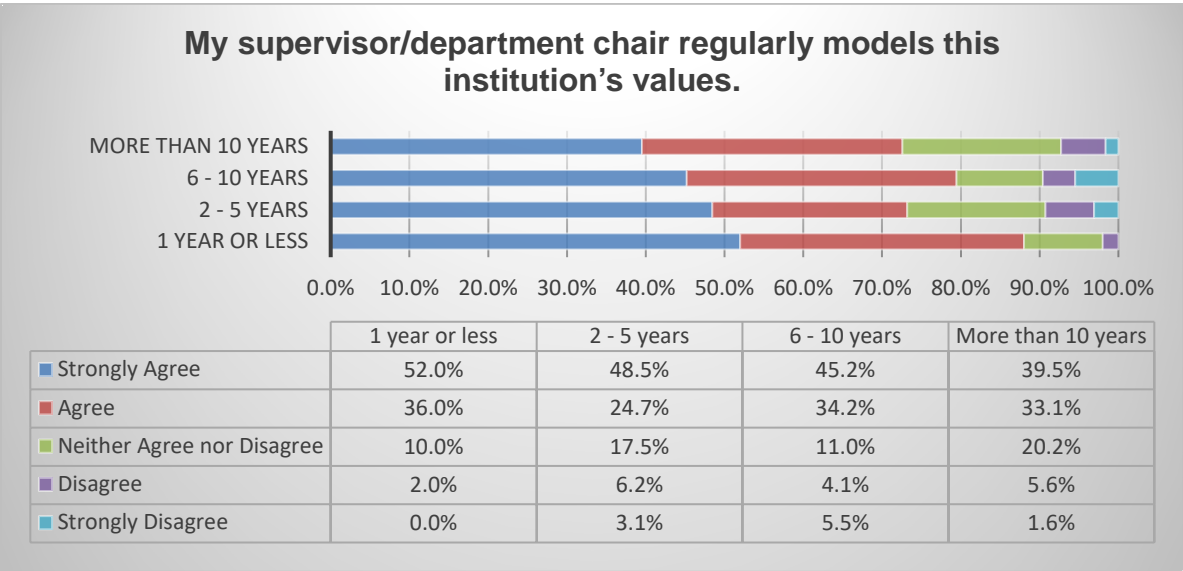
76% of females strongly agree or agree

79% of males strongly agree or agree



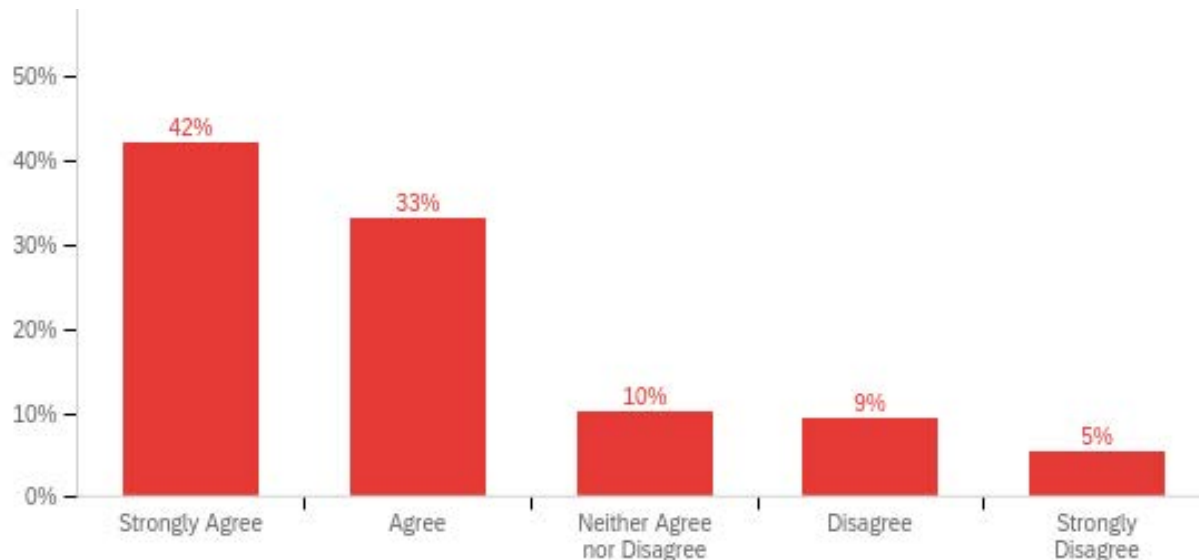
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.49).

- 85% of those employed at Arcadia 1 year or less strongly agree or agree
- 71% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 77% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 68% of those employed at Arcadia more than 10 years strongly agree or agree



3. I feel able to openly share my thoughts with my department chair or supervisor.

Overall Response. 75% of all respondents strongly agree or agree.

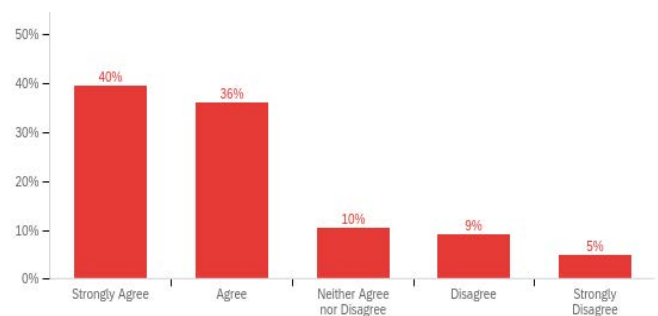
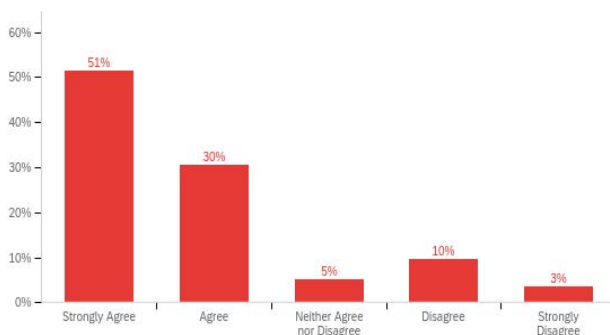


Answer	%	Count
Strongly Agree	42.07%	175
Agree	33.17%	138
Neither Agree nor Disagree	10.10%	42
Disagree	9.38%	39
Strongly Disagree	5.29%	22
Total	100%	416

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.06$). The rate of agreement among faculty was higher compared to staff.

81% of all faculty strongly agree or agree.

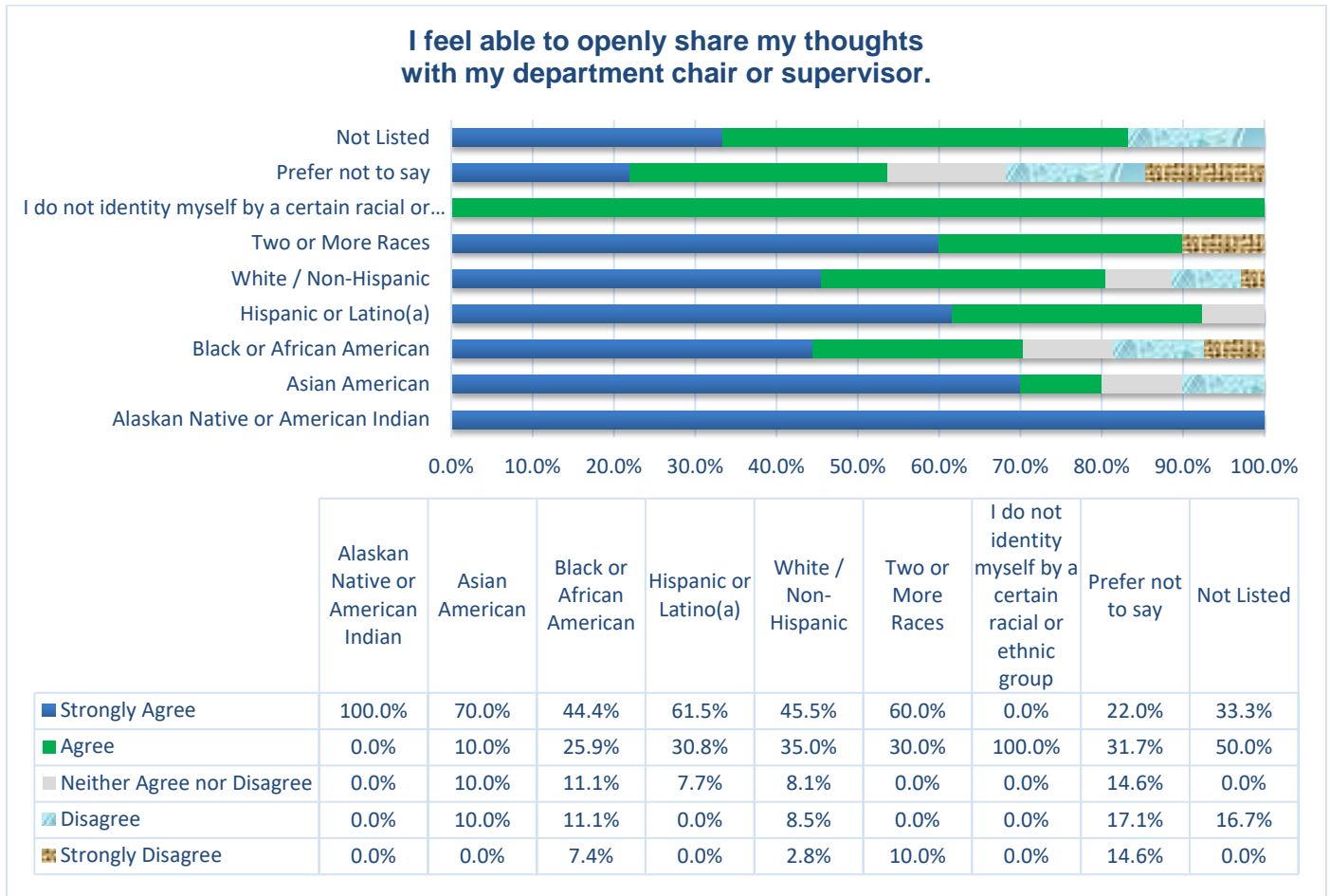
76% of all staff strongly agree or agree.



I feel able to openly share my thoughts with my department chair or supervisor.

Race/Ethnicity & Response (n=360). There were differences in response to this question based on race ethnicity. Alaskan Native or American Indians had the highest rate of agreement (100%). The highest rate of disagreement was among those who prefer not to say (32%). Rates of neutrality were low across all groups. The highest rate of neutrality was among those who prefer not to say (14%).

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

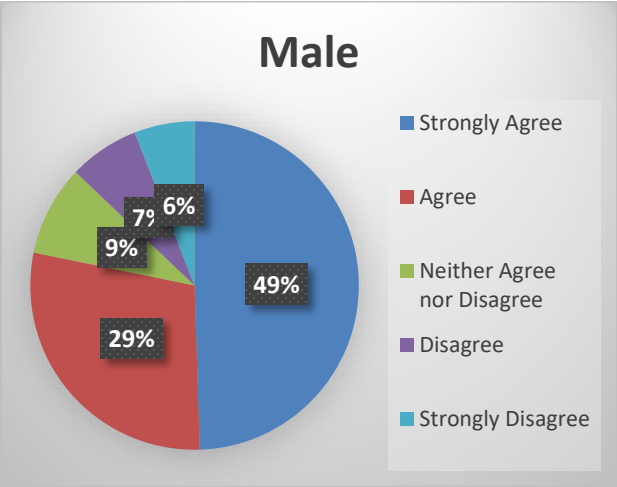
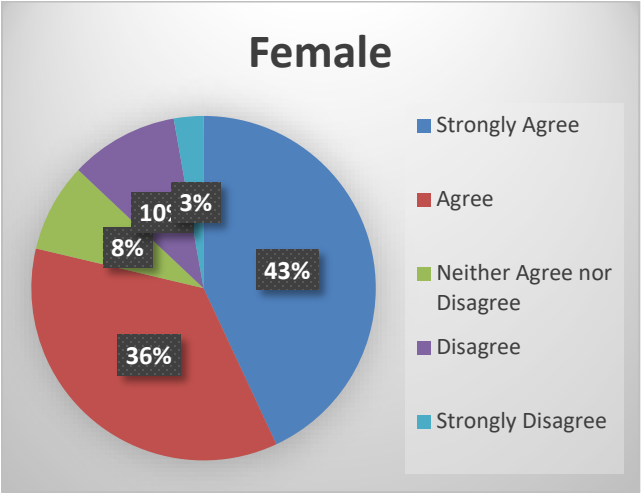


I feel able to openly share my thoughts with my department chair or supervisor.

Gender & Response. There was a small but **statistically significant** difference in response based on gender ($p=0.04$). The rate of agreement among males was 1 percentage point lower than females, but the rate of strongly agree among males was 6 percentage points higher compared to females.

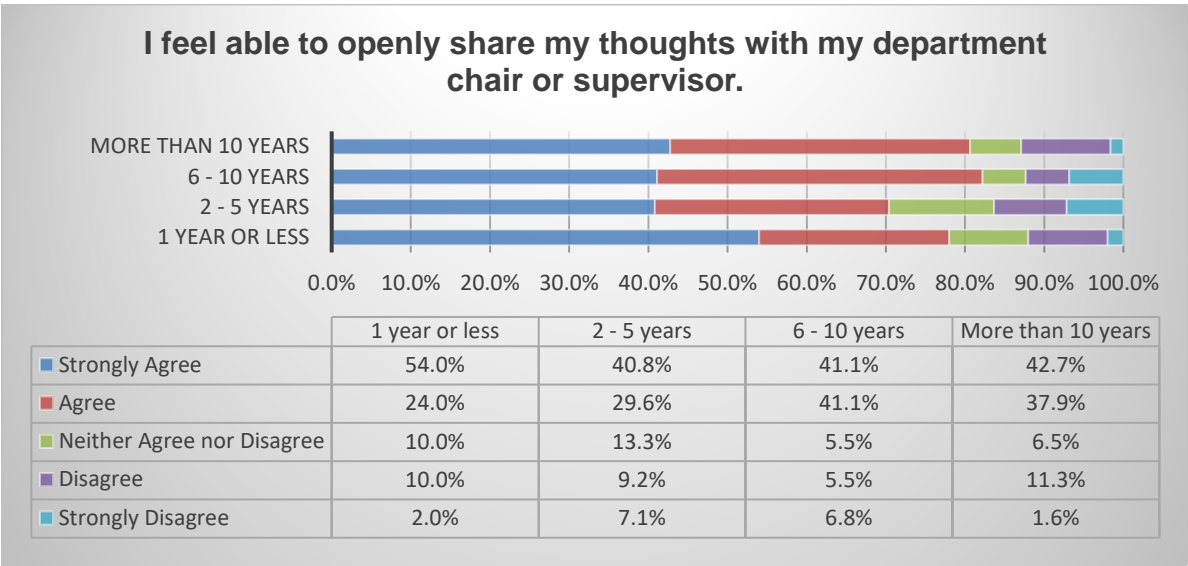
79% of females strongly agree or agree

78% of males strongly agree or agree



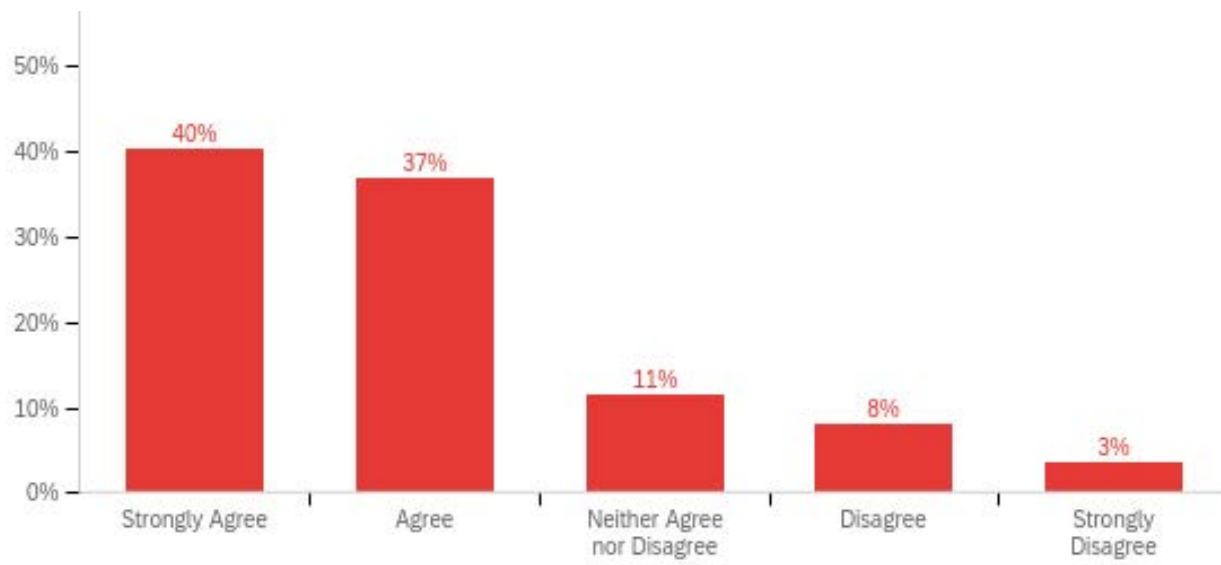
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.08$).

- 78% of those employed at Arcadia 1 year or less strongly agree or agree
- 70% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 82% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 81% of those employed at Arcadia more than 10 years strongly agree or agree



4. I feel as though my opinion is valued by my supervisor or department chair.

Overall Response. 77% of all respondents strongly agree or agree.

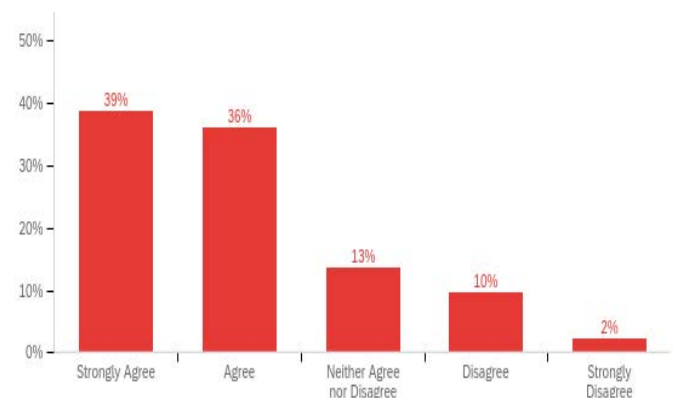
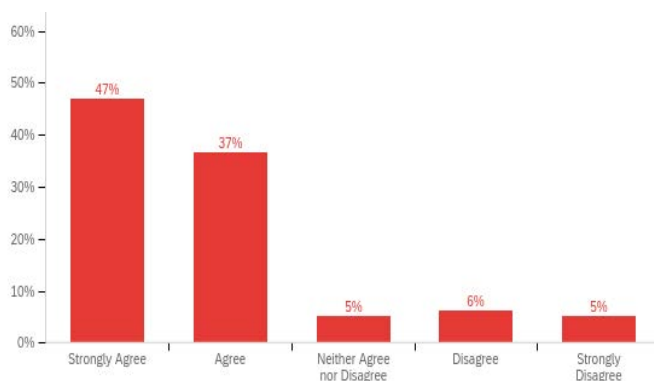


Answer	%	Count
Strongly Agree	40.35%	163
Agree	36.88%	149
Neither Agree nor Disagree	11.39%	46
Disagree	7.92%	32
Strongly Disagree	3.47%	14
Total	100%	404

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.14$). There was a 9-point difference in the rate of agreement between faculty and staff with faculty reporting higher rates of agreement.

84% of all faculty strongly agree or agree.

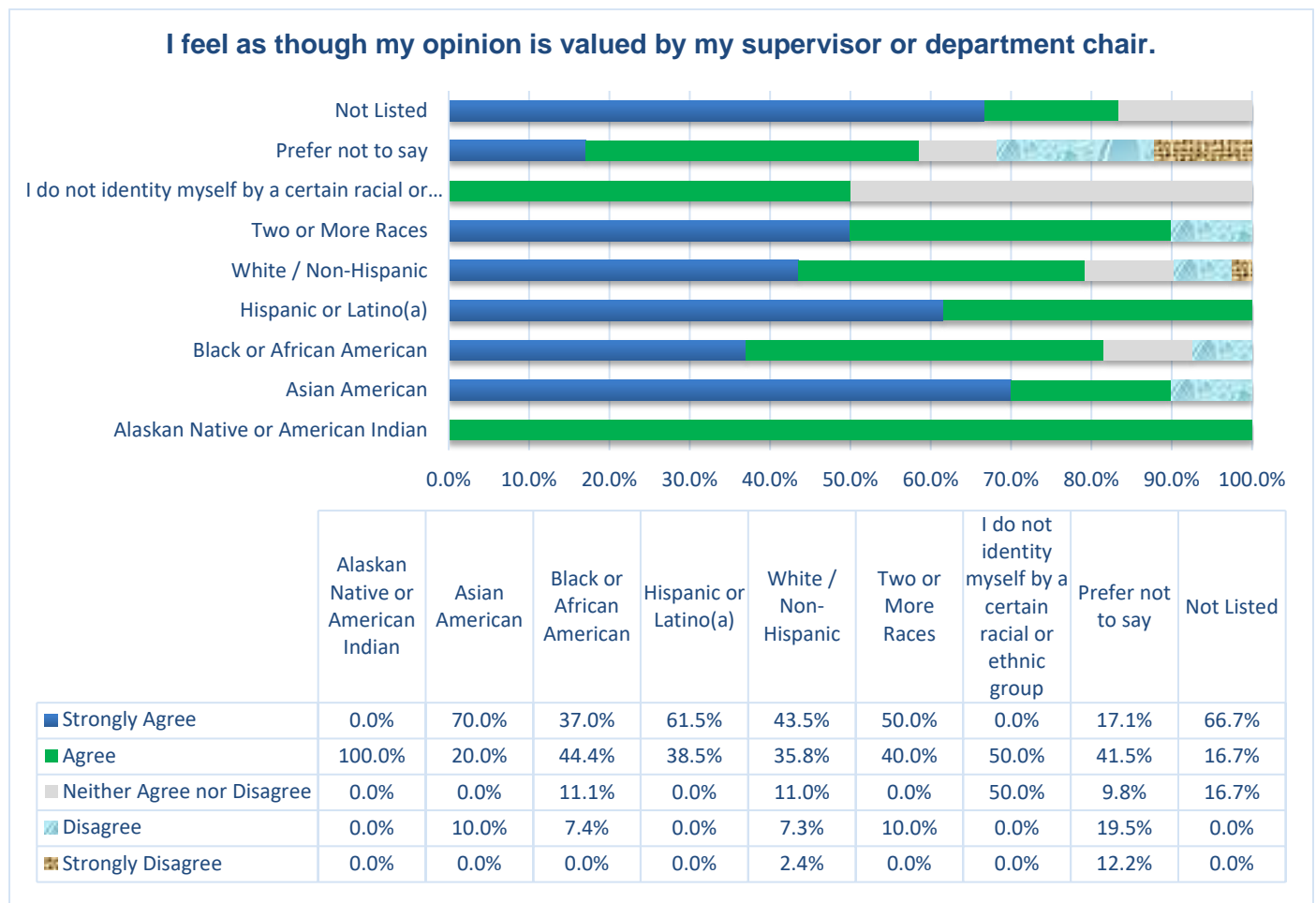
75% of all staff strongly agree or agree.



I feel as though my opinion is valued by my supervisor or department chair.

Race/Ethnicity & Response (n=360). There were differences in response based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). Notably, 32% of those who preferred not to say strongly disagreed or disagreed and 50% of those who do not identify by a certain racial or ethnic group were neutral.

Among those who identify, their race/ethnicity was listed and they answered White non-Hispanics had the lowest rate of agreement. Rates of disagreement were generally low. 10% of three different groups disagreed: White non-Hispanics; Asian Americans; and those who belong to two or more races.

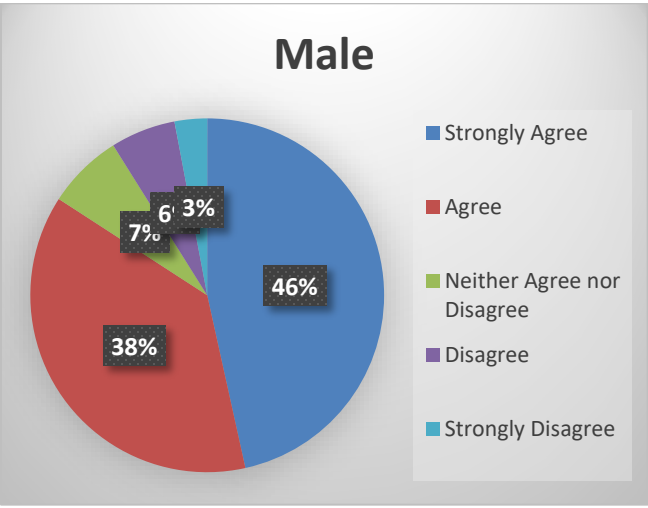
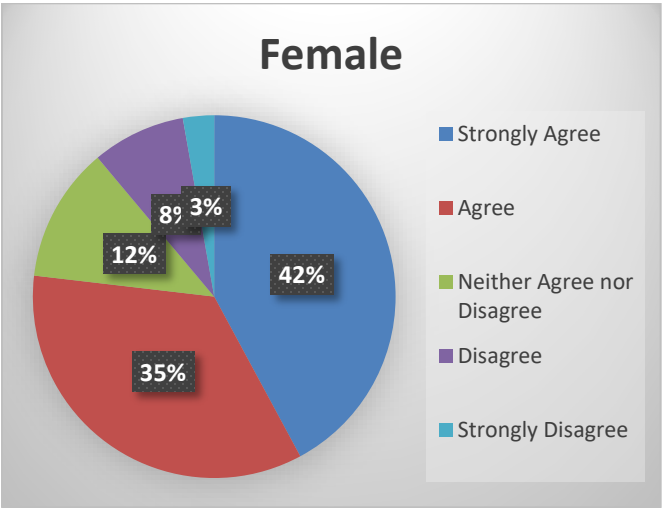


I feel as though my opinion is valued by my supervisor or department chair.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.26).

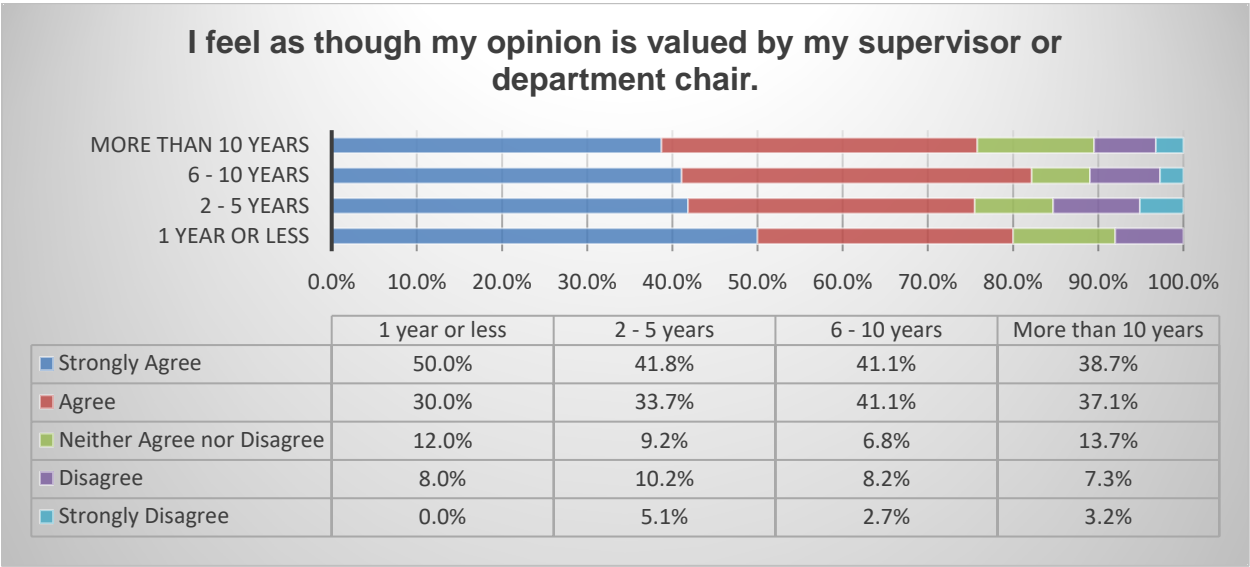
77% of females strongly agree or agree

84% of males strongly agree or agree



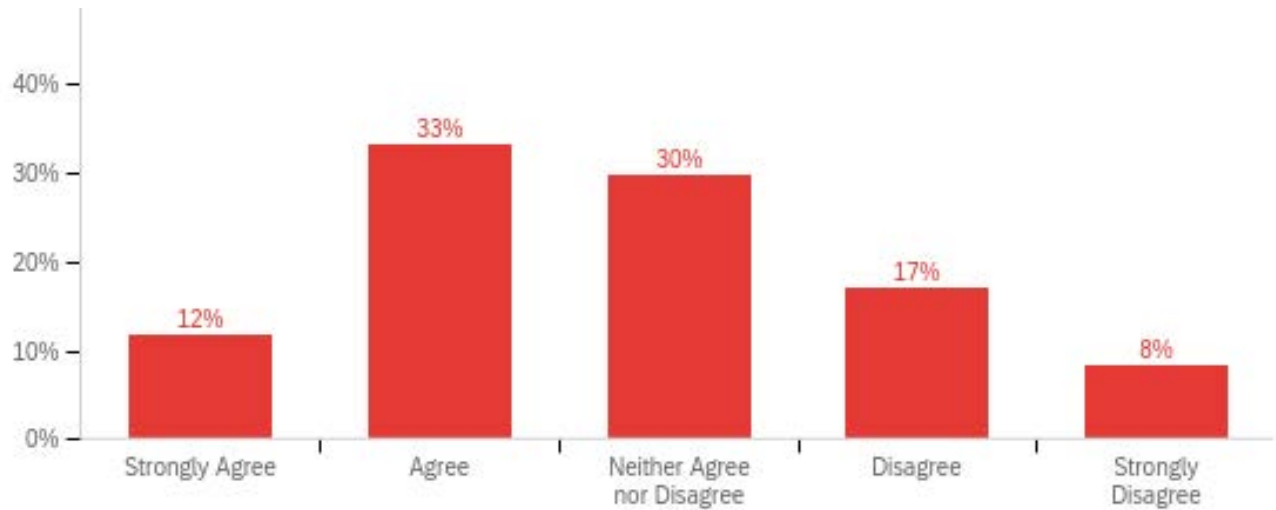
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.77).

- 80% of those employed at Arcadia 1 year or less strongly agree or agree
- 76% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 82% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 76% of those employed at Arcadia more than 10 years strongly agree or agree



5. Issues of low performance are addressed in my department.

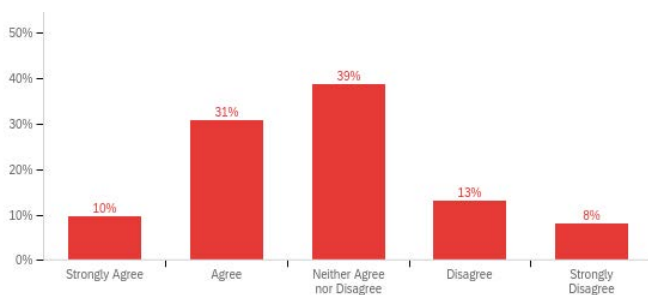
Overall Response. There was significant variation in response to this question. 45% of all respondents strongly agree or agree, 30% were neutral and 25% disagree or strongly disagree.



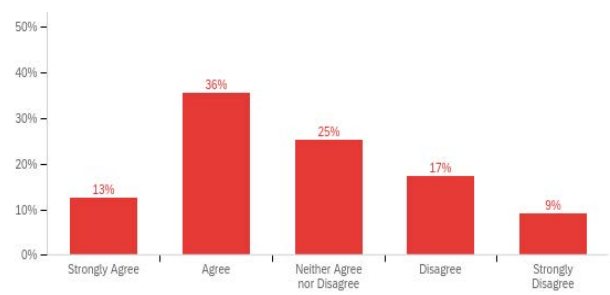
Answer	%	Count
Strongly Agree	11.66%	47
Agree	33.25%	134
Neither Agree nor Disagree	29.78%	120
Disagree	17.12%	69
Strongly Disagree	8.19%	33
Total	100%	403

Position Type & Response. There was variation in response but no statistically significant difference in response based on position type ($p=0.29$). There is an 8-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

41% of all faculty strongly agree or agree.



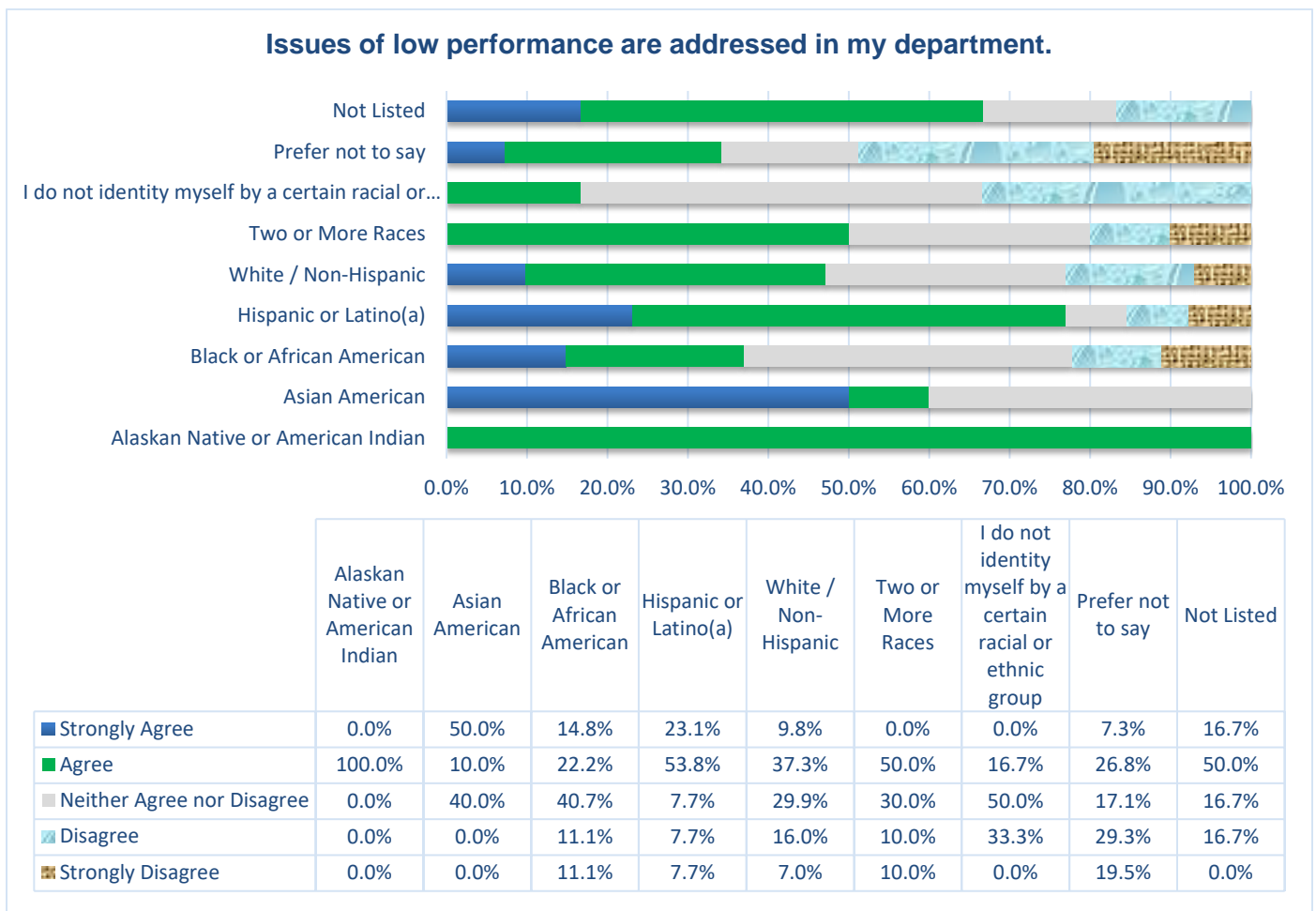
49% of all staff strongly agree or agree.



Issues of low performance are addressed in my department.

Race/Ethnicity & Response (n=358). There was significant variation in response based on race/ethnicity. Rates of agreement ranged from a high of 100% to a low of 17%. The highest rates of agreement were among Alaskan Native or American Indians (100%) and Hispanic or Latino(a) (77%). Rates of disagreement ranged from a low of 15% to a high of 49%. The highest rates of disagreement were among those who prefer not to say (49%) and those who do not identify by a certain racial or ethnic group (33%). The highest rates of neutrality were reported by those who do not identify by a certain racial or ethnic group (50%) and Black or African Americans (40%).

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans had the lowest rate of agreement and White non-Hispanics had the highest rate of disagreement. Black or African Americans had the second highest rate of disagreement.

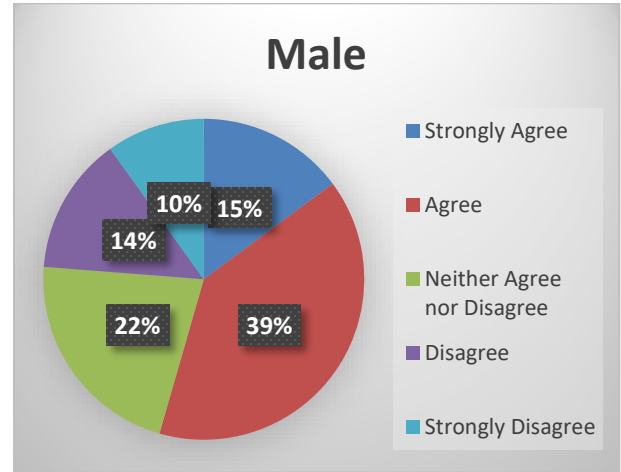
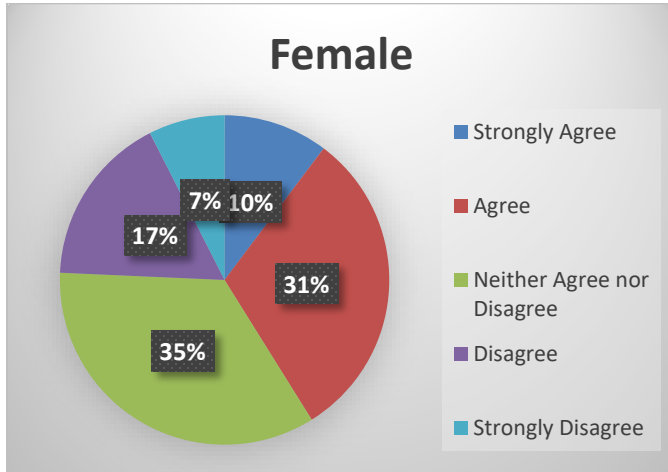


Issues of low performance are addressed in my department.

Gender & Response. There was variation but no statistically significant difference in response based on gender ($p=0.34$).

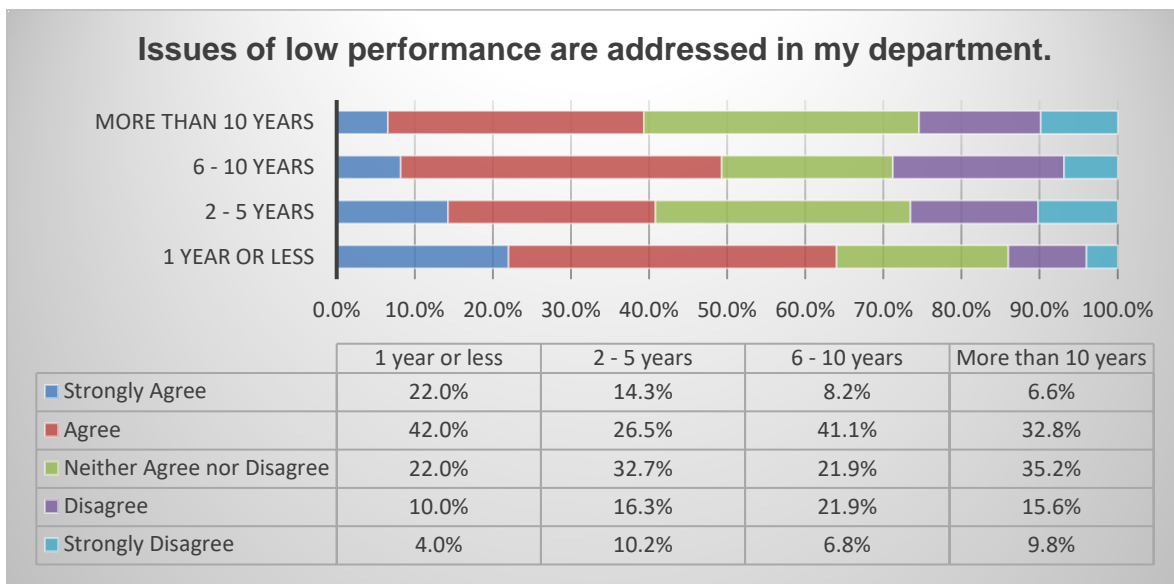
66% of females strongly agree or agree

61% of males strongly agree or agree



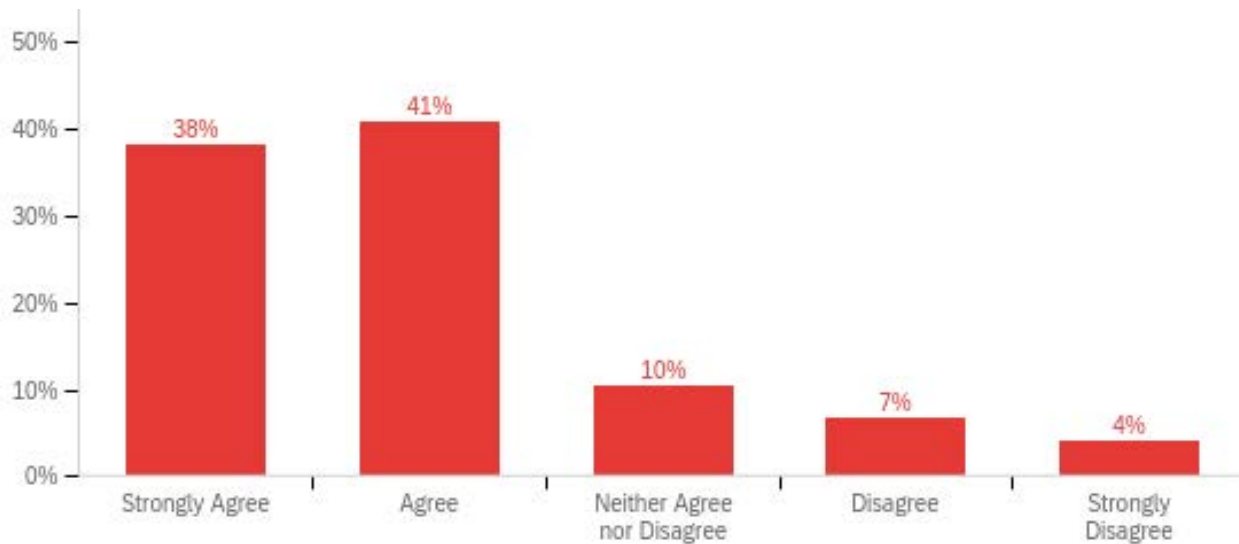
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.12$). The rate of agreement was highest among those employed at Arcadia 1 year or less and lowest among those employed more than 10 years.

- 64% of those employed at Arcadia 1 year or less strongly agree or agree
- 41% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 49% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 39% of those employed at Arcadia more than 10 years strongly agree or agree



6. People in my department work well together.

Overall Response. 79% of all respondents strongly agree or agree.

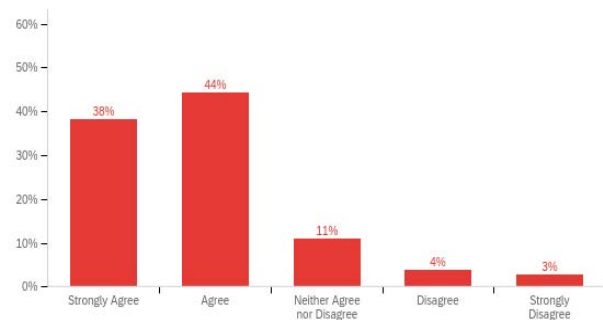
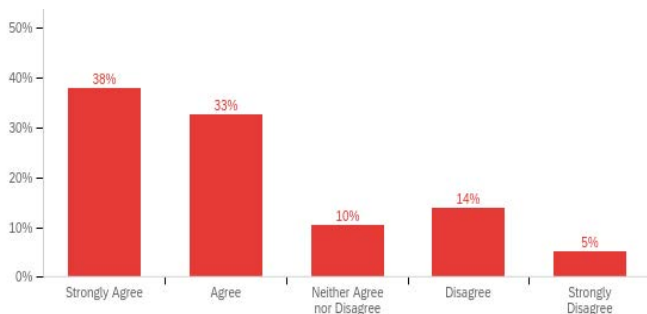


Answer	%	Count
Strongly Agree	38.18%	155
Agree	40.89%	166
Neither Agree nor Disagree	10.34%	42
Disagree	6.65%	27
Strongly Disagree	3.94%	16
Total	100%	406

Position Type & Response. There was a **statistically significant** difference in response based on position type ($p=0.02$). There is an 11-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

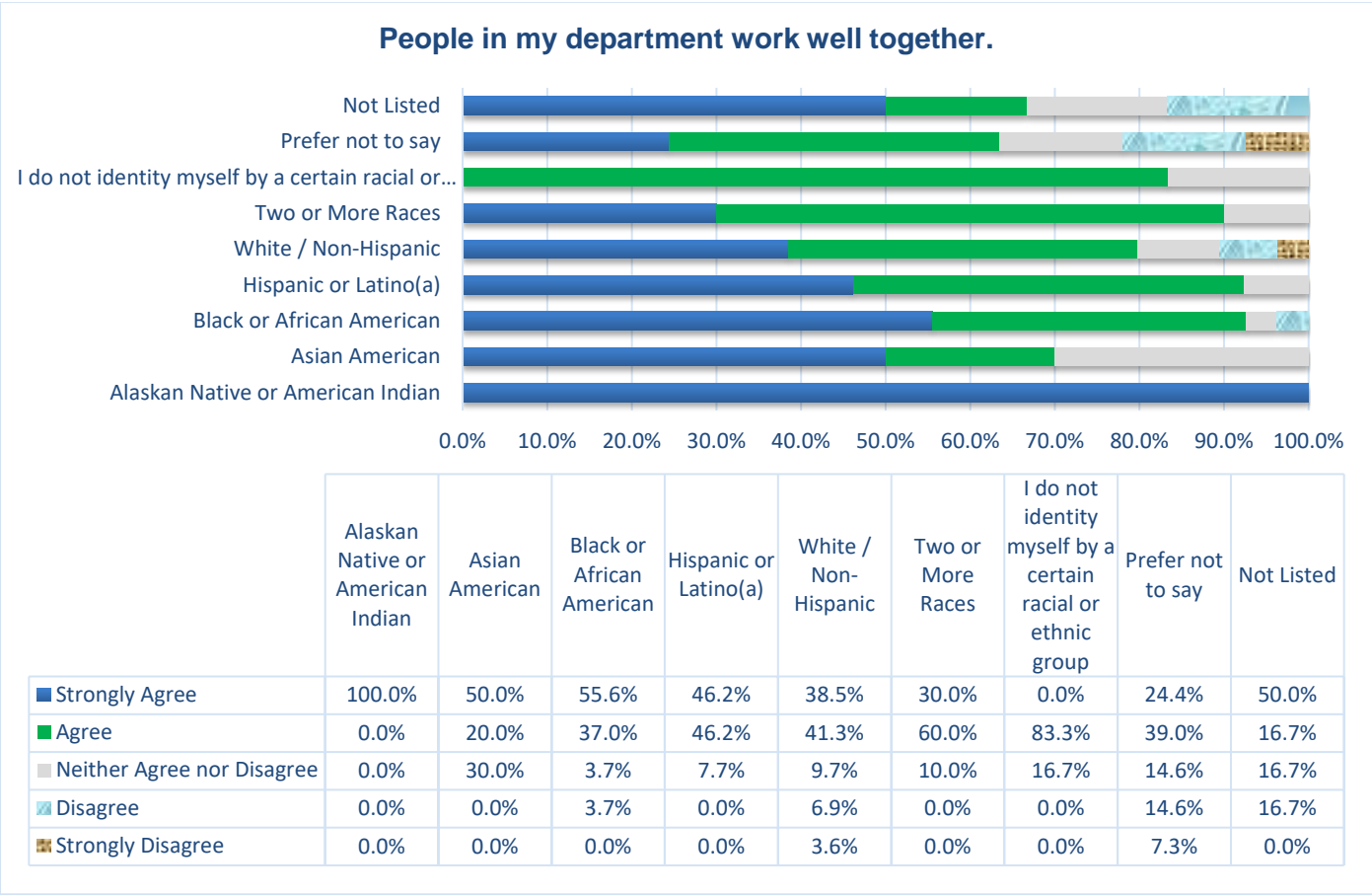
71% of all faculty strongly agree or agree.

82% of all staff strongly agree or agree.



People in my department work well together.

Race/Ethnicity & Response (n=361). Alaskan Native or American (100%) and Black or African American (56%) had the highest rate of agreement. Those who prefer not to say had the highest rate of disagreement, 22%. Asian American respondents had the highest rate of neutrality, 30%. Among those who identify, their race/ethnicity was listed and they answered Asian Americans had the lowest rate of agreement and White non-Hispanics had the highest rate of disagreement.

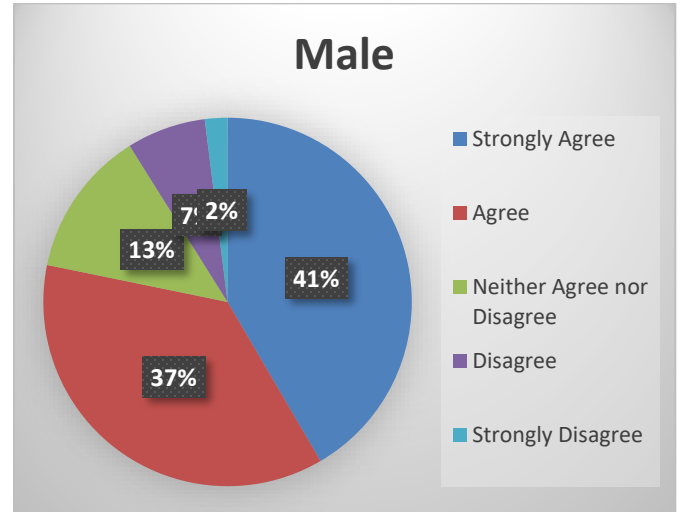
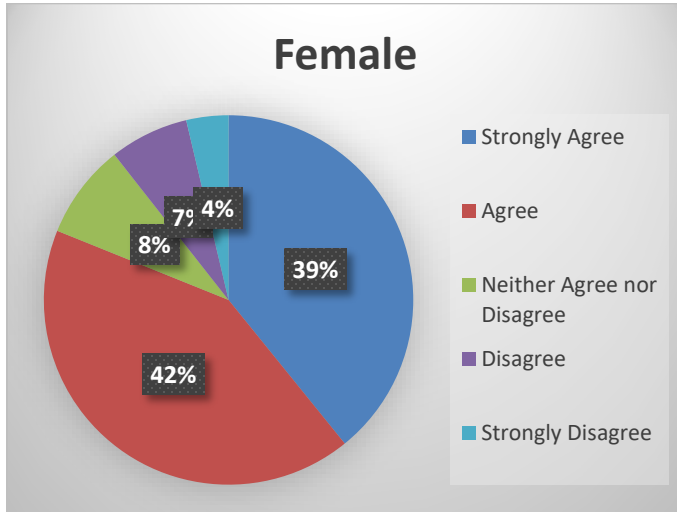


People in my department work well together.

Gender & Response. There was little variation and no statistically significant difference in response based on gender ($p=0.55$).

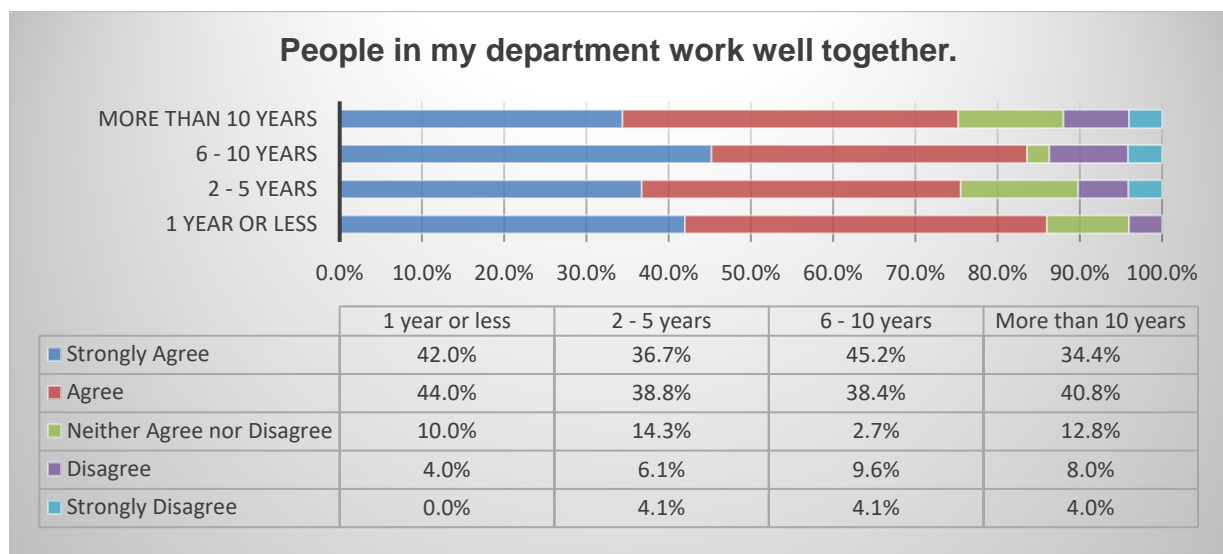
81% of females strongly agree or agree

78% of males strongly agree or agree



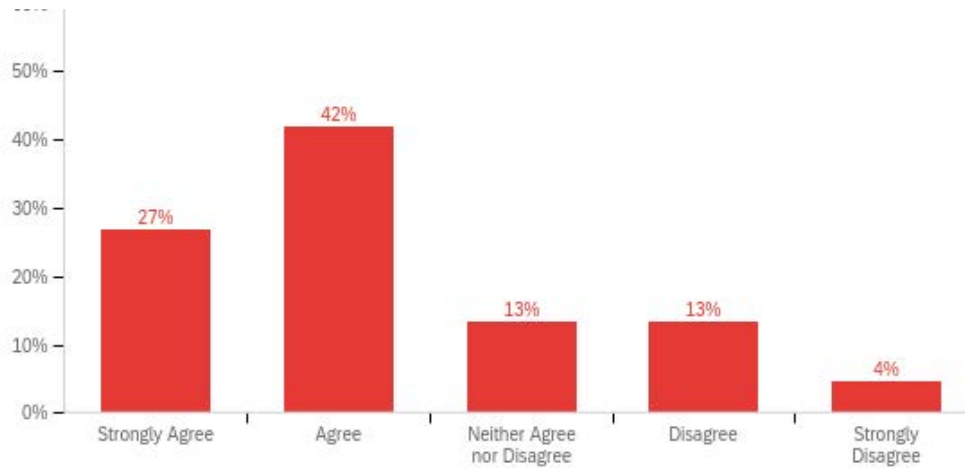
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.54$).

- 86% of those employed at Arcadia 1 year or less strongly agree or agree
- 76% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 84% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 75% of those employed at Arcadia more than 10 years strongly agree or agree



7. In my department/unit, we communicate openly about issues that impact each other's work.

Overall Response. 69% of all respondents strongly agree or agree.

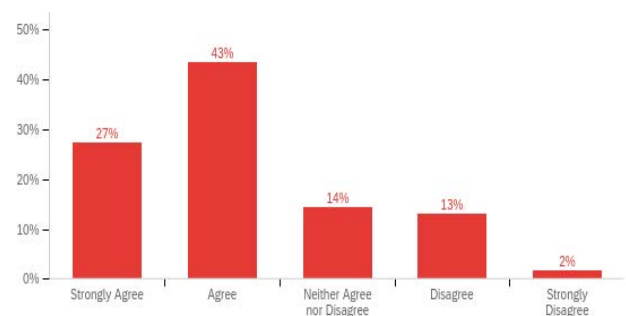
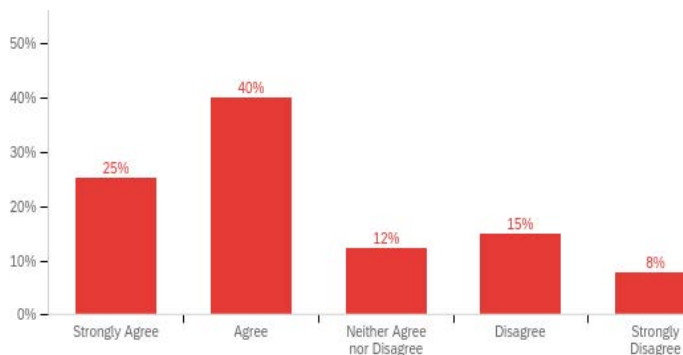


Answer	%	Count
Strongly Agree	26.87%	108
Agree	41.79%	168
Neither Agree nor Disagree	13.43%	54
Disagree	13.43%	54
Strongly Disagree	4.48%	18
Total	100%	402

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.25$). The rate of agreement among faculty was higher compared to staff.

75% of all faculty strongly agree or agree.

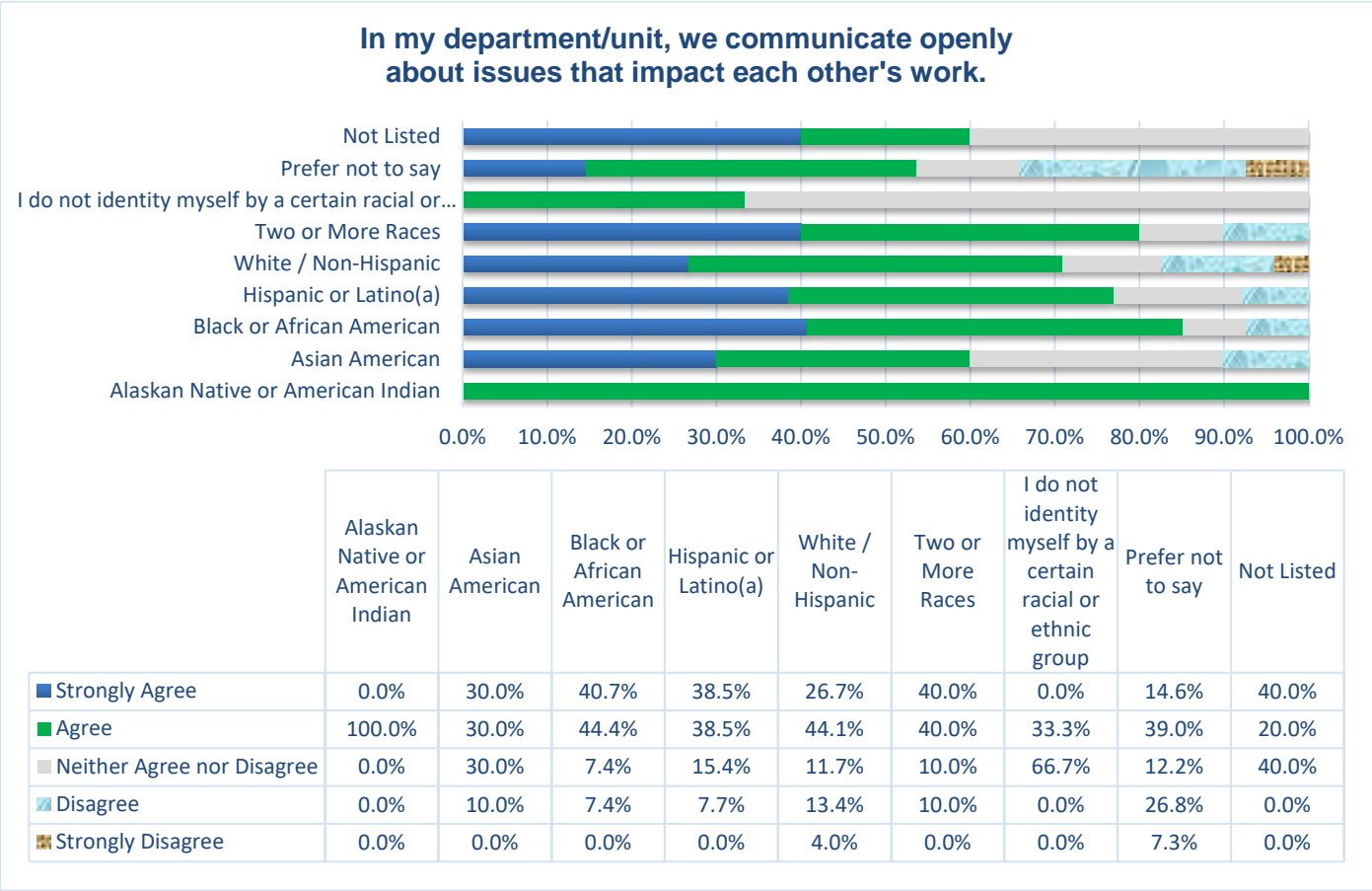
70% of all staff strongly agree or agree.



In my department/unit, we communicate openly about issues that impact each other's work.

Race/Ethnicity & Response (n=360). Alaskan Native or American (100%) and Black or African American (85%) had the highest rate of agreement. Those who prefer not to say had the highest rate of disagreement, 34%. Respondents who do not identify by a certain racial or ethnic group had the highest rate of neutrality, 67%.

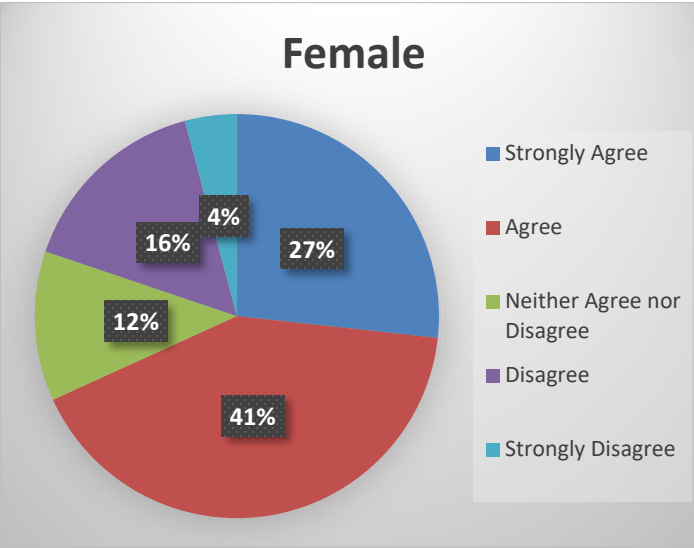
Among those who identify, their race/ethnicity was listed and they answered Asian Americans had the lowest rate of agreement and White non-Hispanics had the highest rate of disagreement.



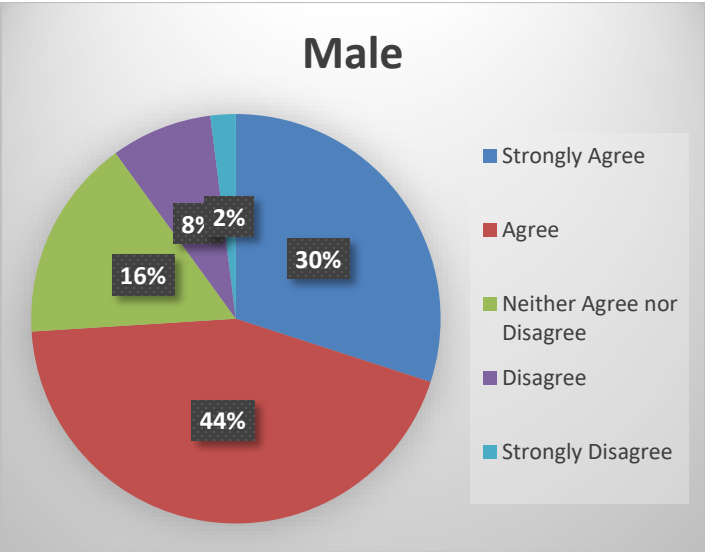
In my department/unit, we communicate openly about issues that impact each other's work.

Gender & Response. There was variation but no statistically significant difference in response based on gender (p=0.35).

68% of females strongly agree or agree

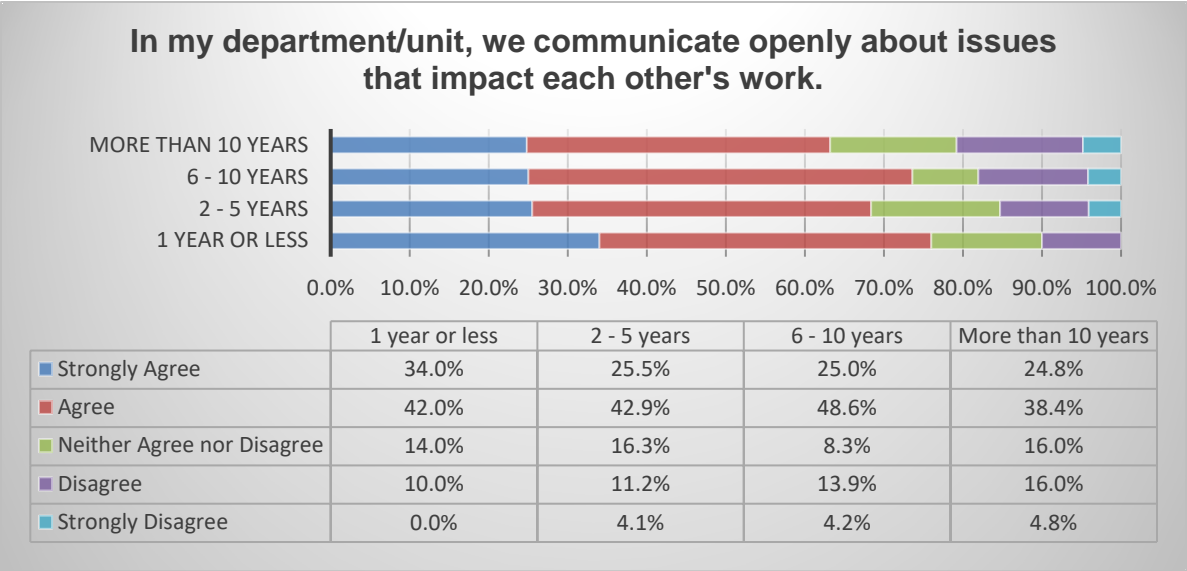


74% of males strongly agree or agree



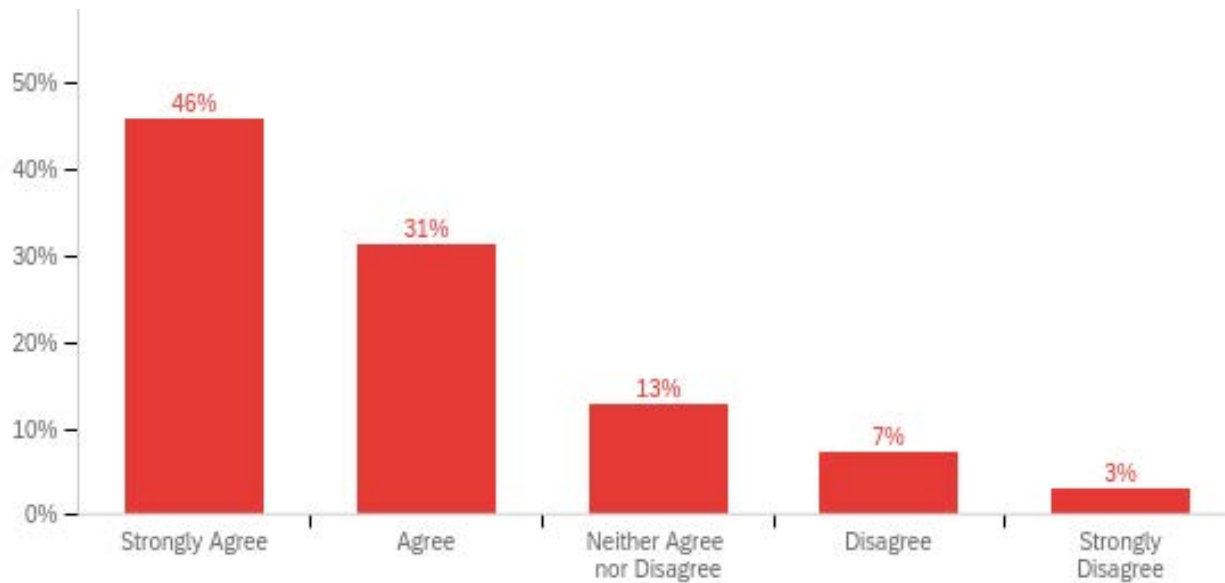
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.71).

- 76% of those employed at Arcadia 1 year or less strongly agree or agree
- 68% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 74% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 63% of those employed at Arcadia more than 10 years strongly agree or agree



8. My supervisor/department chair supports my efforts to balance my work and personal life.

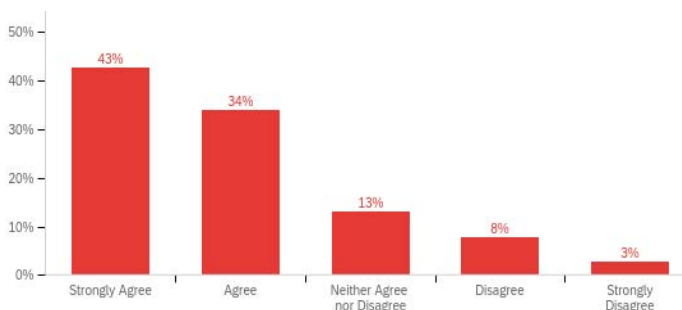
Overall Response. 77% of all respondents strongly agree or agree.



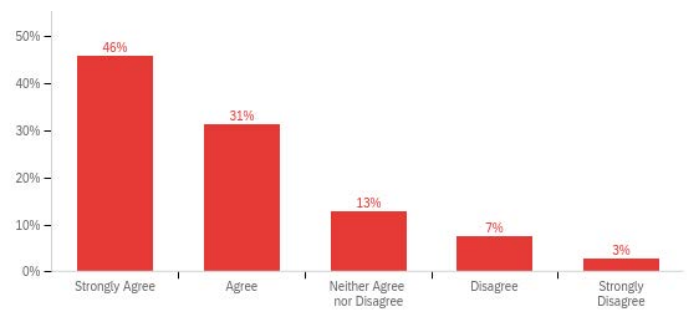
Answer	%	Count
Strongly Agree	45.75%	183
Agree	31.25%	125
Neither Agree nor Disagree	12.75%	51
Disagree	7.25%	29
Strongly Disagree	3.00%	12
Total	100%	400

Position Type & Response. There was virtually no variation and no statistically significant difference in the rate of agreement based on position type ($p=0.92$).

77% of all faculty strongly agree or agree.



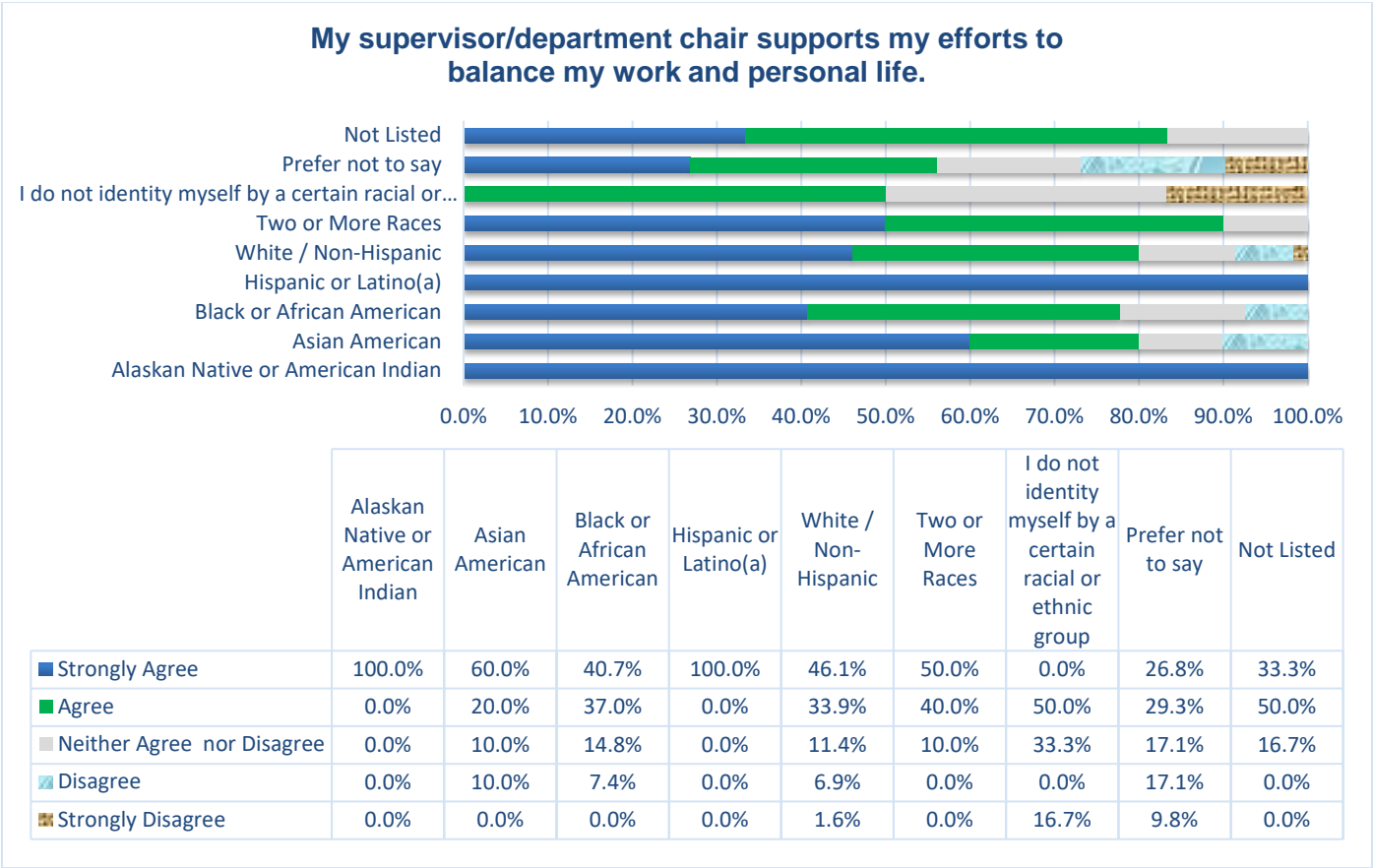
77% of all staff strongly agree or agree.



My supervisor/department chair supports my efforts to balance my work and personal life.

Race/Ethnicity & Response (n=359). The highest rates of agreement were among Alaskan Native or Americans (100%) and respondents who reported belonging to two or more races (90%). Those who prefer not to say had the highest rate of disagreement, 27%. Respondents who do not identify by a certain racial or ethnic group had the highest rate of neutrality, 33%.

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans had the lowest rate of agreement and Asian Americans had the highest rate of disagreement.

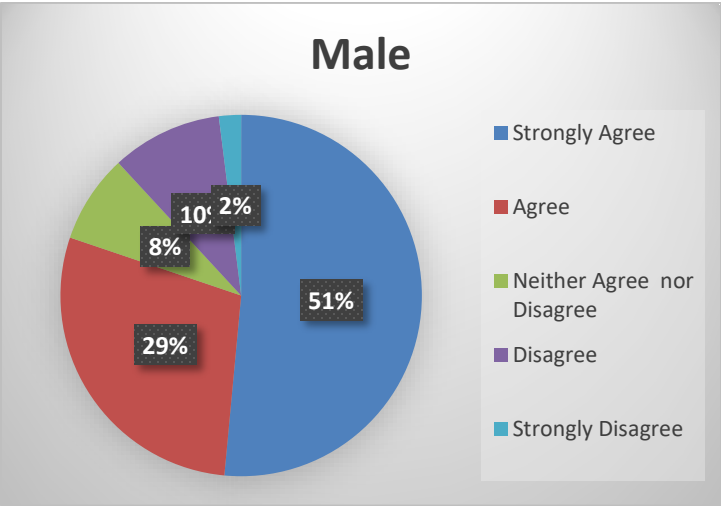
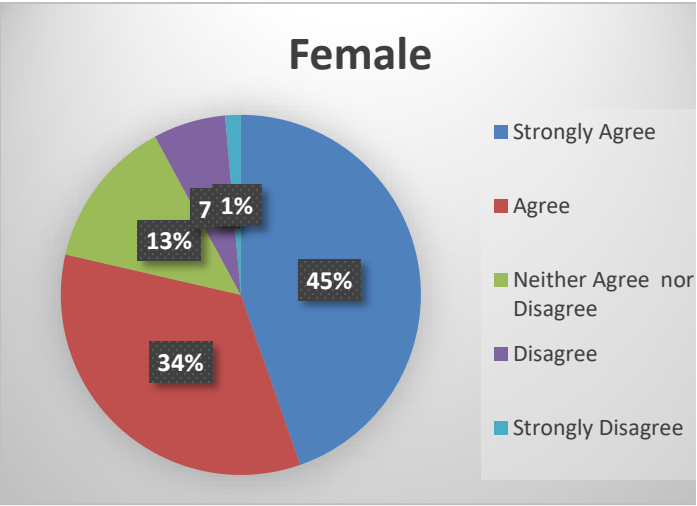


My supervisor/department chair supports my efforts to balance my work and personal life.

Gender & Response. There was a small but **statistically significant** difference in response based on gender ($p=0.03$). The rate of agreement among males was 1 percentage point lower than females, but the rate of strongly agree among males was 6 percentage points higher compared to females.

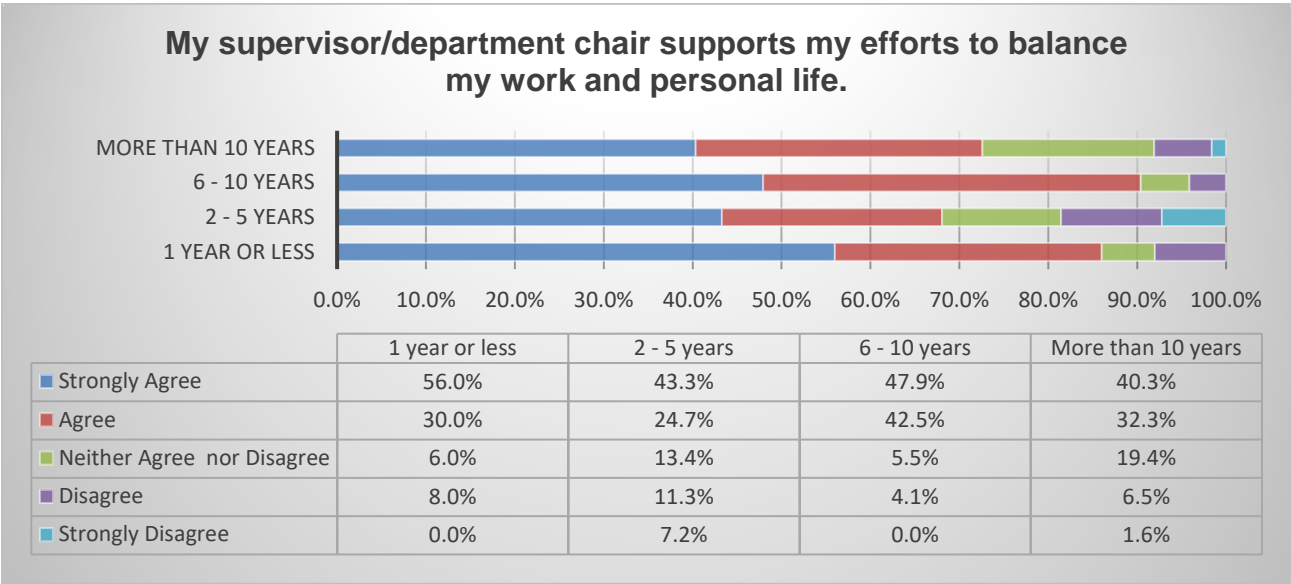
79% of females strongly agree or agree

80% of males strongly agree or agree



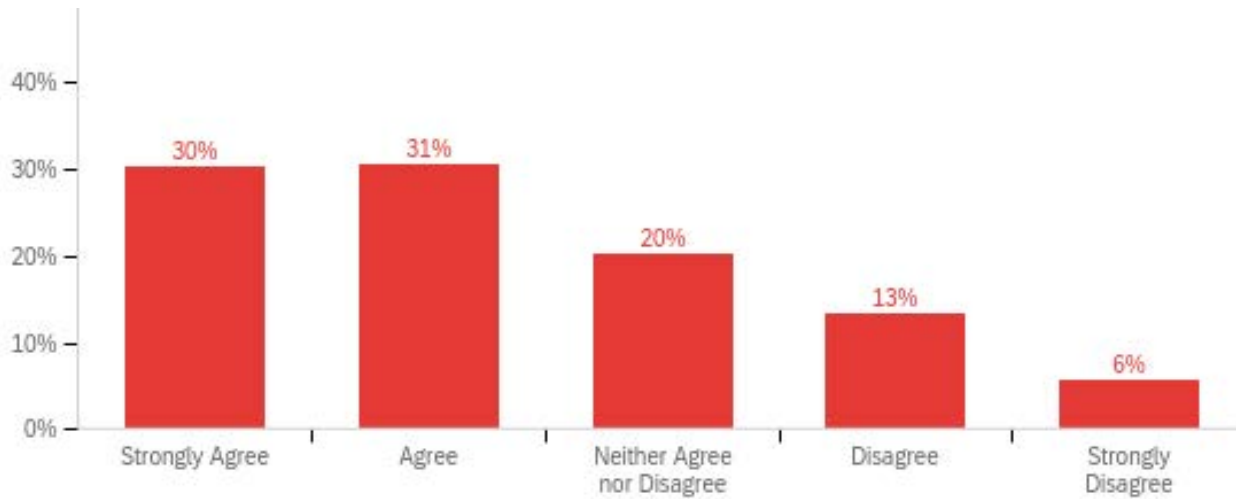
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.01$).

- 86% of those employed at Arcadia 1 year or less strongly agree or agree
- 68% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 90% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 73% of those employed at Arcadia more than 10 years strongly agree or agree



9. We celebrate significant milestones and important accomplishments in my department/unit.

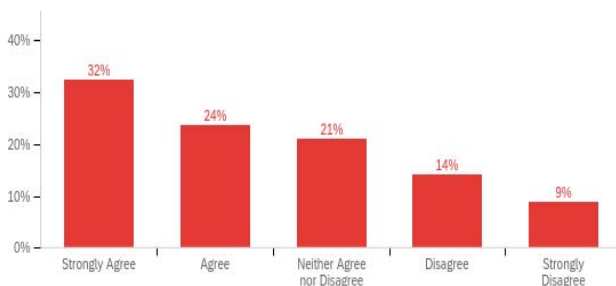
Overall Response. 61% of all respondents strongly agree or agree. There is notable variation in response to this question.



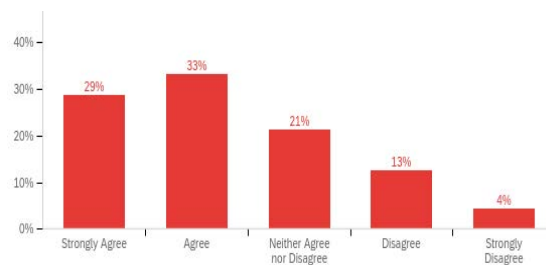
Answer	%	Count
Strongly Agree	30.25%	121
Agree	30.50%	122
Neither Agree nor Disagree	20.25%	81
Disagree	13.25%	53
Strongly Disagree	5.75%	23
Total	100%	400

Position Type & Response. There was a small amount of variation but no statistically significant difference in response to this question ($p=0.55$). The rate of agreement among staff was higher compared to faculty.

56% of all faculty strongly agree or agree.



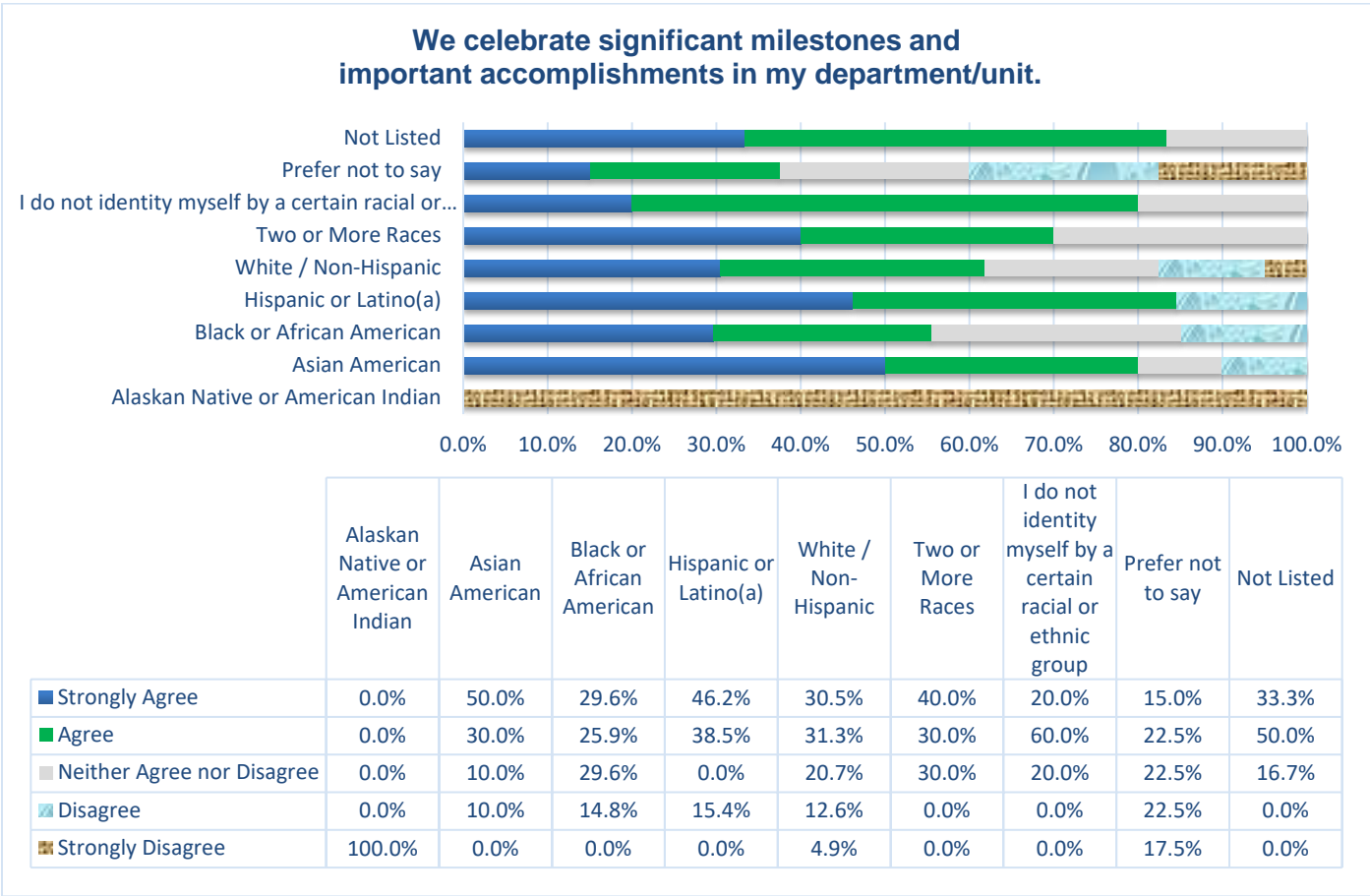
62% of all staff strongly agree or agree.



We celebrate significant milestones and important accomplishments in my department/unit.

Race/Ethnicity & Response (n=358). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement were among Hispanic or Latino(a) (83%) and those who reported their race ethnicity was not listed (83%). 100% of Alaskan Native or American Indians strongly disagree and 40% of those who prefer not to say disagree or strongly disagree. The rate of neutrality was highest among Black or African Americans (30%) and those who report belonging to two or more races (30%).

Among those who identify, their race/ethnicity was listed and they answered Black or African Americans had the lowest rate of agreement and White non-Hispanics had the highest rate of disagreement.

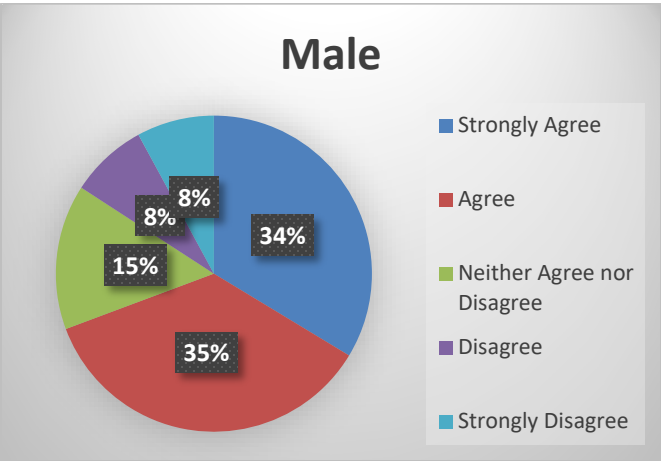
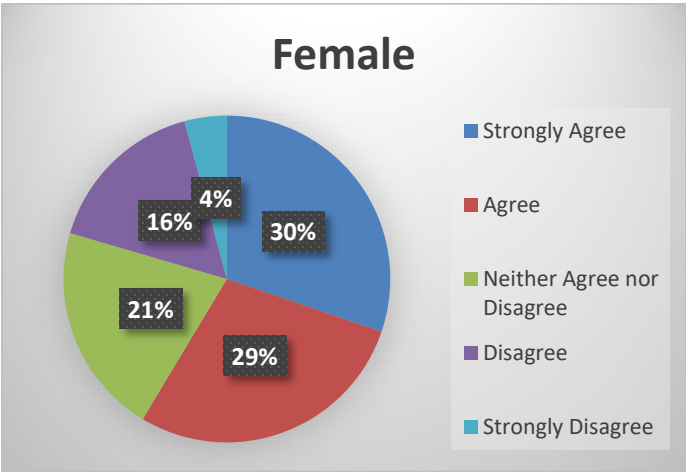


We celebrate significant milestones and important accomplishments in my department/unit.

Gender & Response. There was variation but no statistically significant difference in responses based on gender (p=0.24).

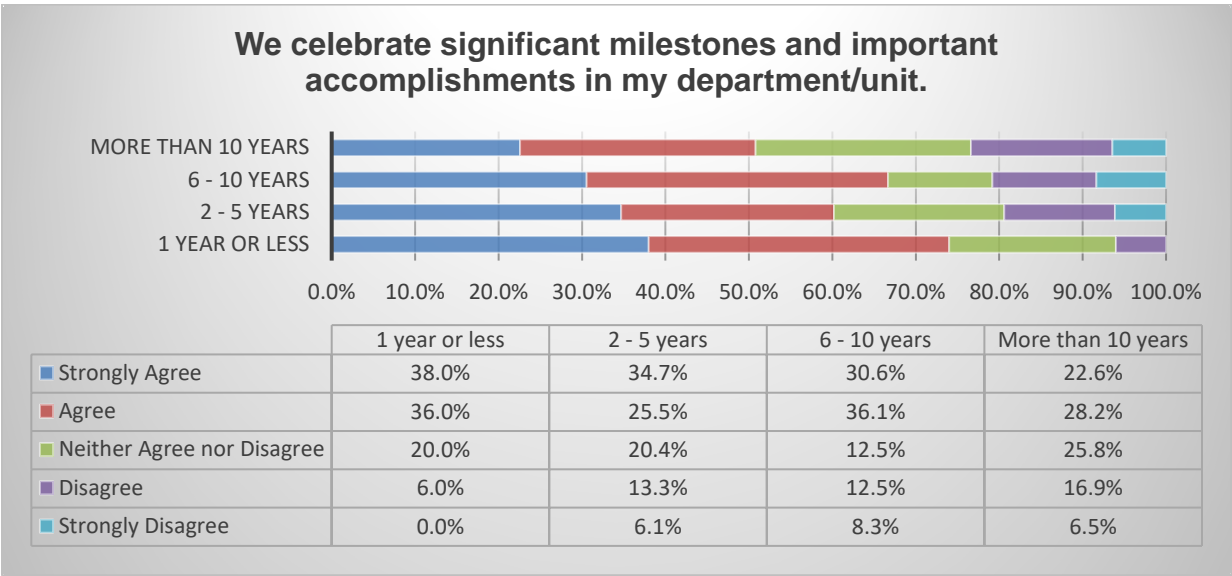
59% of females strongly agree or agree

69% of males strongly agree or agree



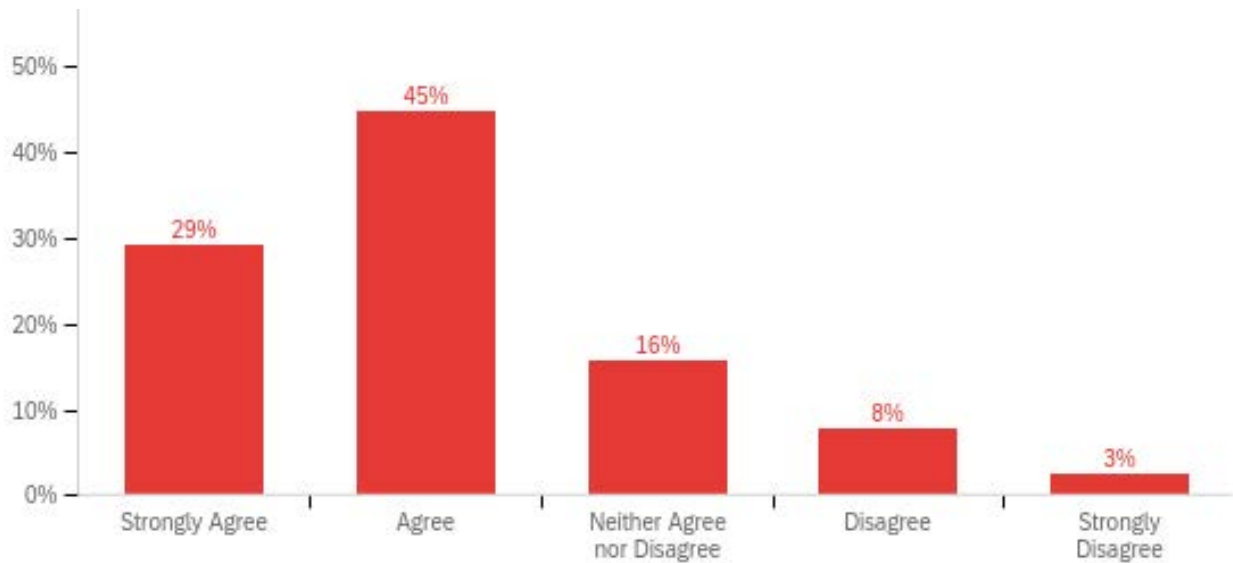
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.33).

- 74% of those employed at Arcadia 1 year or less strongly agree or agree
- 60% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 67% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 51% of those employed at Arcadia more than 10 years strongly agree or agree



10. Senior leadership provides a clear direction for this institution's future.

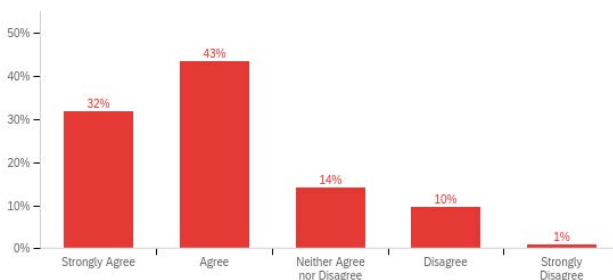
Overall Response. 74% of all respondents strongly agree or agree.



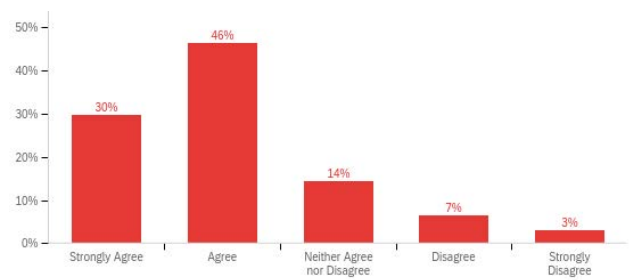
Answer	%	Count
Strongly Agree	29.23%	114
Agree	44.87%	175
Neither Agree nor Disagree	15.64%	61
Disagree	7.69%	30
Strongly Disagree	2.56%	10
Total	100%	390

Position Type & Response. There was little variation and no statistically significant difference in responses based on position type ($p=0.45$). However, among those respondents who answered this question but did not answer demographic questions ($n=48$), the rate of agreement was lower; 63% strongly agreed or agreed, a 10-point difference compared to those who answered demographic questions.

75% of all faculty strongly agree or agree ($n=113$).



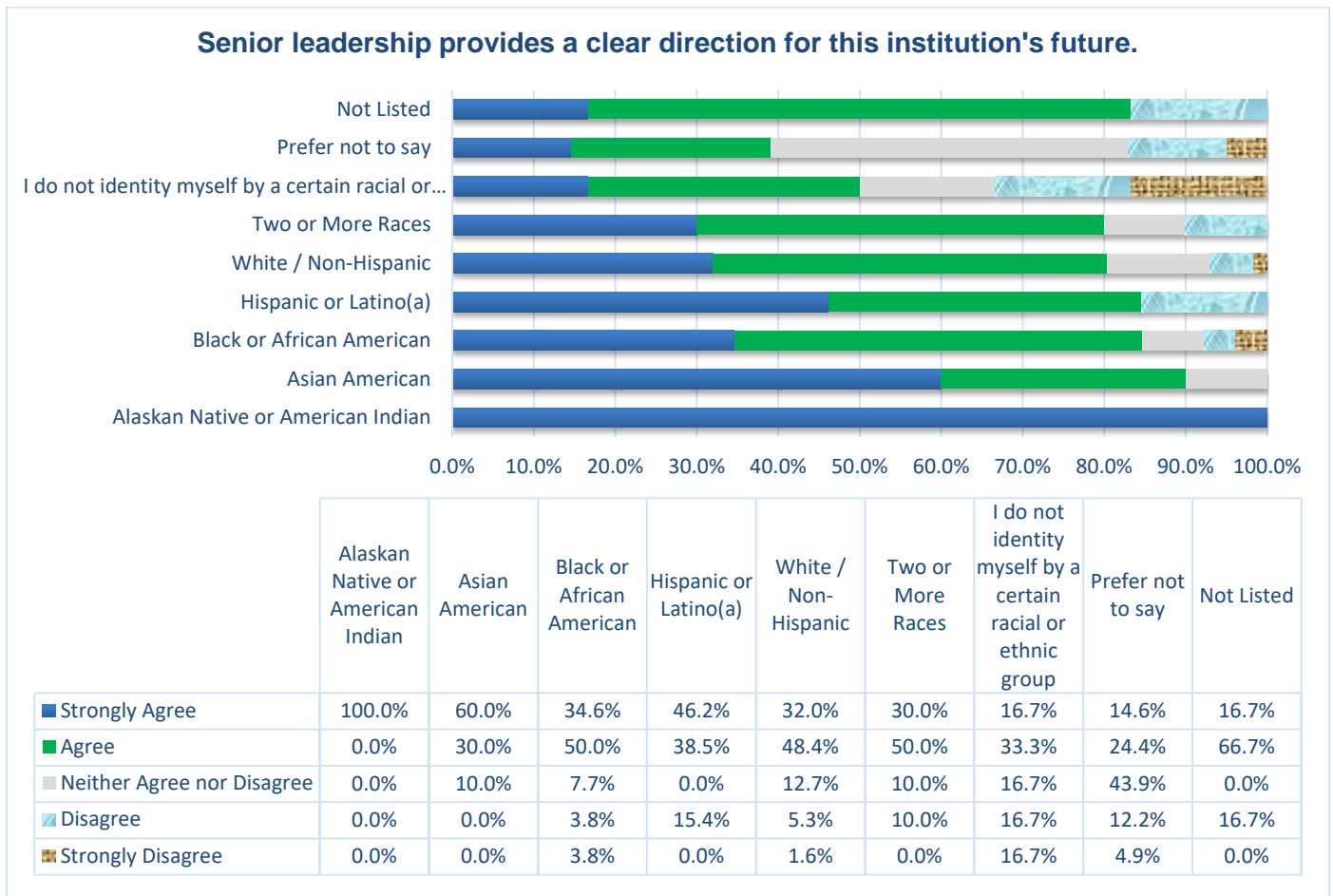
76% of all staff strongly agree or agree ($n=229$).



Senior leadership provides a clear direction for this institution's future.

Race/Ethnicity & Response (n=357). Seven of nine groups had high rates of agreement, 80% or higher. Two groups, those who prefer not to say (39%) and those who do not identify by a certain racial or ethnic group (50%) had rates of agreement below 80%. Those who prefer not to say had the highest rates of neutrality, 44%.

Among those who identify, their race/ethnicity was listed and they answered those who belong to two or more races had the lowest rate of agreement and Hispanic or Latino(a)s had the highest rate of disagreement.

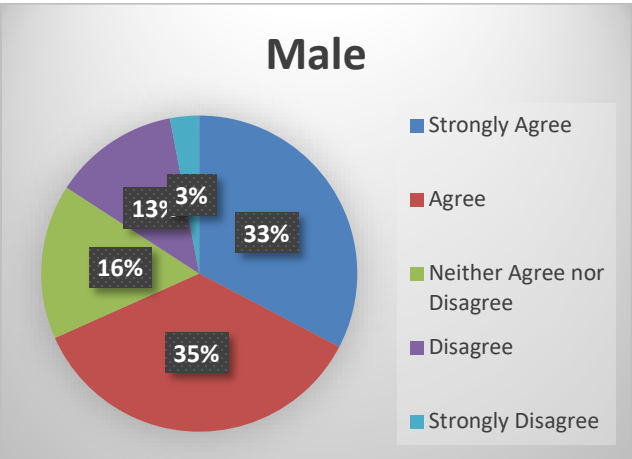
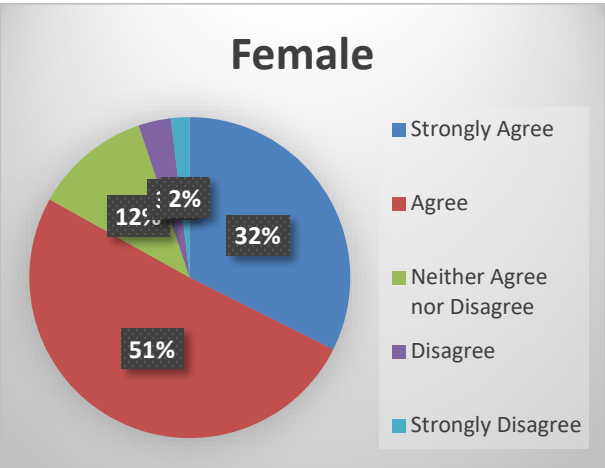


Senior leadership provides a clear direction for this institution's future.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.001$). The overall rate of agreement among females was fifteen percentage points higher compared to males.

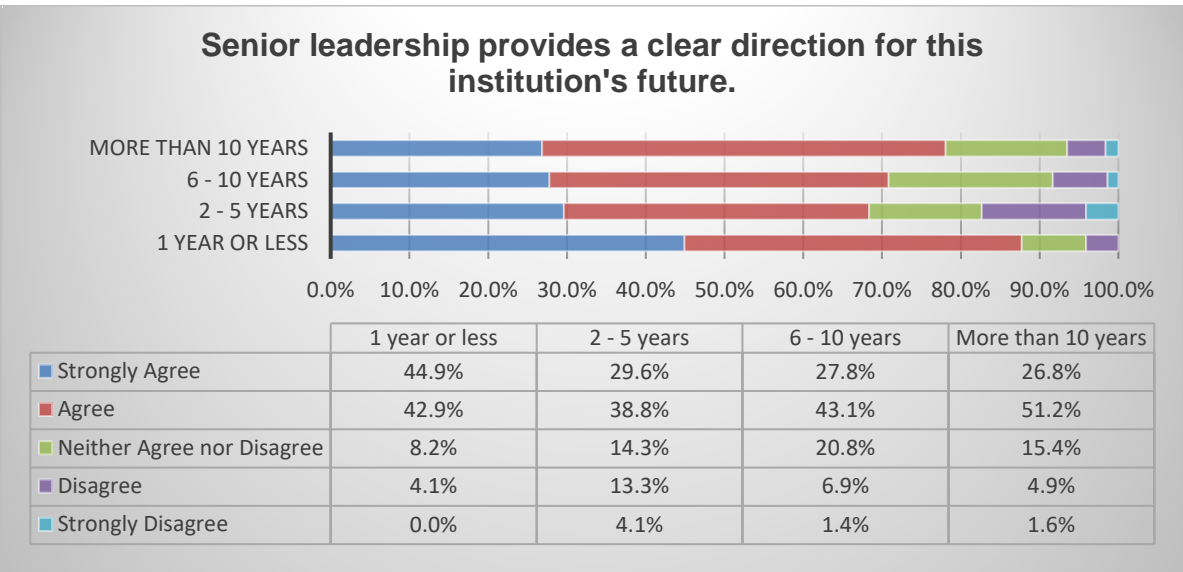
83% of females strongly agree or agree

68% of males strongly agree or agree



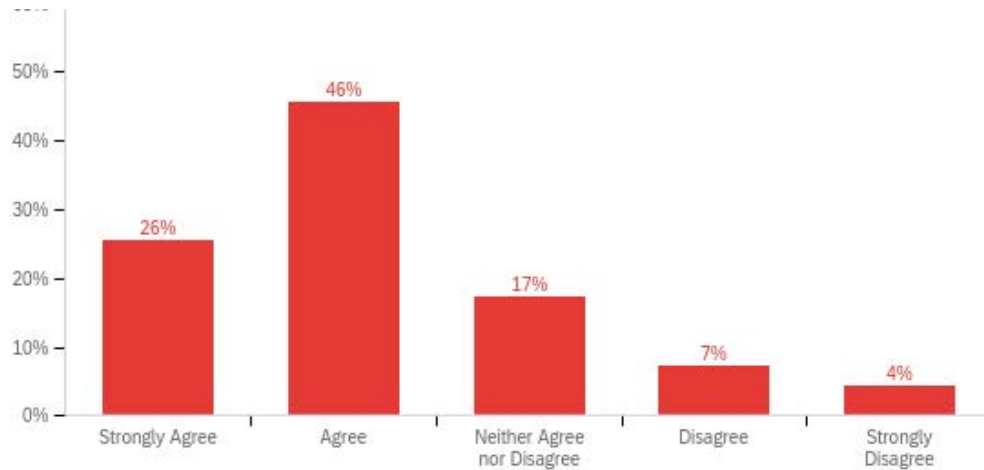
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.12$).

- 88% of those employed at Arcadia 1 year or less strongly agree or agree
- 68% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 71% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 78% of those employed at Arcadia more than 10 years strongly agree or agree



11. Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.

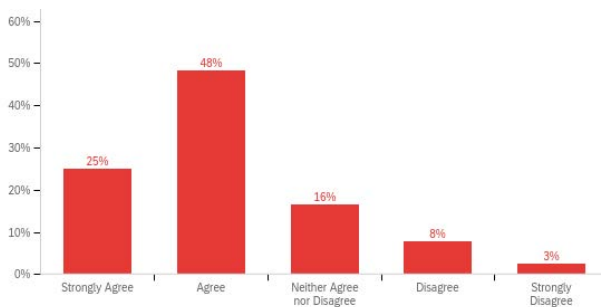
Overall Response. 72% of all respondents strongly agree or agree.



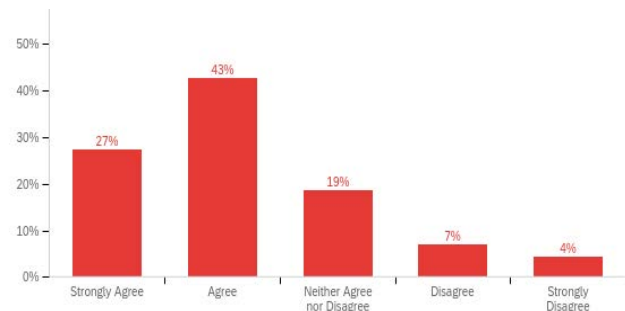
Answer	%	Count
Strongly Agree	25.52%	99
Agree	45.62%	177
Neither Agree nor Disagree	17.27%	67
Disagree	7.22%	28
Strongly Disagree	4.38%	17
Total	100%	388

Position Type & Response. There was very little variation and no statistically significant difference in response based on position type ($p=0.62$).

73% of all faculty strongly agree or agree ($n=116$).



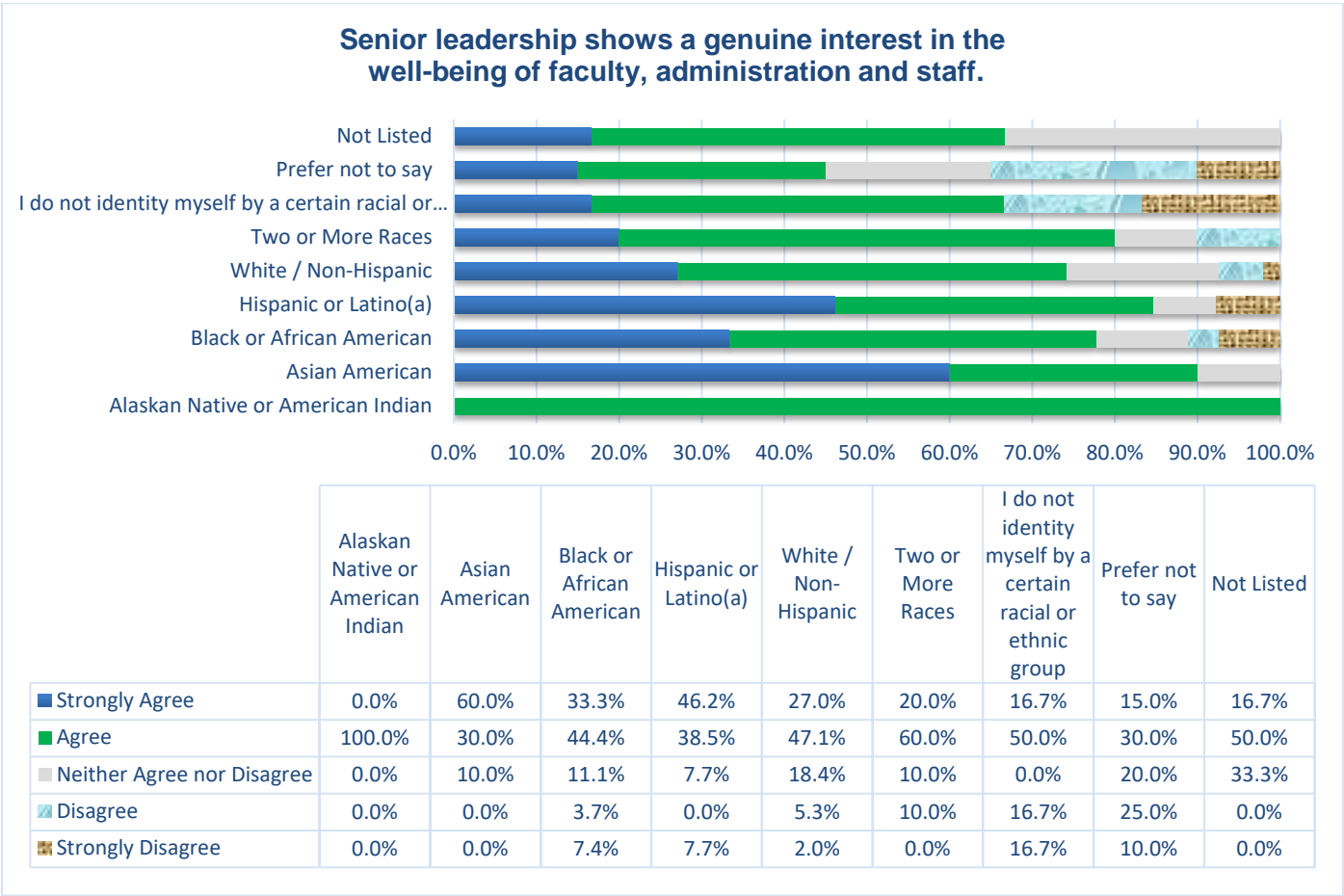
70% of all staff strongly agree or agree ($n=227$).



Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.

Race/Ethnicity & Response (n=357). The highest rates of agreement were among Alaskan Native or Americans (100%) and Asian Americans (90%). Those who prefer not to say (35%) and those who do not identify by a certain racial or ethnic group (33%) had the highest rates of disagreement. Respondents said their race ethnicity was not listed had the highest rate of neutrality, 33%.

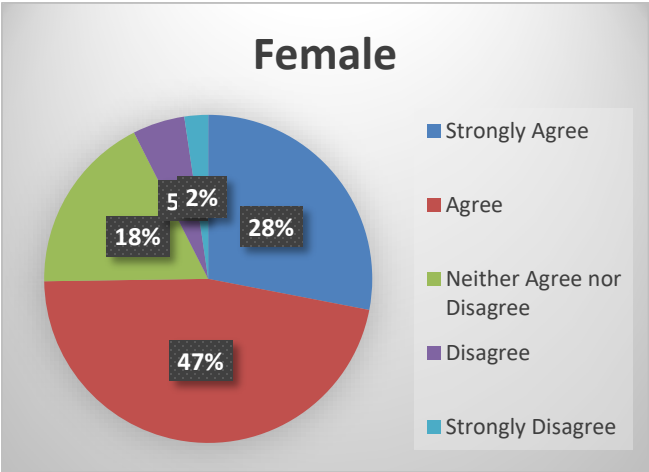
Among those who identify, their race/ethnicity was listed and they answered White non-Hispanics had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.



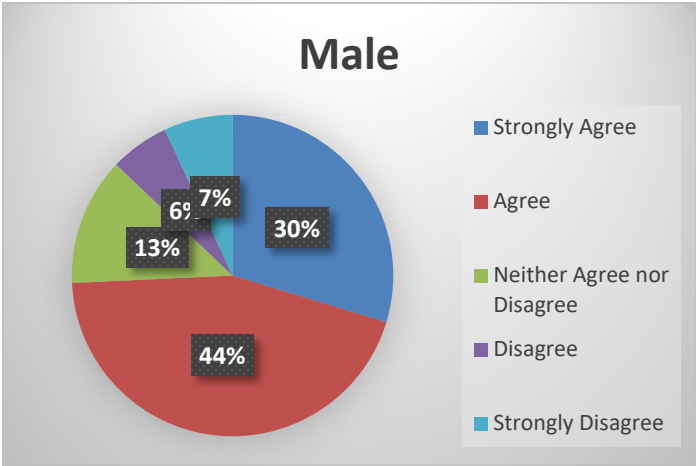
Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.

Gender & Response. There was a small but **statistically significant** difference in response based on gender (p=0.007). Overall rates of agreement were comparable. Females had a higher rate of neutrality and males had a higher rate of disagreement.

75% of females strongly agree or agree

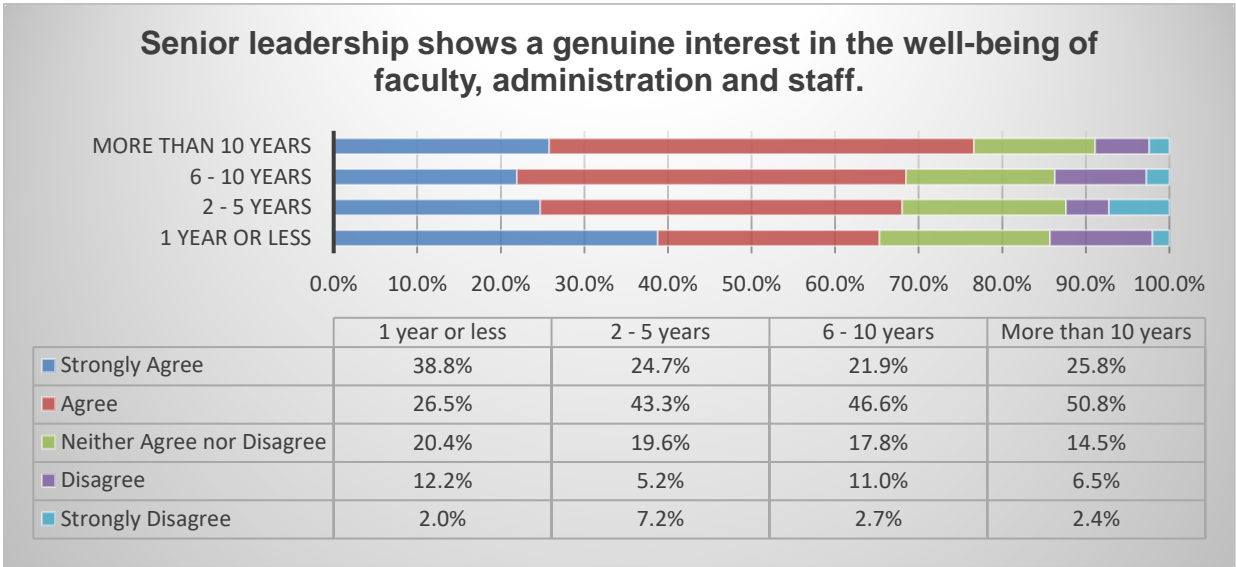


74% of males strongly agree or agree



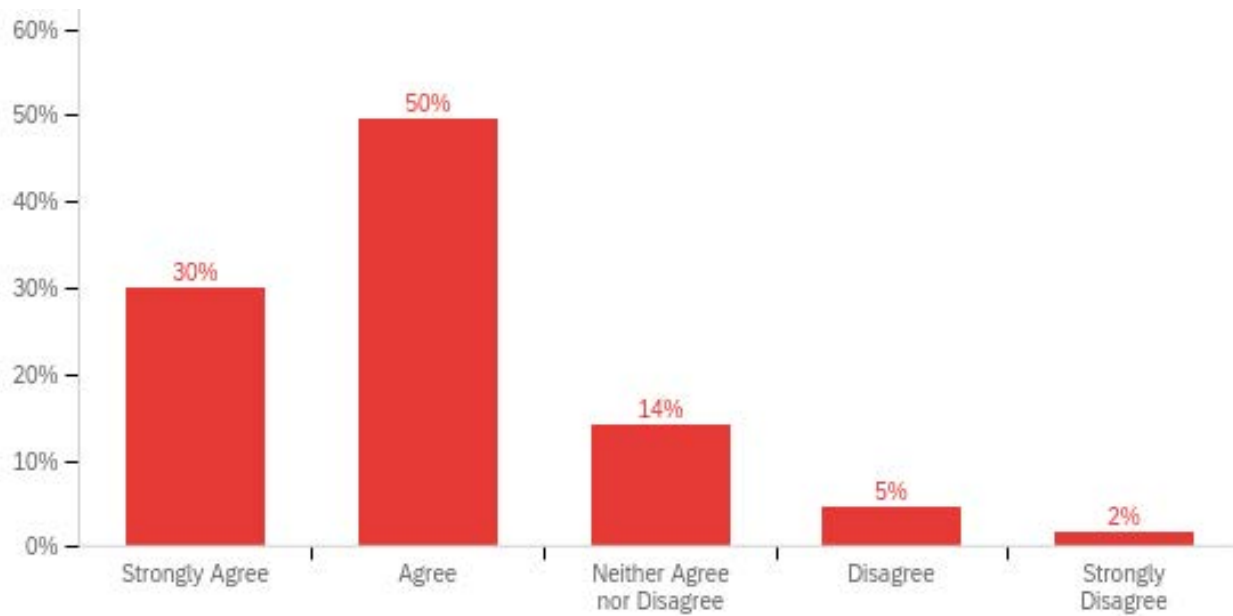
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.10).

- 65% of those employed at Arcadia 1 year or less strongly agree or agree
- 68% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 69% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 77% of those employed at Arcadia more than 10 years strongly agree or agree



12. Senior leadership regularly models this institution's values.

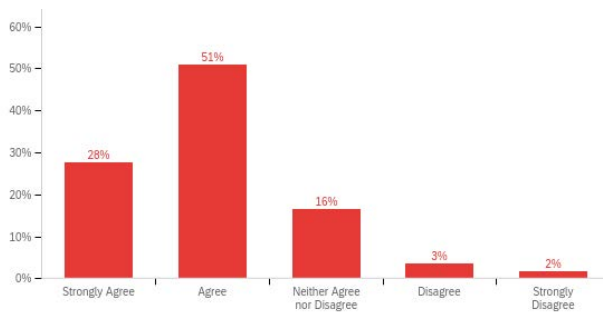
Overall Response. 80% of all respondents strongly agree or agree.



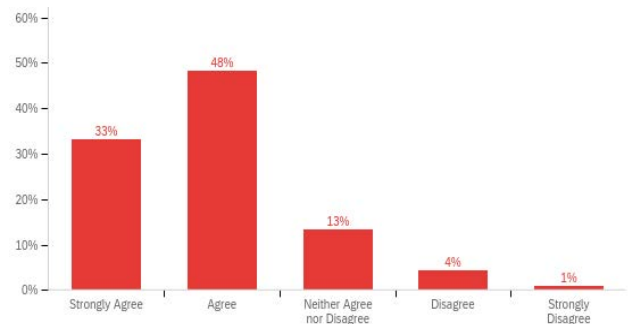
Answer	%	Count
Strongly Agree	30.08%	117
Agree	49.61%	193
Neither Agree nor Disagree	14.14%	55
Disagree	4.63%	18
Strongly Disagree	1.54%	6
Total	100%	389

Position Type & Response. There was very little variation and no statistically significant difference in the rate of agreement based on position type ($p=0.45$).

79% of all faculty strongly agree or agree ($n=116$).



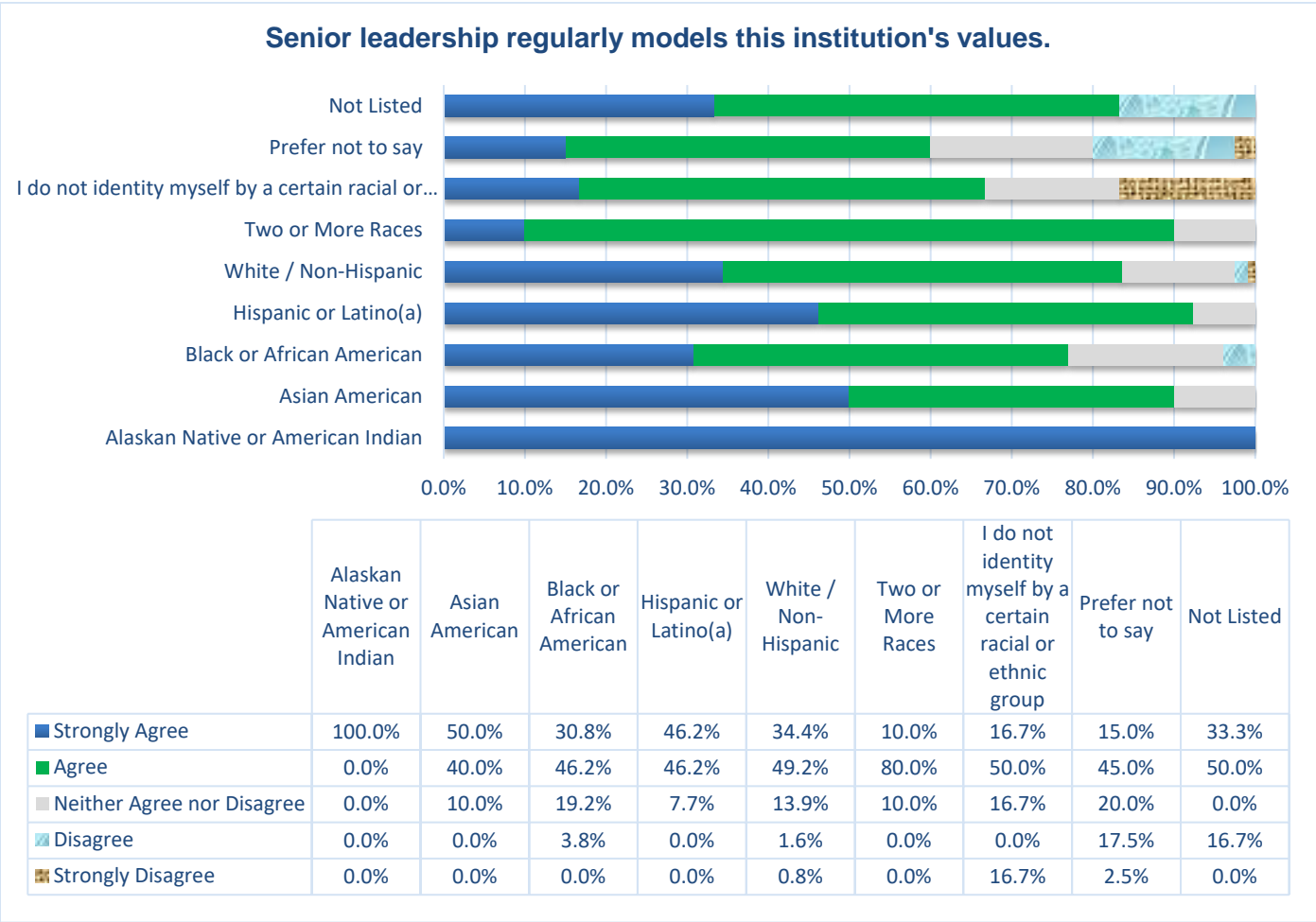
81% of all staff strongly agree or agree ($n=226$).



Senior leadership regularly models this institution’s values.

Race/Ethnicity & Response (n=356). There was variation in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indians (100%) and Hispanic or Latino(a)s (92%). The highest rate of disagreement was among those who prefer not to say (20%). The rate of neutrality was highest among those who prefer not to say (20%) and Black or African Americans (19%).

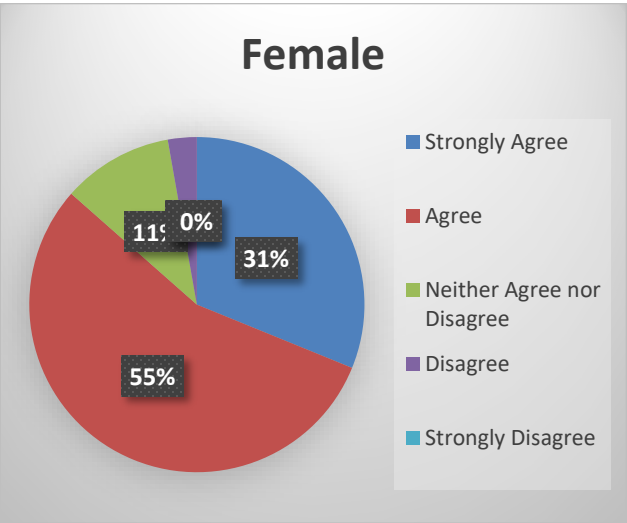
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement. It should be noted that the rate of disagreement in this group was low, 3.8%.



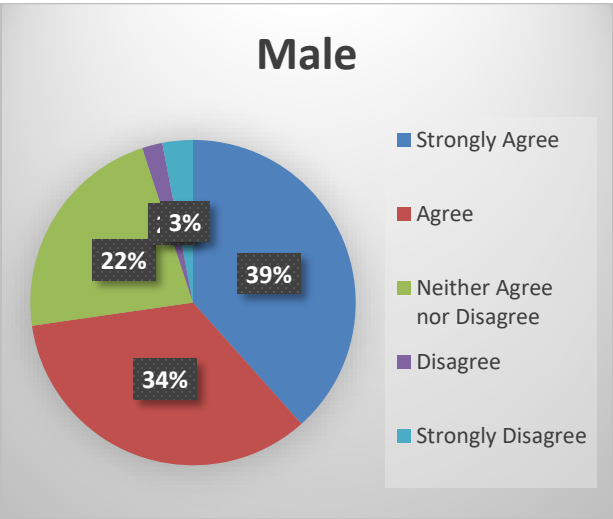
Senior leadership regularly models this institution’s values.

Gender & Response. There was variation but no statistically significant difference in responses based on gender.

86% of females strongly agree or agree

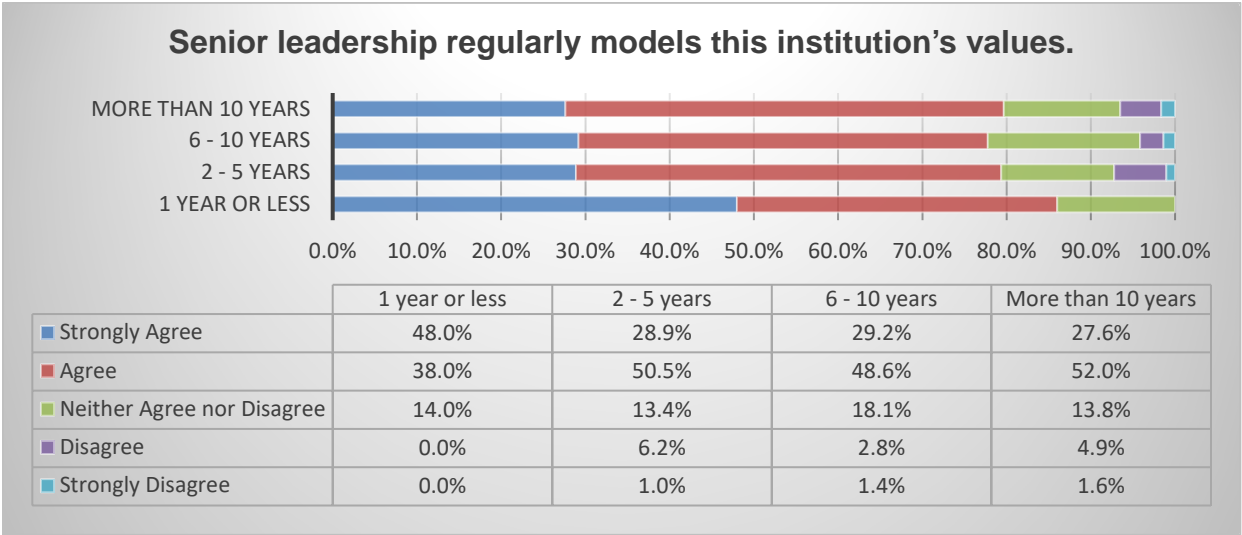


73% of males strongly agree or agree



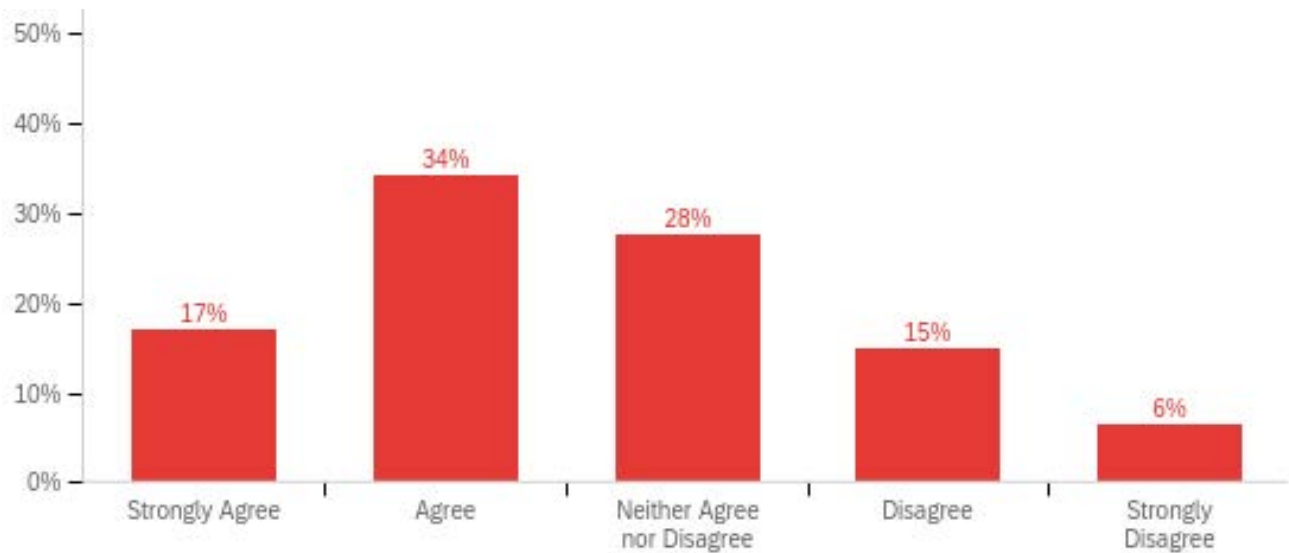
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.32).

- 86% of those employed at Arcadia 1 year or less strongly agree or agree
- 79% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 78% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 80% of those employed at Arcadia more than 10 years strongly agree or agree



13. Overall, I feel able to openly share my thoughts with Arcadia’s senior leadership.

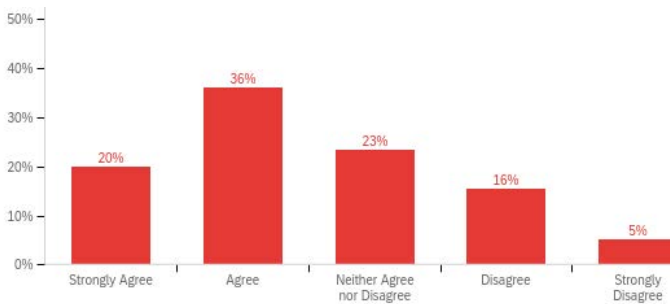
Overall Response. 51% of all respondents strongly agree or agree. Rates of agreement were low and there was notable variation in response.



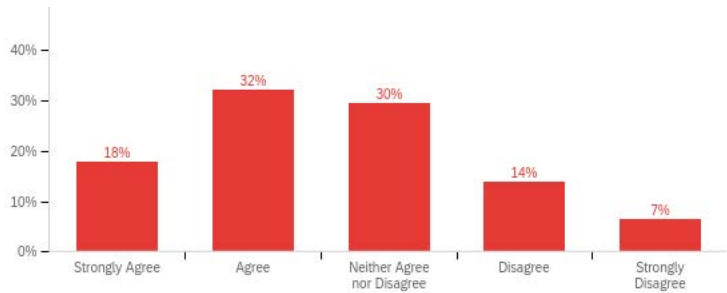
Answer	%	Count
Strongly Agree	17.09%	67
Agree	34.18%	134
Neither Agree nor Disagree	27.55%	108
Disagree	14.80%	58
Strongly Disagree	6.38%	25
Total	100%	392

Position Type & Response. There is notable variation but no statistically significant difference in response based on position type (p=0.59). The rate of agreement among faculty was higher compared to staff.

56% of all faculty strongly agree or agree (n=116).



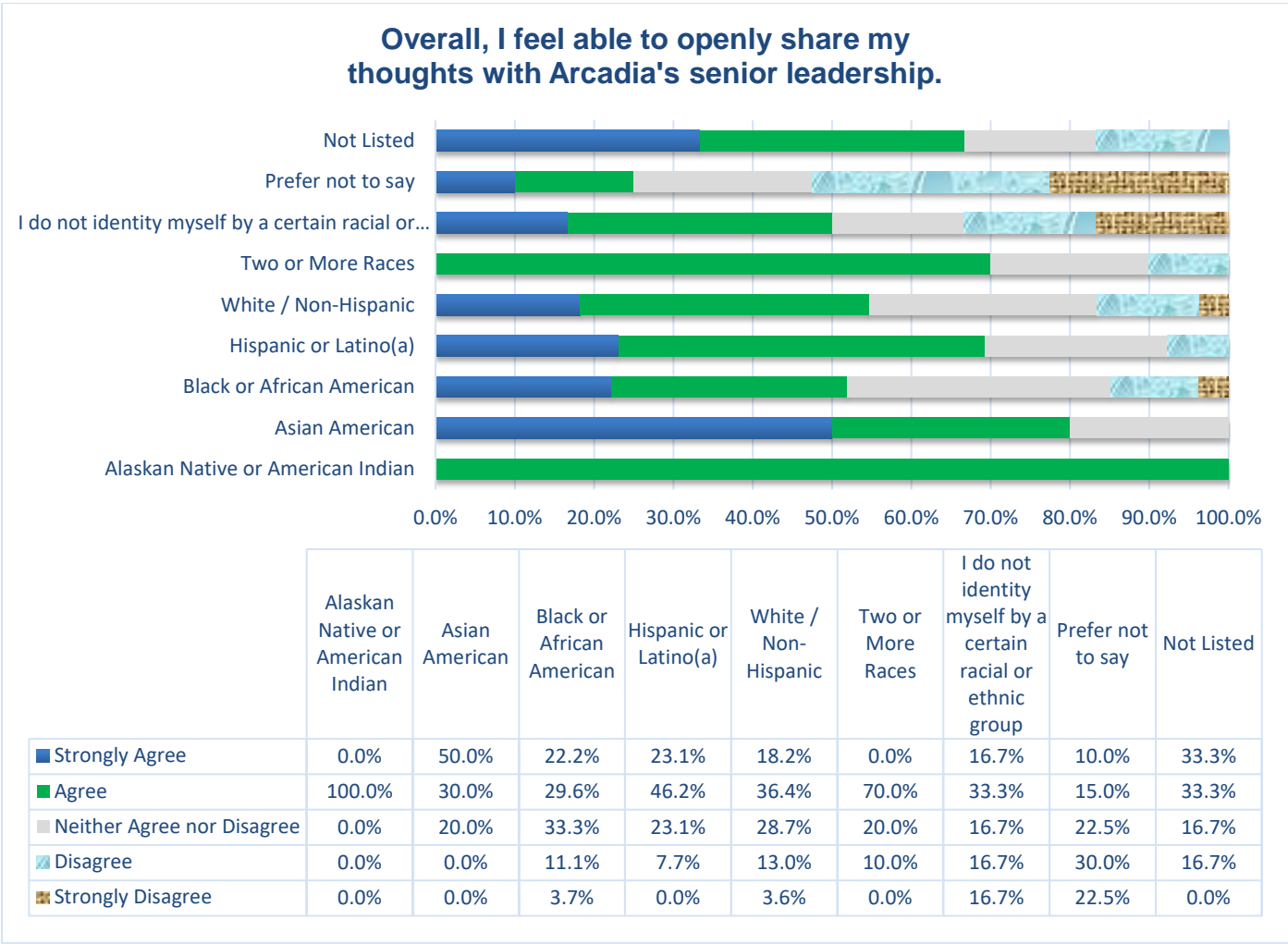
50% of all staff strongly agree or agree (n=250).



Overall, I feel able to openly share my thoughts with Arcadia’s senior leadership.

Race/Ethnicity & Response (n=360). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indian (100%) and Asian Americans (80%). The highest rates of disagreement were among those who prefer not to say (53% - with 23% strongly disagreeing) and those who do not identify by a certain racial or ethnic group (33%). The rate of neutrality was highest among Black or African Americans (33%) and White non-Hispanics (29%).

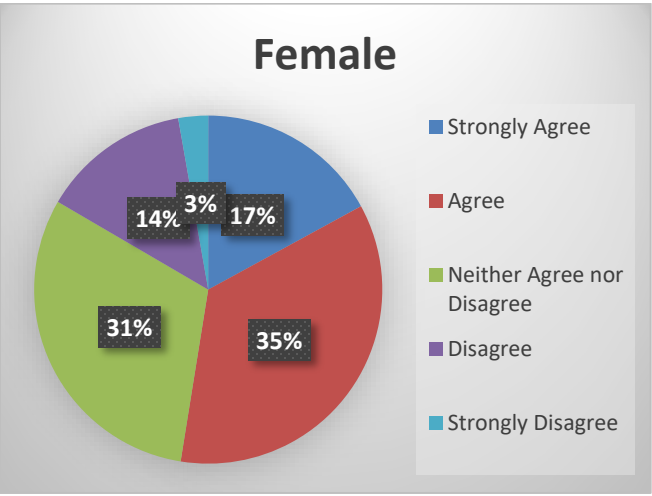
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and White non-Hispanics had the highest rate of disagreement.



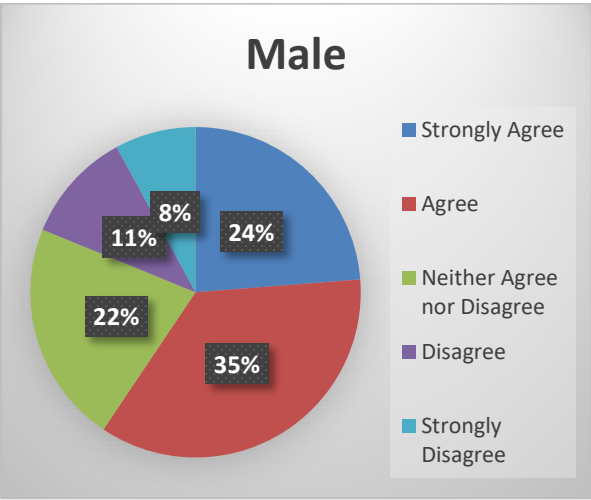
Overall, I feel able to openly share my thoughts with Arcadia’s senior leadership.

Gender & Response. There was a **statistically significant** difference in response based on gender (p=0.007). Females reported lower rates of agreement and higher rates of neutrality compared to men.

52% of females strongly agree or agree

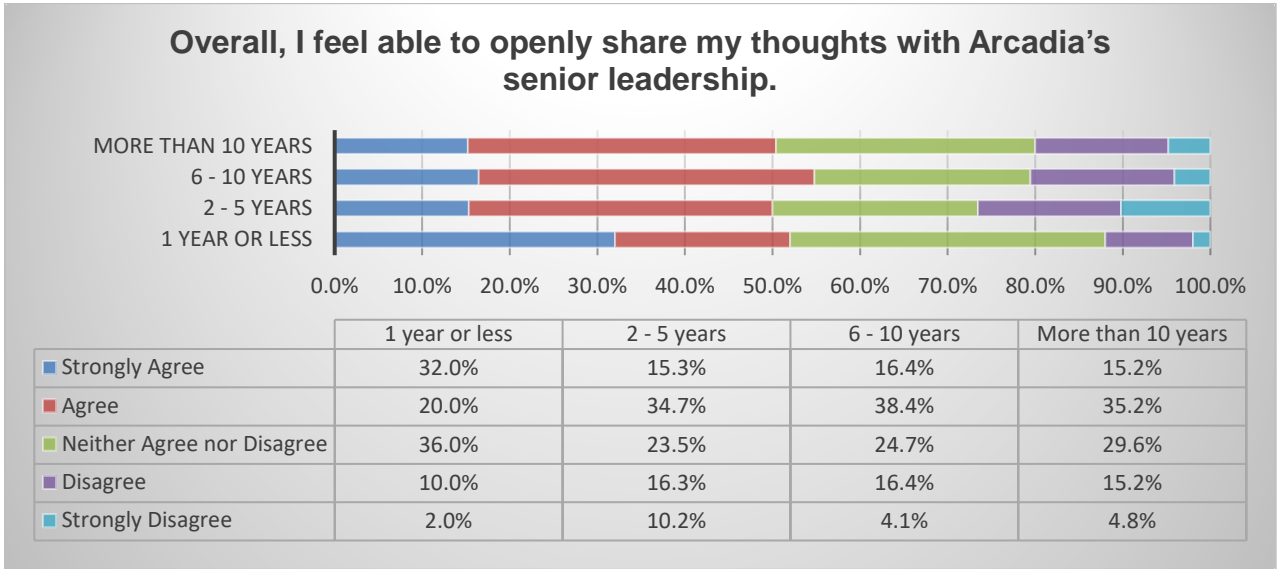


59% of males strongly agree or agree



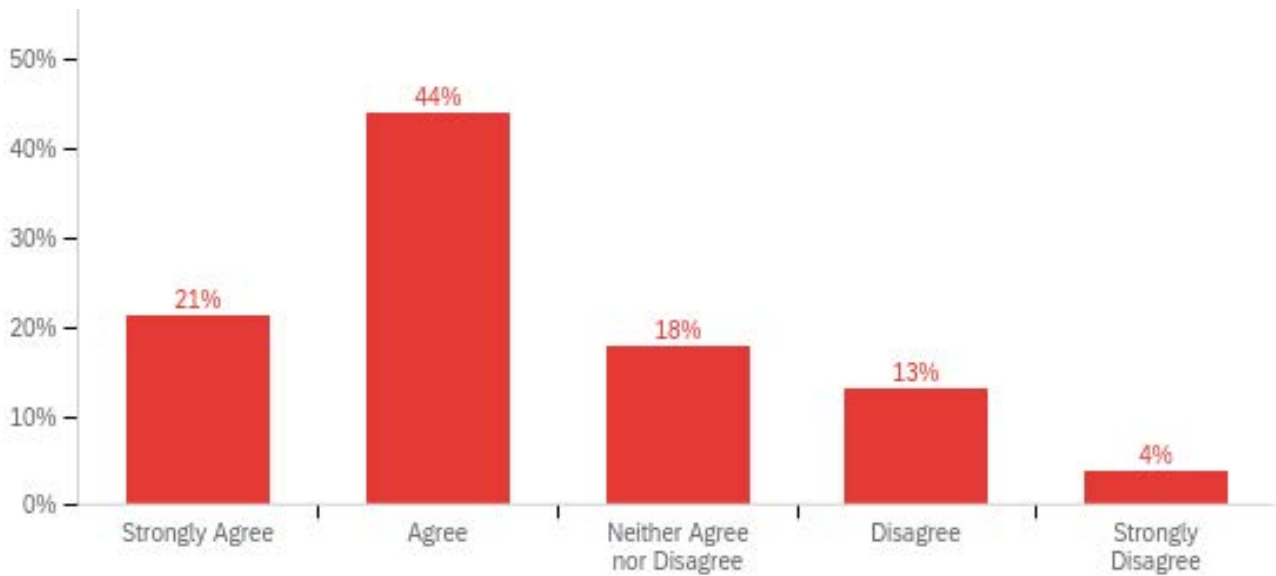
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.16).

- 52% of those employed at Arcadia 1 year or less strongly agree or agree
- 50% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 55% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 50% of those employed at Arcadia more than 10 years strongly agree or agree



14. I am given the opportunity to develop my skills at this institution.

Overall Response. 65% of all respondents strongly agree or agree.

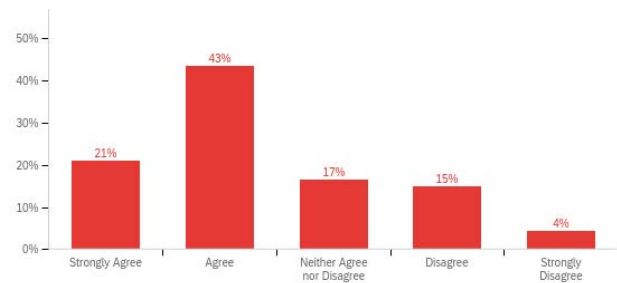
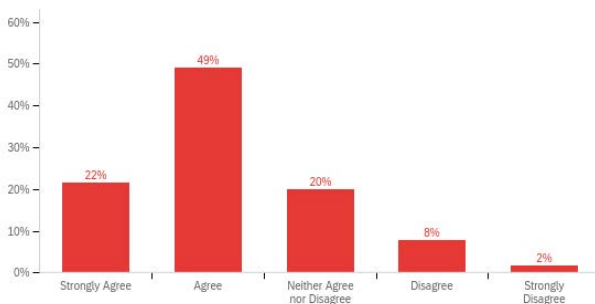


Answer	%	Count
Strongly Agree	21.28%	83
Agree	44.10%	172
Neither Agree nor Disagree	17.69%	69
Disagree	13.08%	51
Strongly Disagree	3.85%	15
Total	100%	390

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.37$). There is a 7-point difference in the rate of agreement between faculty and staff, with faculty reporting higher rates of agreement. Staff reported less neutrality and more disagreement compared to faculty.

71% of all faculty strongly agree or agree ($n=116$).

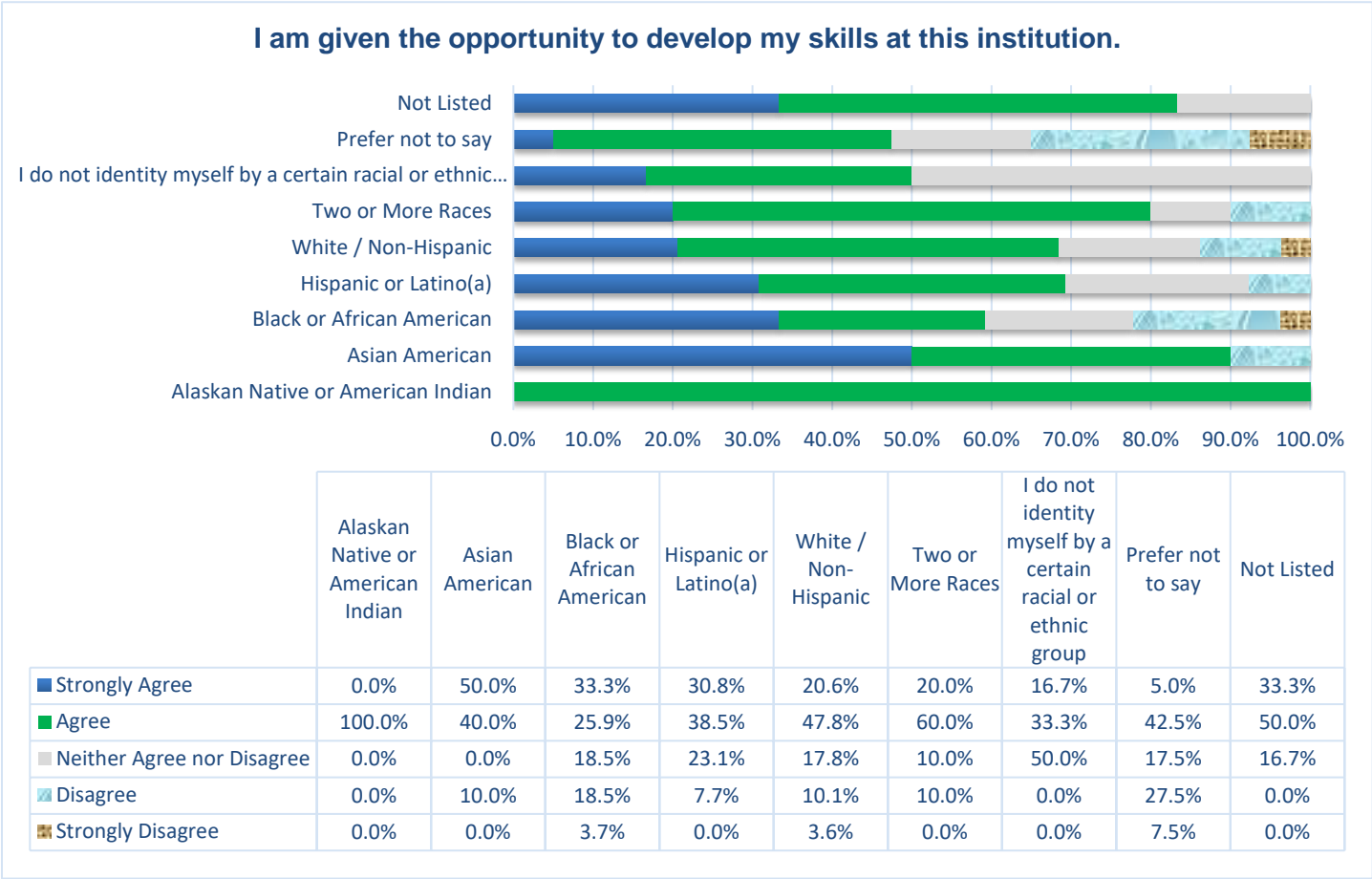
64% of all staff strongly agree or agree ($n=230$).



I am given the opportunity to develop my skills at this institution.

Race/Ethnicity & Response (n=360). Again, there was significant difference in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indian (100%) and Asian Americans (90%). The highest rates of disagreement were among those who prefer not to say (35%) and Black or African Americans (22%). The rate of neutrality was highest among those who do not identify by a certain racial or ethnic group (50%) and Hispanic or Latino(a)s (23%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

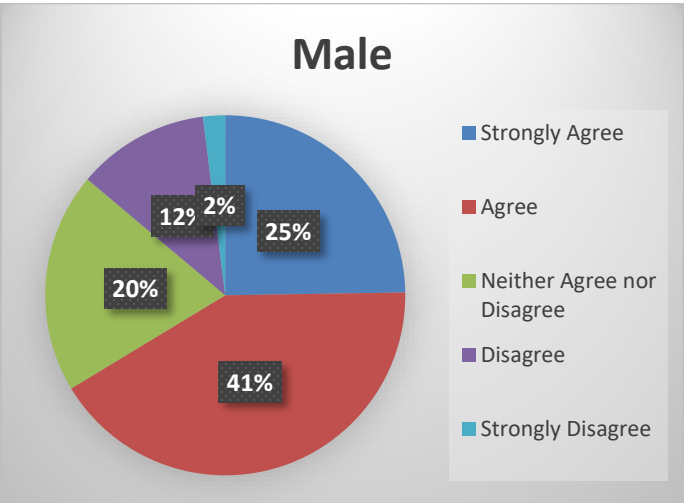
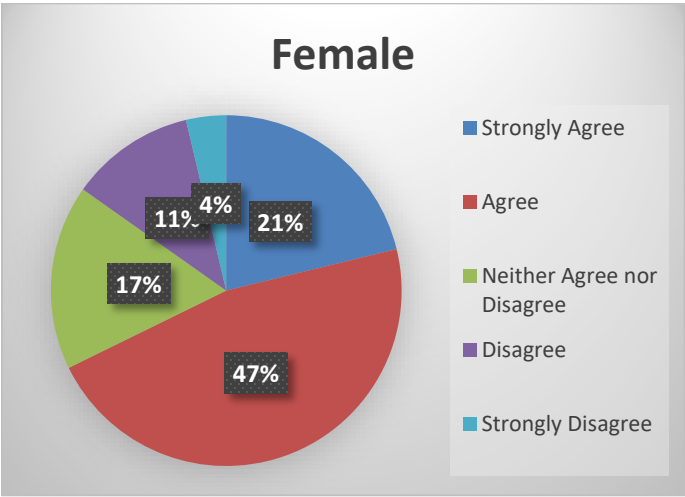


I am given the opportunity to develop my skills at this institution.

Gender & Response. There was a small amount of variation but no statistically significant difference in responses based on gender (p=0.45).

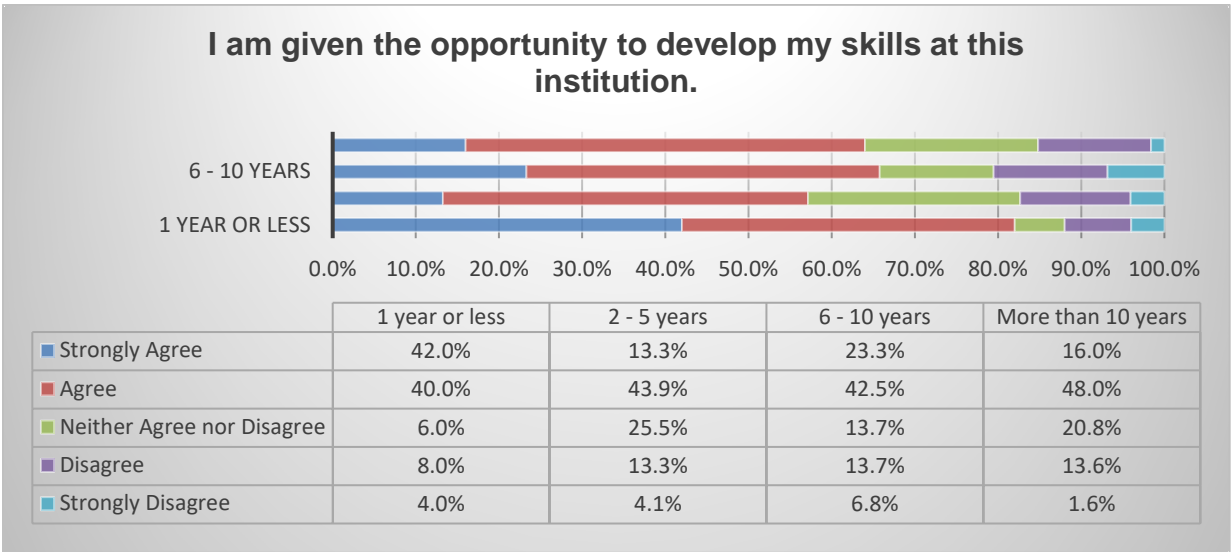
68% of females strongly agree or agree

66% of males strongly agree or agree



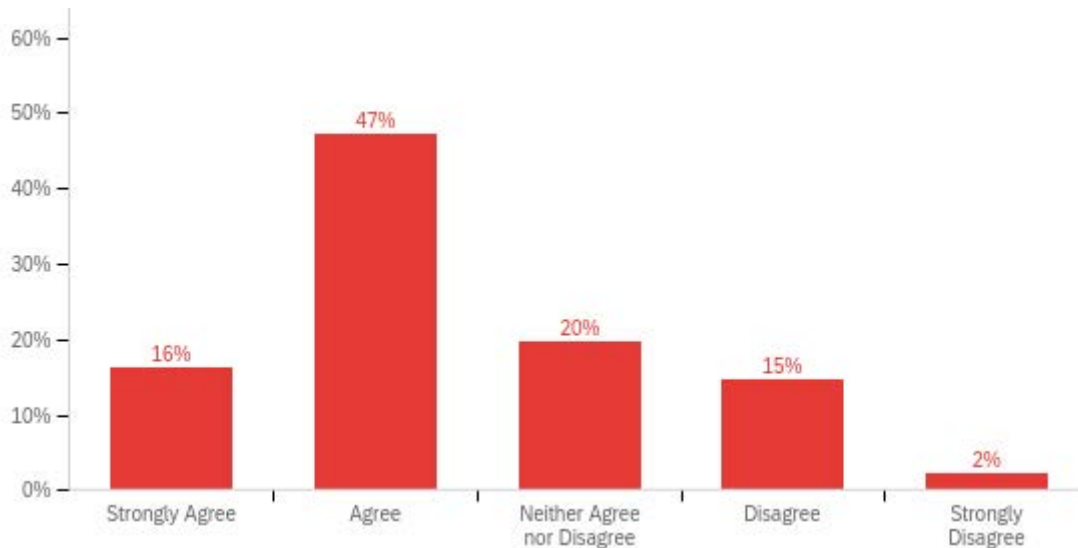
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University (p=0.01).

- 82% of those employed at Arcadia 1 year or less strongly agree or agree
- 57% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 66% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 64% of those employed at Arcadia more than 10 years strongly agree or agree



15. Faculty, administration and staff work together to ensure the success of the institution's programs and initiatives.

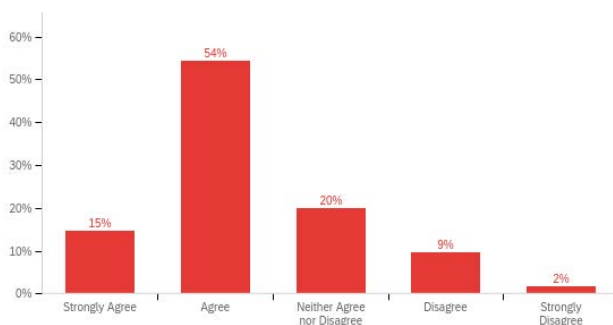
Overall Response. 63% of all respondents strongly agree or agree. Overall, rates of agreement were low and there was notable variation in responses.



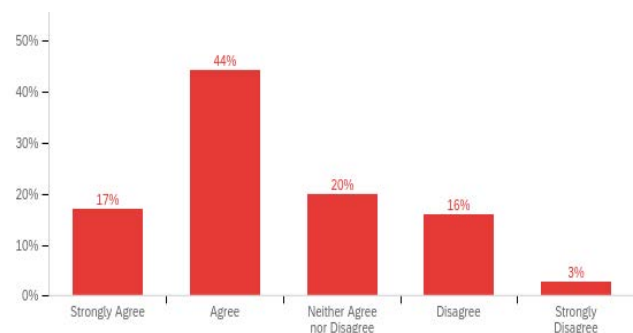
Answer	%	Count
Strongly Agree	16.15%	63
Agree	47.18%	184
Neither Agree nor Disagree	19.74%	77
Disagree	14.62%	57
Strongly Disagree	2.31%	9
Total	100%	390

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.66$). There is an 8-point difference in the rate of agreement between faculty and staff, with faculty reporting higher rates of agreement. Staff reported lower rates of agreement and higher rates of disagreement.

69% of all faculty strongly agree or agree ($n=116$).



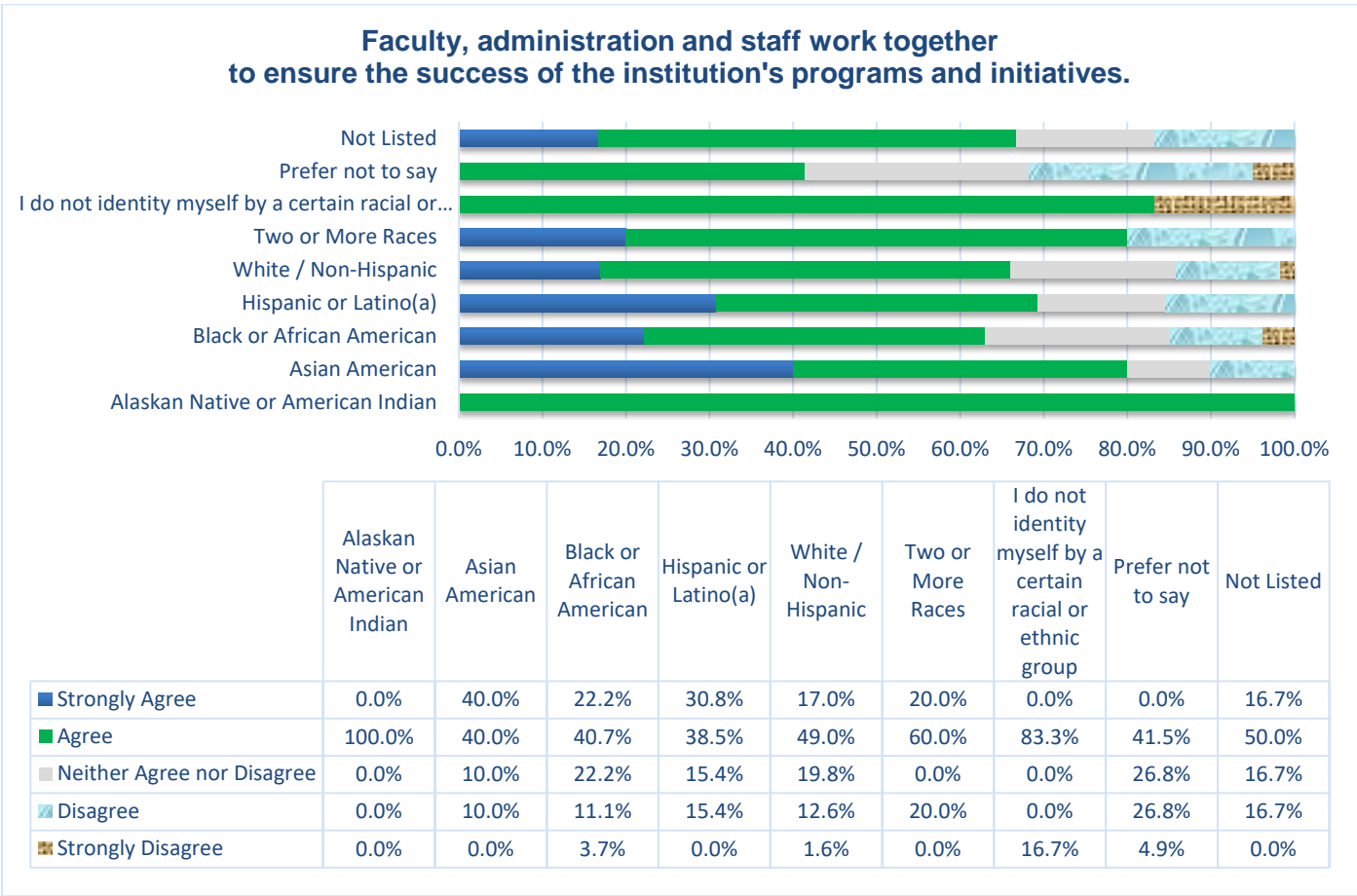
61% of all staff strongly agree or agree ($n=230$).



Faculty, administration and staff work together to ensure the success of the institution’s programs and initiatives.

Race/Ethnicity & Response (n=361). There was some variation in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indians (100%) and those who do not identify by a certain racial or ethnic group (83%). The highest rate of disagreement was among those who prefer not to say (32%). The rate of neutrality was highest among those who prefer not to say (27%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and those who belong to two or more races had the highest rate of disagreement.

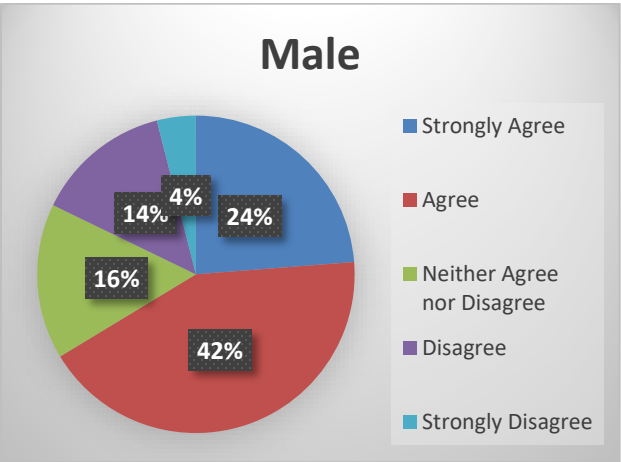
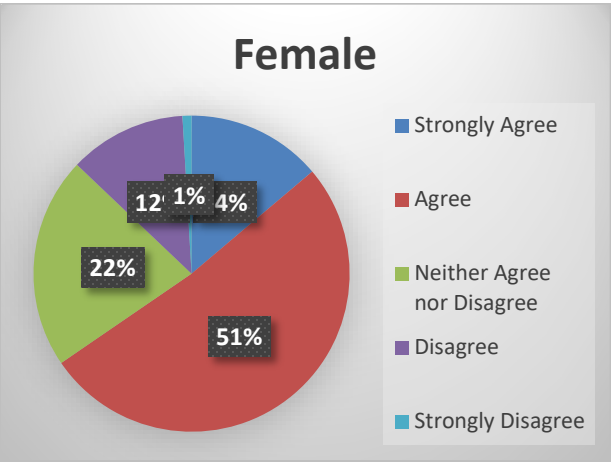


Faculty, administration and staff work together to ensure the success of the institution’s programs and initiatives.

Gender & Response. There was a **statistically significant** difference in response based on gender (p=0.02). Overall rates of agreement were similar. The rate of strongly agree among men was ten percentage points higher compared to females. Females reported higher rates of neutrality and males reported higher rates of disagreement.

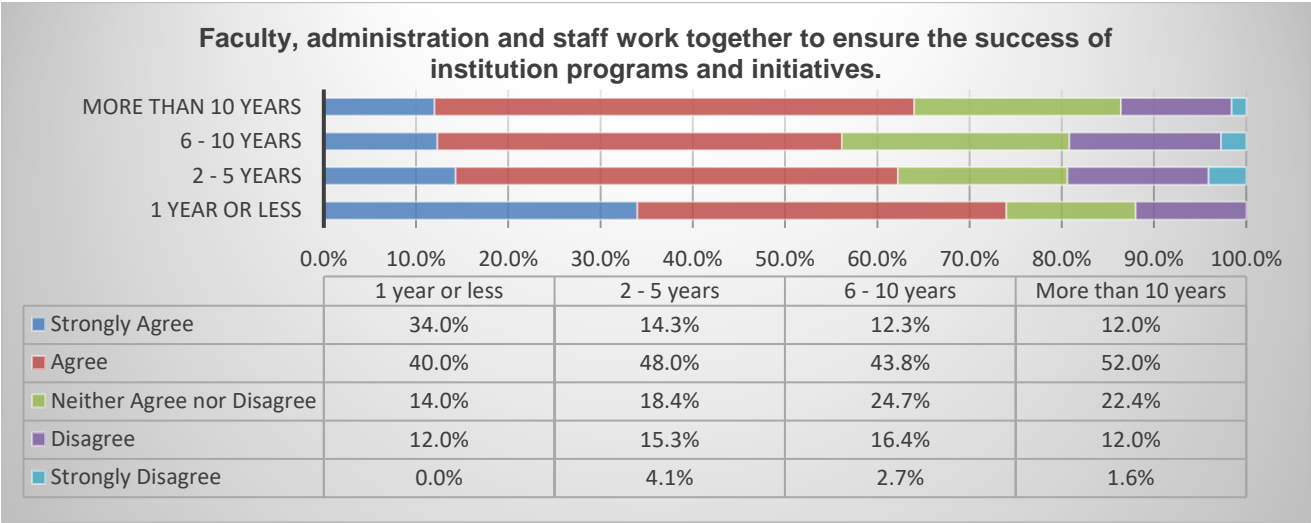
65% of females strongly agree or agree

66% of males strongly agree or agree



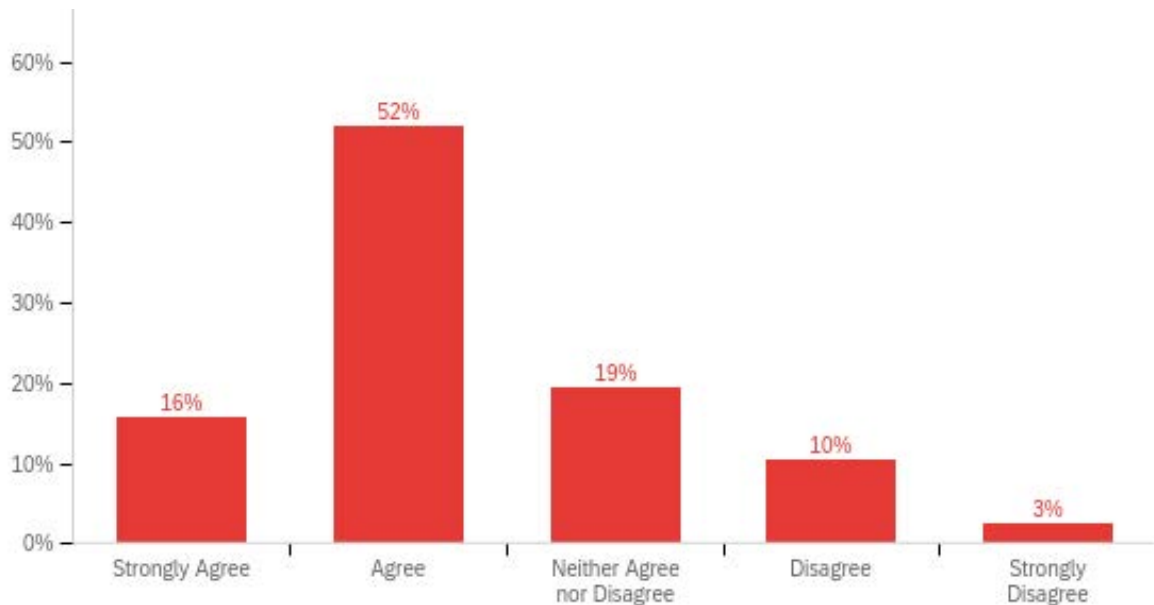
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.15).

- 74% of those employed at Arcadia 1 year or less strongly agree or agree
- 62% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 56% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 64% of those employed at Arcadia more than 10 years strongly agree or agree



16. Arcadia University communicates openly about issues that impact the institution and our work.

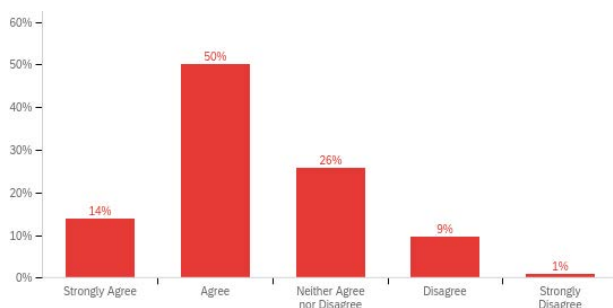
Overall Response. 68% of all respondents strongly agree or agree.



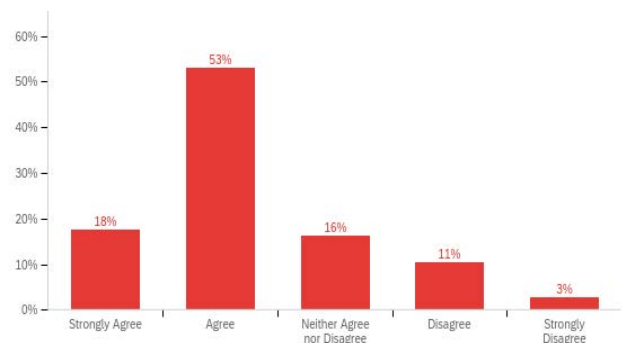
Answer	%	Count
Strongly Agree	15.76%	61
Agree	51.94%	201
Neither Agree nor Disagree	19.38%	75
Disagree	10.34%	40
Strongly Disagree	2.58%	10
Total	100%	387

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.28$). There is a 7-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

64% of all faculty strongly agree or agree ($n=116$).



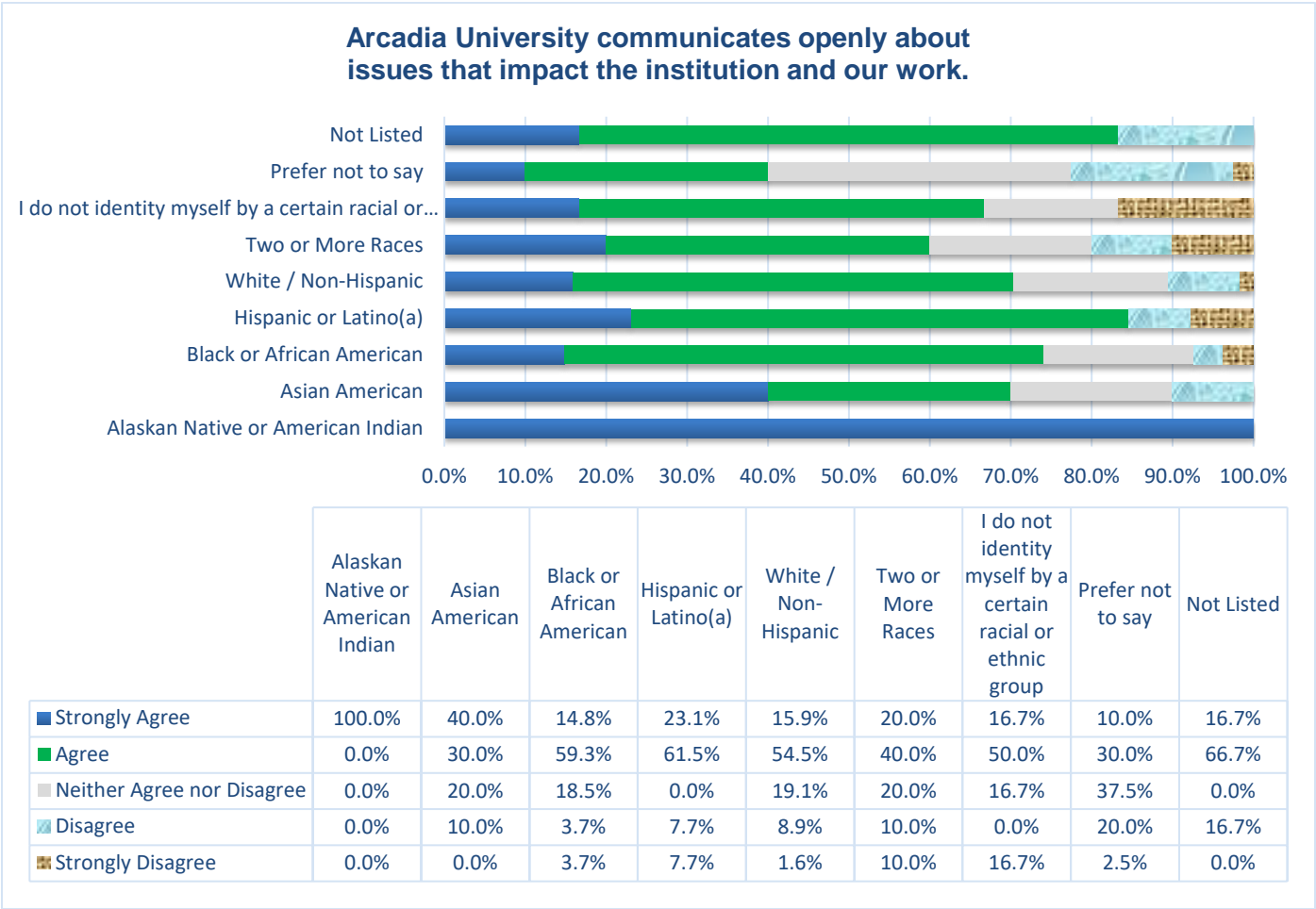
71% of all staff strongly agree or agree ($n=228$).



Arcadia University communicates openly about issues that impact the institution and our work.

Race/Ethnicity & Response (n=359). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indian (100%) and Hispanic or Latino(a)s (85%). The highest rates of disagreement were among those who prefer not to say (23%) and those who belong to two or more races (20%). The rate of neutrality was highest among those who prefer not to say (38%).

Among those who identify, their race/ethnicity was listed and they answered, those who belong to two or more races had the lowest rate of agreement and the highest rate of disagreement.

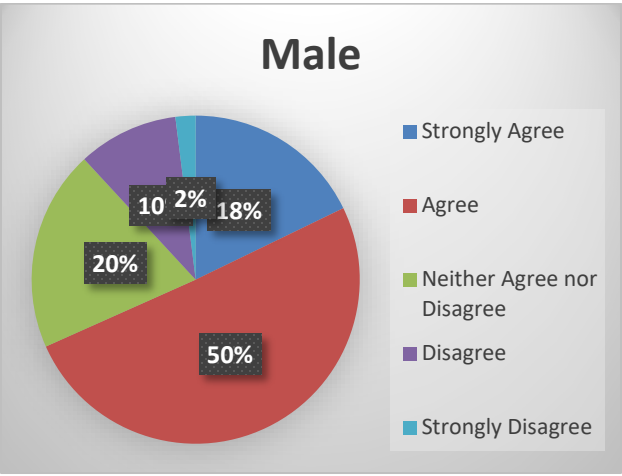
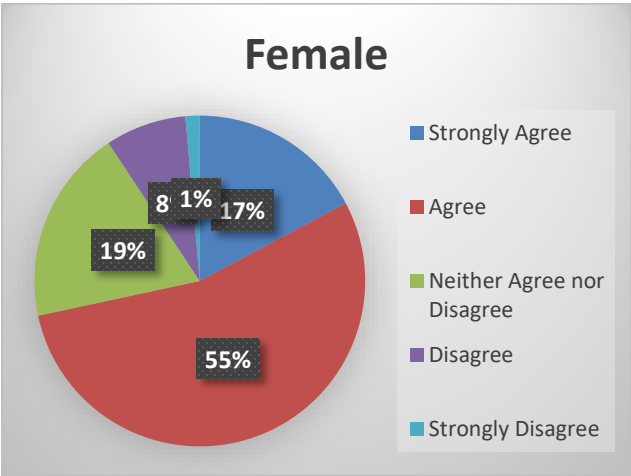


Arcadia University communicates openly about issues that impact the institution and our work.

Gender & Response. There was a small but **statistically significant** difference in response based on gender (p=0.04). Overall rates of agreement were similar.

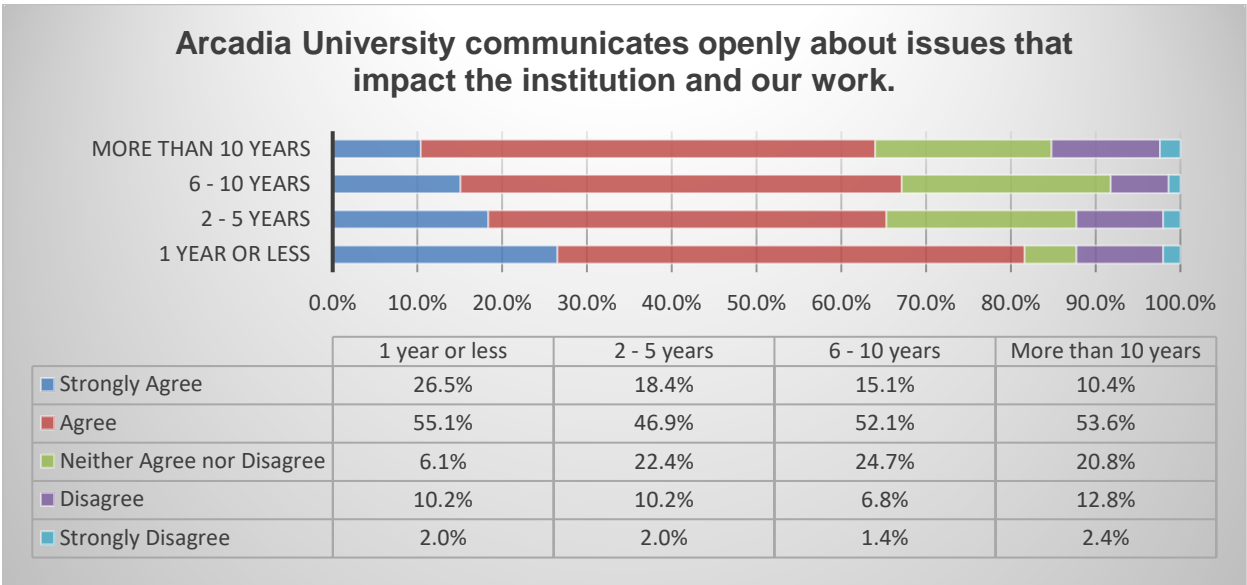
72% of females strongly agree or agree

68% of males strongly agree or agree



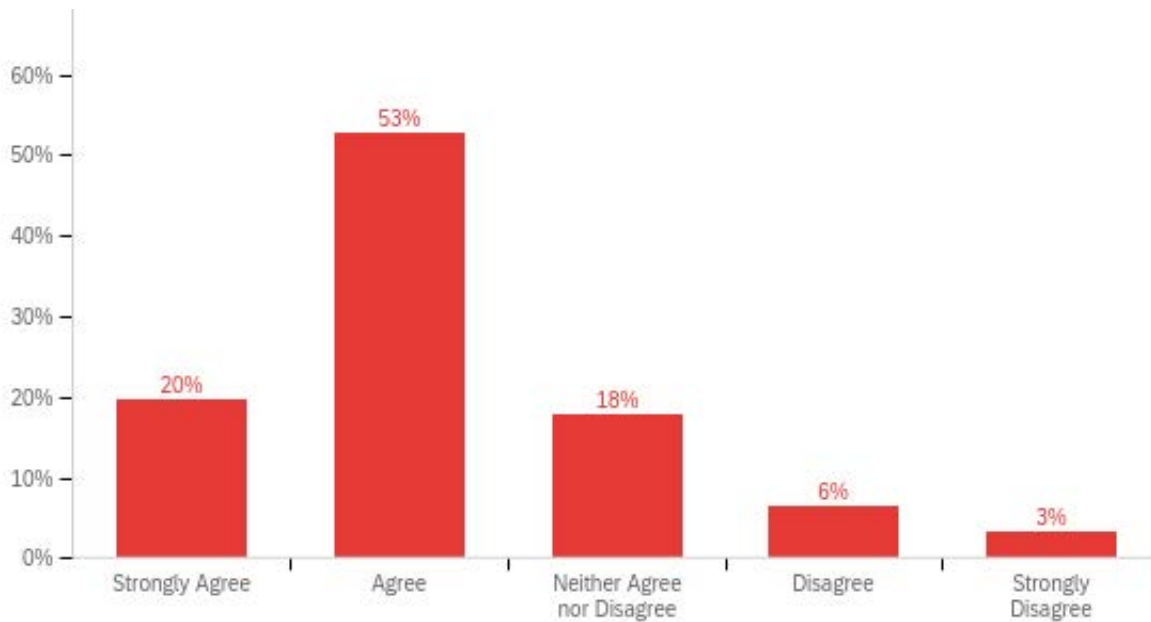
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University (p=0.25).

- 82% of those employed at Arcadia 1 year or less strongly agree or agree
- 65% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 67% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 64% of those employed at Arcadia more than 10 years strongly agree or agree



17. Overall, I feel able to openly share my thoughts with my co-workers and colleagues on campus.

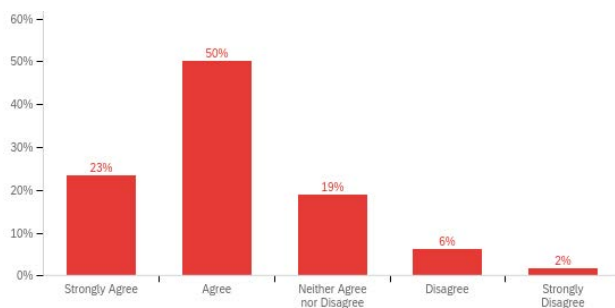
Overall Response. 73% of all respondents strongly agree or agree.



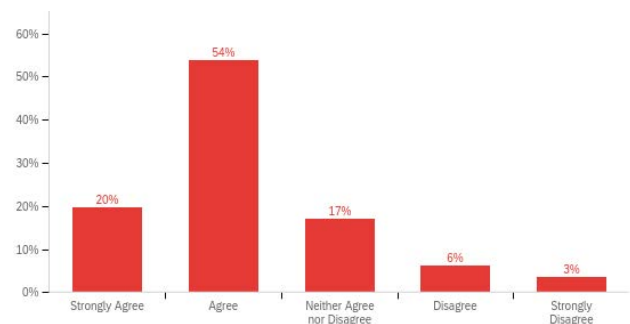
Answer	%	Count
Strongly Agree	19.79%	77
Agree	52.70%	205
Neither Agree nor Disagree	17.74%	69
Disagree	6.43%	25
Strongly Disagree	3.34%	13
Total	100%	389

Position Type & Response. There was very little variation and no statistically significant difference in response based on position type ($p=0.66$).

73% of all faculty strongly agree or agree ($n=116$).



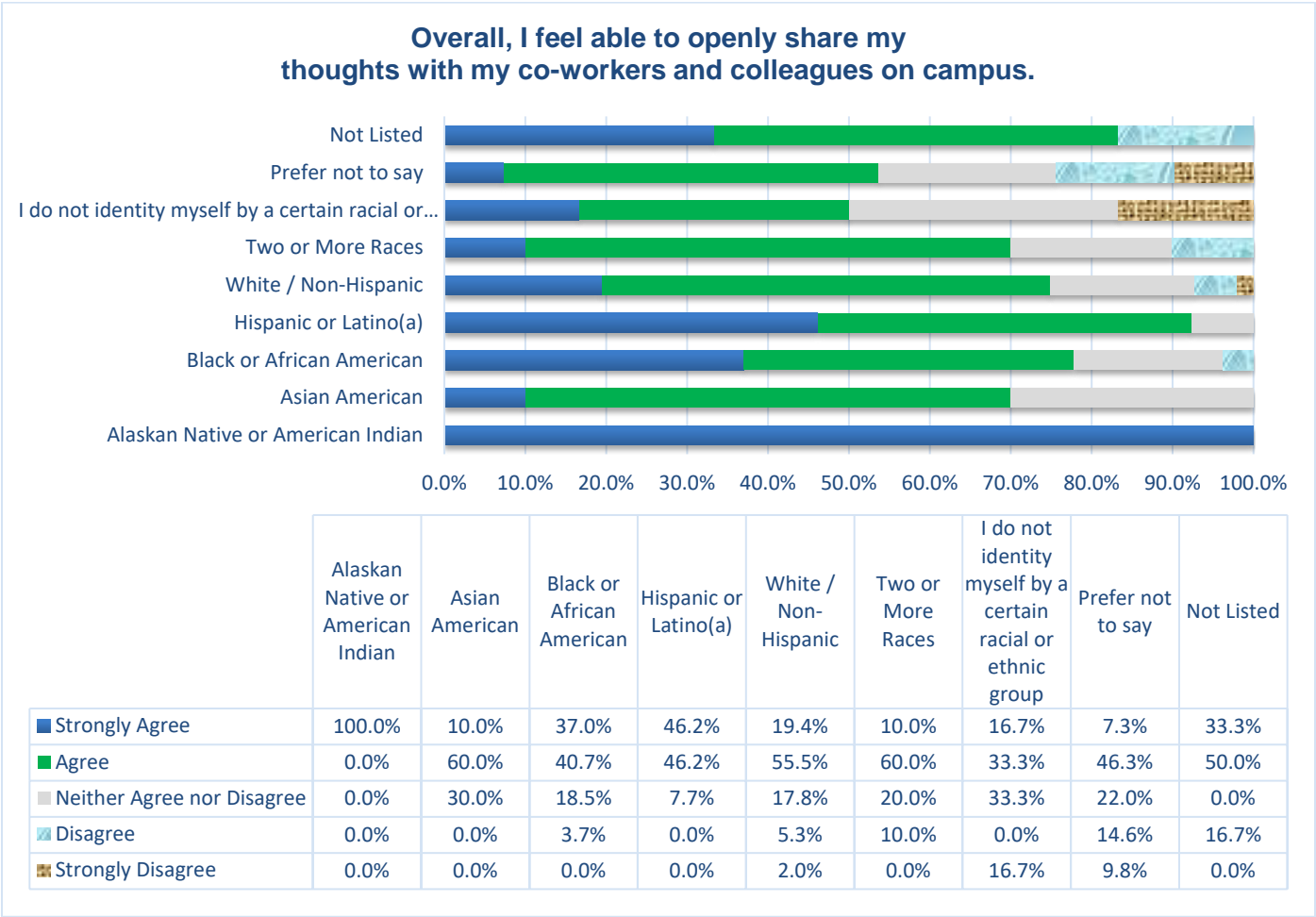
74% of all staff strongly agree or agree ($n=230$).



Overall, I feel able to openly share my thoughts with my co-workers and colleagues on campus.

Race/Ethnicity & Response (n=361). Again, there was significant difference in response to this question based on race/ethnicity. The highest rates of agreement were among Alaskan Native or American Indian (100%) and Hispanic or Latino(a)s (92%). The highest rates of disagreement were among those who prefer not to say (24%) and those who do not identify by a certain racial or ethnic group (17%). The rate of neutrality was highest among those who do not identify by a certain racial or ethnic group (33%) and Asian Americans (30%).

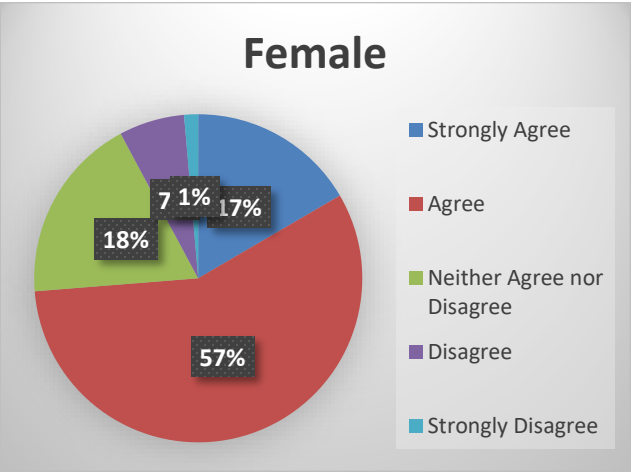
Among those who identify, their race/ethnicity was listed and they answered Asian Americans had the lowest rate of agreement and those who belong to two or more races had the highest rate of disagreement.



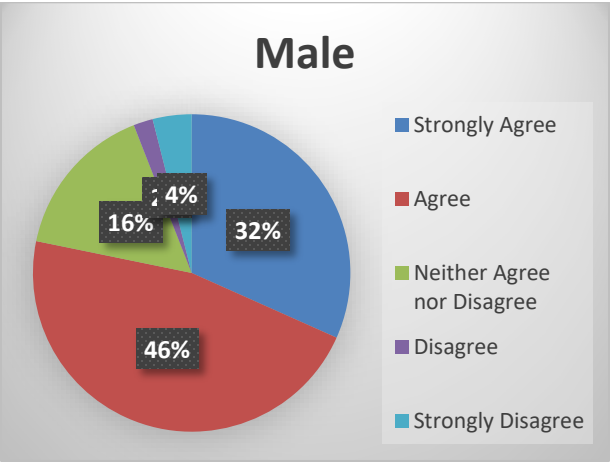
Overall, I feel able to openly share my thoughts with my co-workers and colleagues on campus.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.00$). Overall rates of agreement were similar. The rate of strongly agree among men was nearly twice that of women. Males also reported slightly less disagreement and neutrality compared to females.

74% of females strongly agree or agree

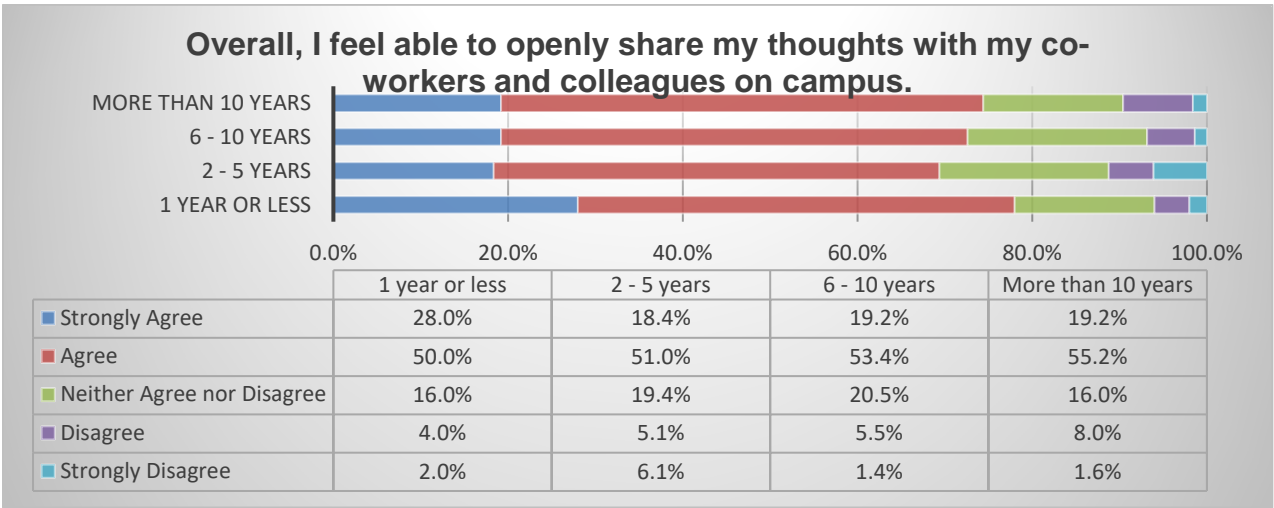


78% of males strongly agree or agree



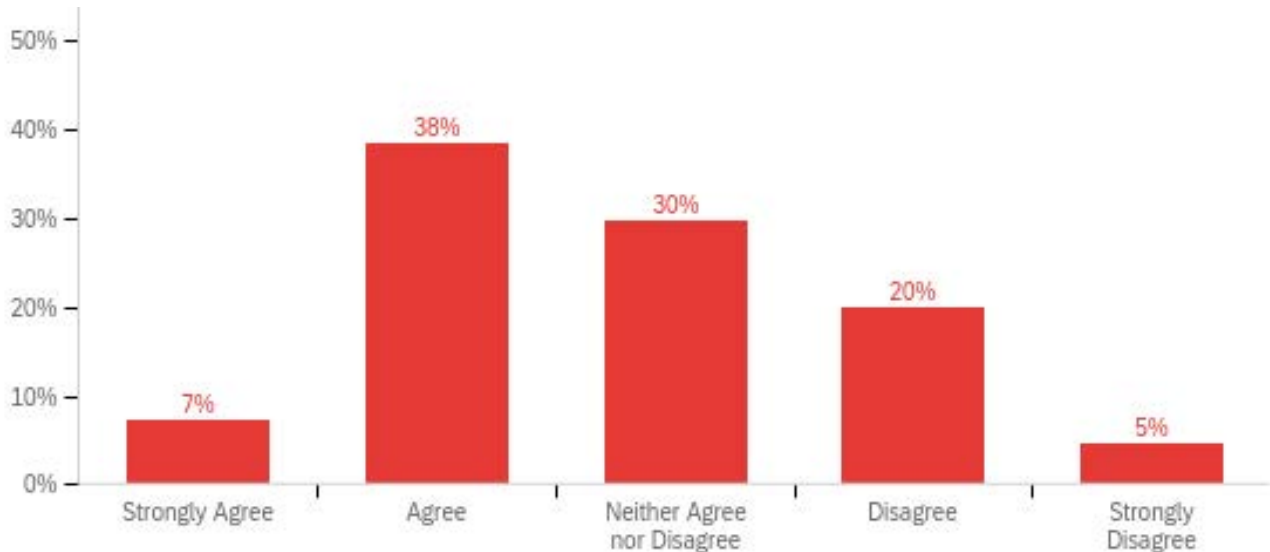
Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.78$).

- 78% of those employed at Arcadia 1 year or less strongly agree or agree
- 69% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 73% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 74% of those employed at Arcadia more than 10 years strongly agree or agree



18. The role of faculty and staff in shared governance is clearly stated and publicized.

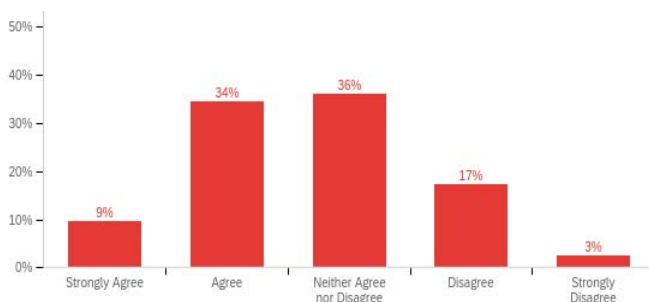
Overall Response. 45% of all respondents strongly agree or agree. Overall, rates of agreement were low and there was notable variation in responses.



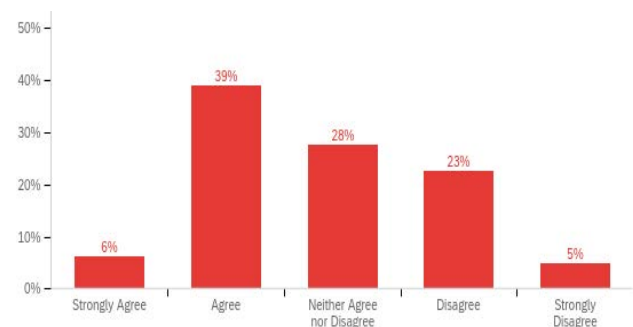
Answer	%	Count
Strongly Agree	7.27%	28
Agree	38.44%	148
Neither Agree nor Disagree	29.61%	114
Disagree	20.00%	77
Strongly Disagree	4.68%	18
Total	100%	385

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=0.19$).

43% of all faculty strongly agree or agree ($n=116$)



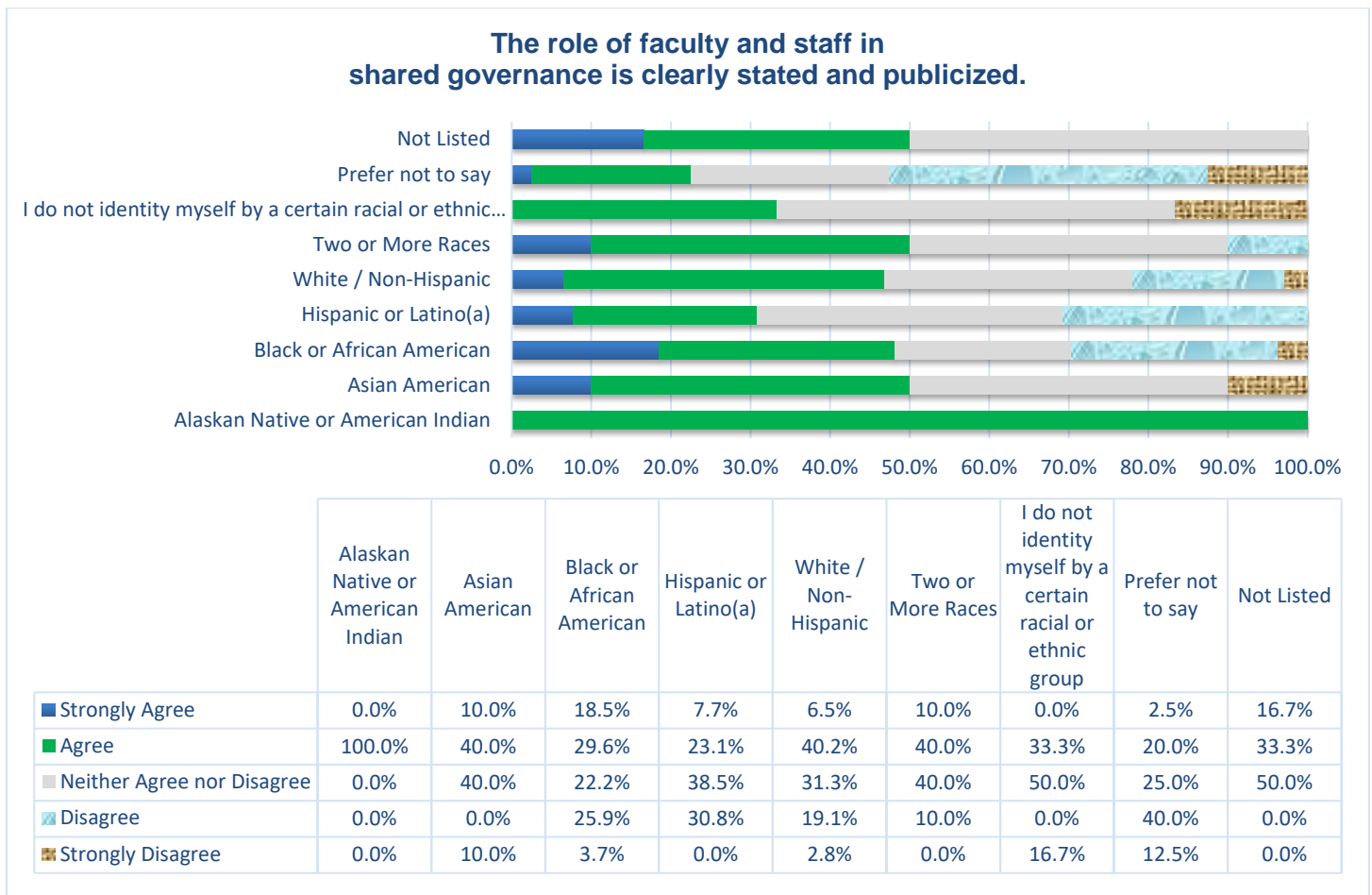
45% of all staff strongly agree or agree ($n=229$).



The role of faculty and staff in shared governance is clearly stated and publicized.

Race/Ethnicity & Response (n=359). There was significant difference in response to this question based on race/ethnicity. Again, the highest rate of agreement was among Alaskan Native or American Indian (100%). Rates of agreement were much lower among all other groups. Asian American, Black or those who belong to two or more races reported 50% agreement. Rates of disagreement varied widely. The highest rates of disagreement were among those who prefer not to say (53%), Hispanic or Latino(a)s (31%), and Black or African Americans (30%). Rates of neutrality were high among all groups. The rate of neutrality was highest among those who do not identify by a certain racial or ethnic group (50%) and those who reported their race ethnicity was not listed (50%).

Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and the highest rate of disagreement. This should be further explored.

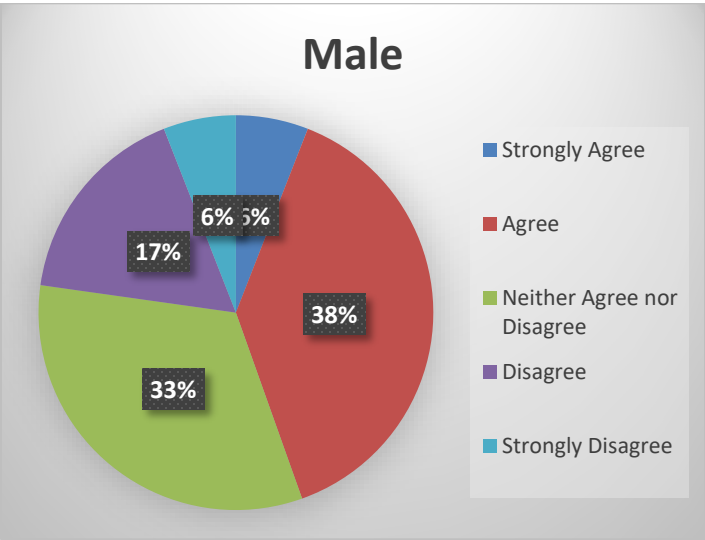
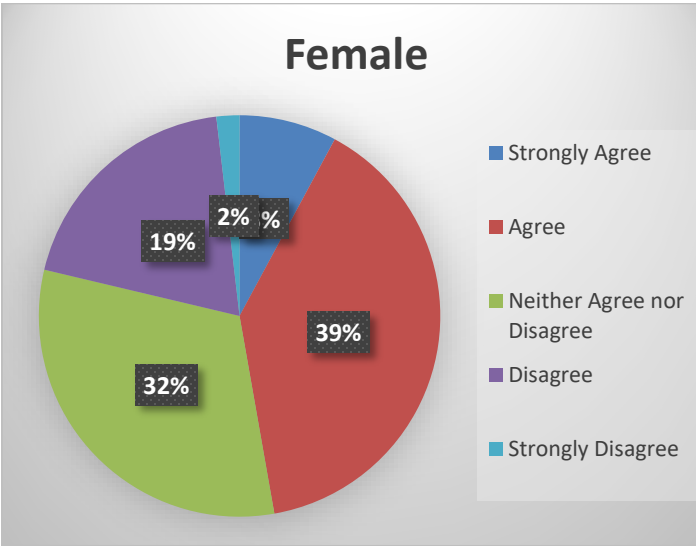


The role of faculty and staff in shared governance is clearly stated and publicized.

Gender & Response. There was a small but **statistically significant** difference in response based on gender ($p=0.03$). Overall rates of agreement were similar.

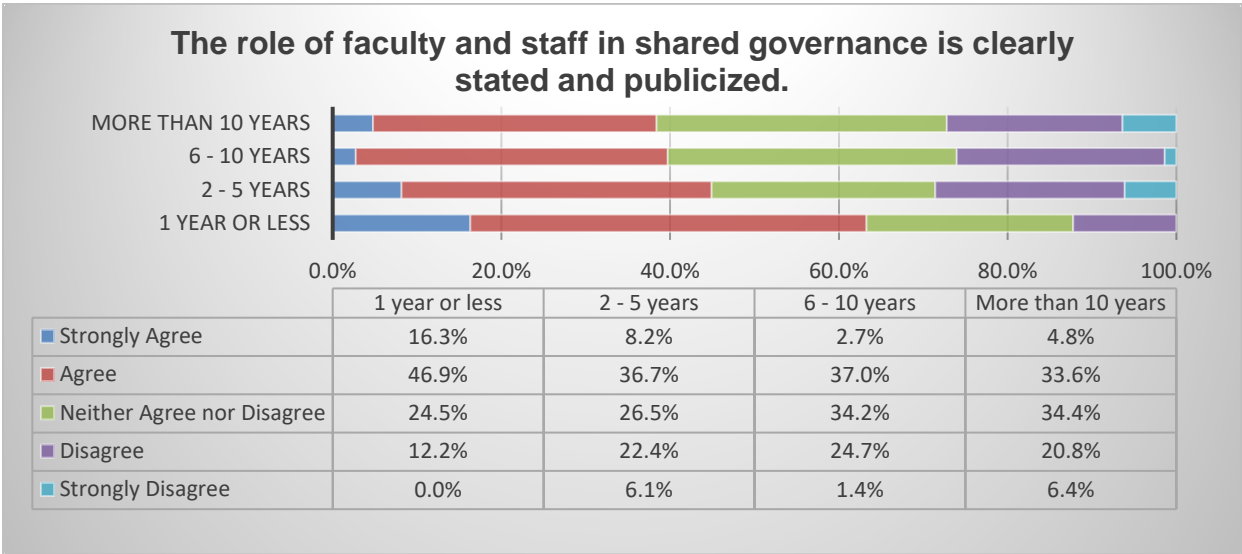
47% of females strongly agree or agree

44% of males strongly agree or agree



Years Employed & Response. There was variation but no statistically significant difference in response based on number of years employed at Arcadia University ($p=0.06$).

- 63% of those employed at Arcadia 1 year or less strongly agree or agree
- 45% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 40% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 38% of those employed at Arcadia more than 10 years strongly agree or agree



19. As a high performing member of the Arcadia University faculty or staff, how would you personally like to be recognized for doing a good job?

A total of 292 respondents provided a total of 463 responses to this question. Responses are listed in the table below in descending order of frequency.

Response	Number	Percent
Raise or bonus based on merit	143	49%
Recognition within department, by supervisor, by Dean, by University leadership; Recognition in newsletter, Letter of recognition from University leadership	115	39%
Formal employee recognition process; award, lunch, a prize of some sort	50	17%
Additional Job Responsibilities & Freedoms; opportunities for advancement, flexible work schedules, remote work	49	17%
Thank-you card, gift card, bonus money for the office or program, Arcadia swag	28	10%
Additional time off; a day off, comp time, a shortened work week in the summer	24	8%
Don't need anything extra	19	7%
Increase in professional development opportunities	17	6%
Formal evaluation process that is objective and provides feedback	15	5%



20. If we had to focus on three priorities to improve the quality of the workplace and the strength of our culture, what would they be?

First Priority (n=311)	Second Priority (n=287)	Third Priority (n=246)
Compensation: Merit based increases; annual cost of living raises; benefit retention; adjunct pay; paid leave	Employees: Recognition for accomplishments and milestones, support for staff, opportunities for advancement, workflow management, adequate staffing, performance incentives, workloads, support for employee scholarship, support and training for supervisors and managers, opportunities to build community	Employees: Recognition of accomplishments, professional development, opportunities for advancement, opportunities for scholarship, clarity of job roles, workload, empowerment, support of well-being
Communication: Improved communication within departments, across departments, from and with leadership, and with remote employees	Compensation: Raises, merit pay, incentives, benefits, compensation for Chairs	Compensation: Raises, benefits
Employees: Employee appreciation & empowerment, opportunities and spaces for employee well-being and support, professional development, advancement opportunities, a uniform promotion process, address workload inequities and overloads, less supervision & more inspiration	Communication: Clear & honest - keep it up!, clarity from department leaders, speak with one voice, remove bottlenecks	Sense of Community: University Pride, celebration of traditions, unity, social events, community relations, gatherings
Sense of Community: Celebration of community; opportunities and spaces for employee well-being and support; minimize 'silos', increased opportunities for connections across the institution; build AU pride & joy; more events and lectures for employees to attend; mission related activities	Sense of Community: Community building, events to bring campus together, more events for employees to attend, AU pride and spirit, a welcoming community, celebration within departments and units	Facilities: IT infrastructure & support, equipment, workspaces, cleanliness
Employee Performance Review: 360 Reviews; annual review process; improved faculty review process and instrument	Facilities: Technology and equipment; facilities updates, cleanliness, space allocation, faculty dining	Student-centered: Advising, focus on retention & completion, teaching the history of AU
Facilities: ITS infrastructure, equipment & support; updated facilities; cleanliness of classrooms & offices	Accountability	Accountability

Leadership: Department/unit leadership; accountability; concrete action plans	Professional Development	Collaboration: Increased opportunities for and focus on interdepartmental , faculty/staff, use the expertise on campus in place of consultants
Transparency	Student-centered: Emphasis on the student, increase student involvement, student voice, lower student costs, increase scholarships	Paid Leave
Collaboration: Interdepartmental collaboration; more partnerships between faculty & staff	Collaboration	Financial Strength: Improved financial situation; advancement
Shared Governance: Horizontal organization not hierarchical; shared governance & decision-making	Employee Performance Review: annual reviews; 360 reviews	Shared Governance
Work Life Balance: Timing of events during work hours	Leadership: development of leadership within, connections between leaders at all levels, department and unit leadership	Leadership: Communication of a clear direction for the University
Departmental Issues	Transparency	
Flexible Work Schedules and Remote Work	Clarity: clarity of purpose and direction, structure improvements, define AU culture	
Diversity: Campus diversity, cultural sensitivity, hiring, leadership	Financial Strength: improved financial strength of the institution; improved tools and systems for finance	
Accountability	Diversity	
Adaptability	Flexible Work Schedules & Remote Work	
Increased support for teaching and scholarship	Shared Governance: shared decision-making	
Staff Advocates: Staff & faculty have equal treatment; senior leadership focus on staff	Department Issues	
Financial Strength: Stewardship	Fairness	

Below is a word cloud that contains the three priorities to improve the quality of the workplace and the strength of our culture as reported by survey respondents (n=311).

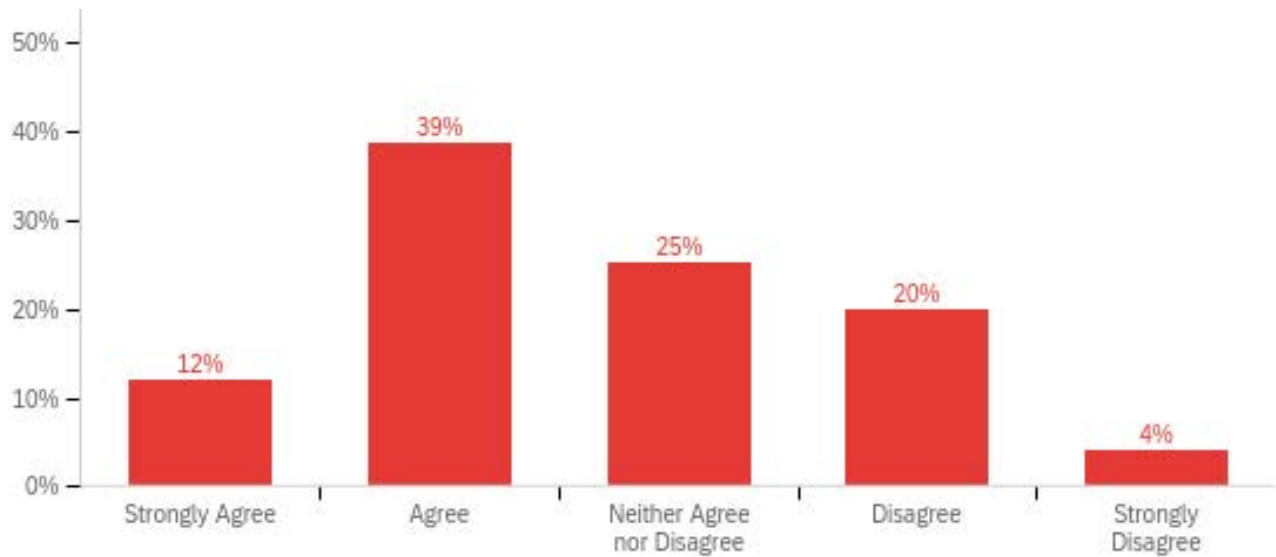


Interestingly, a number of responses to the question of how respondents would like to be “recognized for doing a good job,” were also named as “top three priorities to improve the quality of the workplace and the strength of our culture.” The table below is a summary of the areas with the strongest overlap.

Compensation	Raise, bonus, merit pay
Paid Leave	Additional time off, a day off, compensation time, a shortened work week in the summer
Performance Reviews	Formal evaluation process that is objective and provides feedback, 360 performance reviews
Professional Development	Increase in professional development opportunities, more opportunities for scholarship, increased availability of on-site training
Recognition	Recognition within department, by supervisor, by Dean, by University leadership, recognition in newsletter, letter of recognition from University leadership, formal event and process for recognition at University level, regular/routine small thank-you process via thank you notes, gift cards, etc.
Responsibilities & Freedoms	Opportunities for advancement, flexible work schedules, remote work, career ladder, standard promotion process, mentoring & support for career development

21. There's a sense that we're all on the same team at this institution.

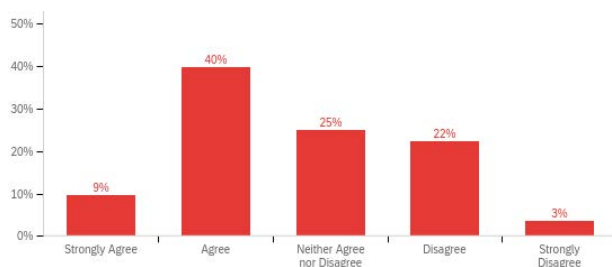
Overall Response. 51% of all respondents strongly agree or agree. Overall, rates of agreement were low and there was notable variation in response.



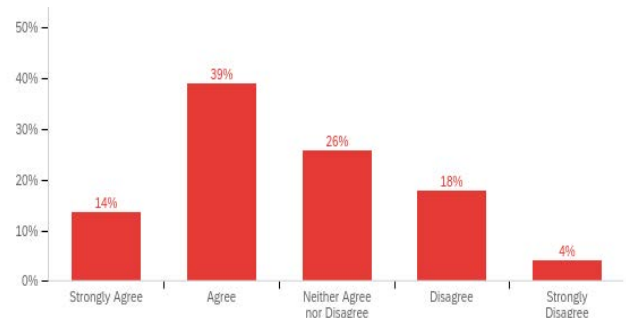
Answer	%	Count
Strongly Agree	12.02%	44
Agree	38.80%	142
Neither Agree nor Disagree	25.14%	92
Disagree	19.95%	73
Strongly Disagree	4.10%	15
Total	100%	366

Position Type & Response. There was a small difference but no statistically significant difference in response based on position type ($p=0.76$). The rate of agreement among staff was higher than faculty.

49% of all faculty strongly agree or agree ($n=116$).



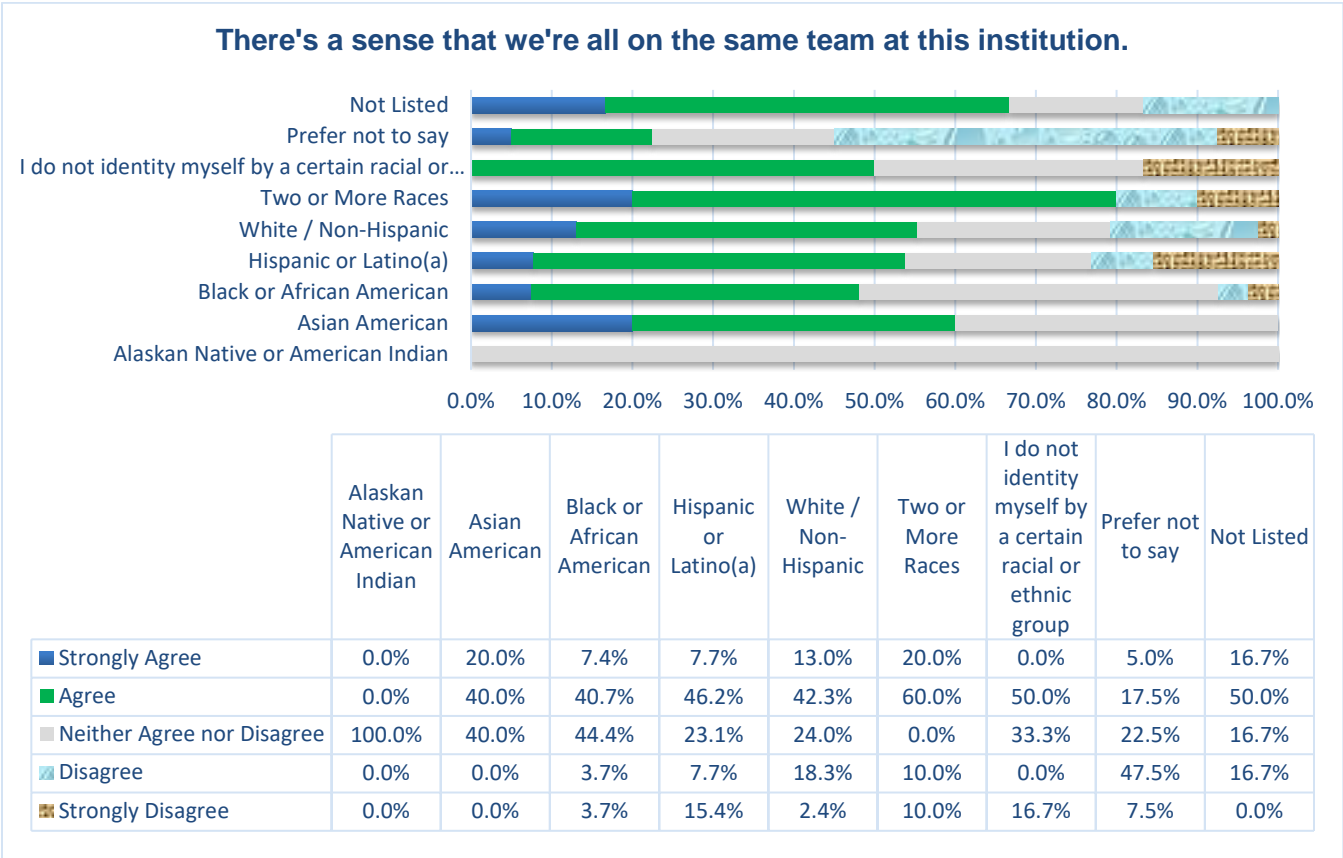
53% of all staff strongly agree or agree ($n=229$).



There’s a sense that we’re all on the same team at this institution.

Race/Ethnicity & Response (n=359). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement was among those who belong to two or more races (80%) and those whose race ethnicity was not listed (67%). Rates of agreement were notably lower among all other groups. Rates of disagreement also varied based on race/ethnicity. The highest rates of disagreement were among those who prefer not to say (55%) and Hispanic or Latino(a)s (23%). Rates of neutrality were high among all groups. The rate of neutrality was highest among Alaskan Native or American Indian (100%), Black or African American (44%), and Asian American (40%).

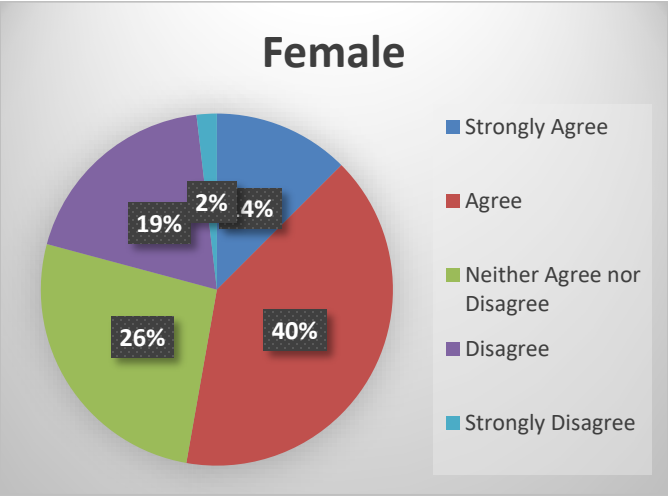
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and Hispanic or Latino(a)s had the highest rate of disagreement. This should be further explored.



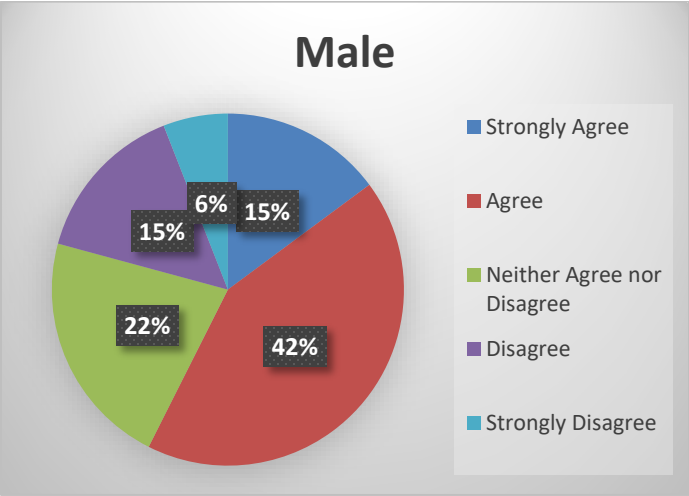
There's a sense that we're all on the same team at this institution.

Gender & Response. There was a small but **statistically significant** difference in response based on gender ($p=0.02$). Males reported a slightly higher rate of agreement and a lower rate of neutrality.

54% of females strongly agree or agree

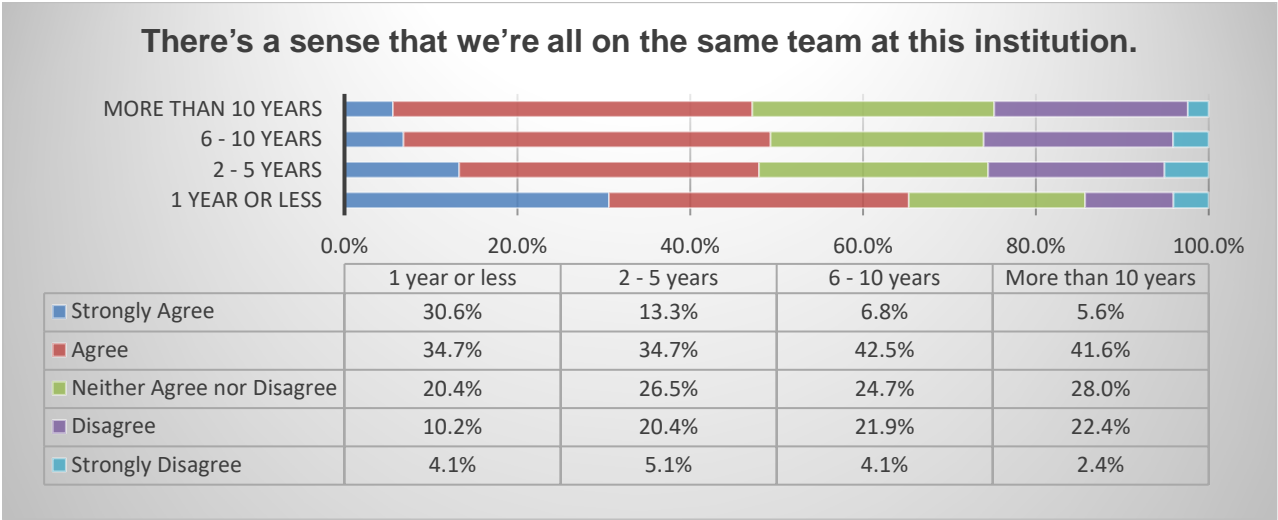


57% of males strongly agree or agree



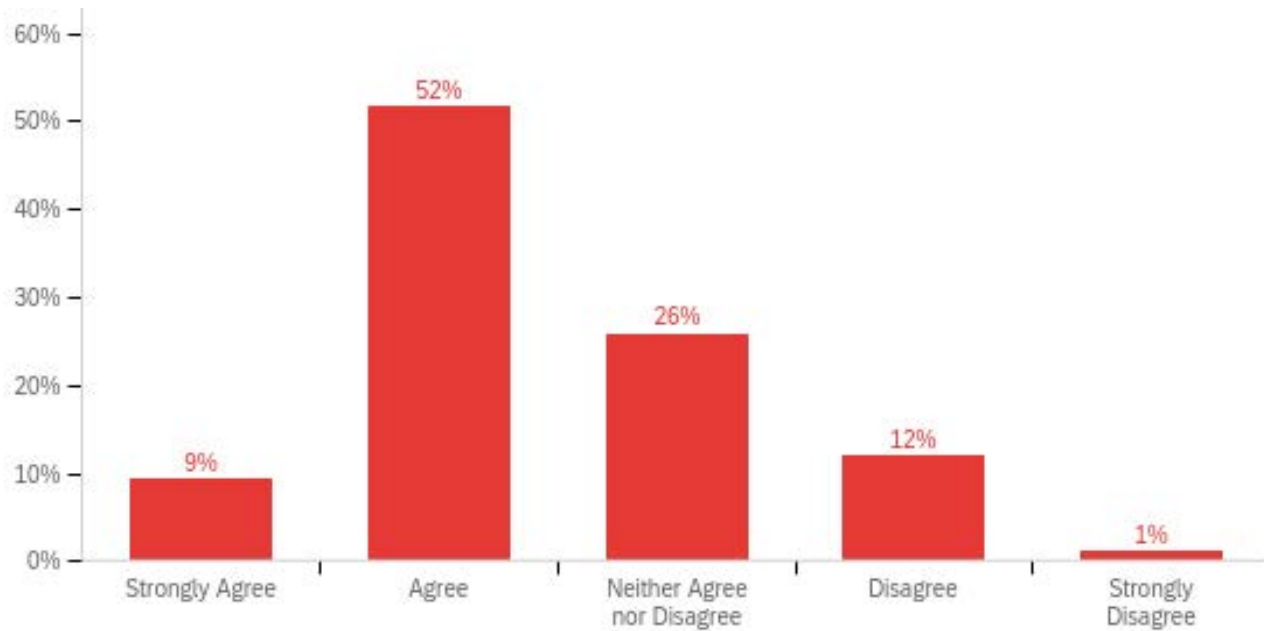
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.02$).

- 65% of those employed at Arcadia 1 year or less strongly agree or agree
- 48% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 49% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 47% of those employed at Arcadia more than 10 years strongly agree or agree



22. We celebrate significant milestones and important accomplishments at Arcadia.

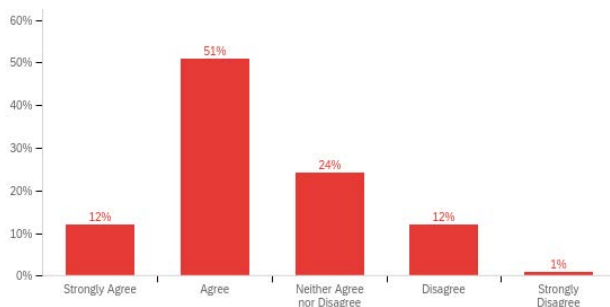
Overall Response. 61% of all respondents strongly agree or agree. Overall, rates of agreement were low and the rate of neutrality was high.



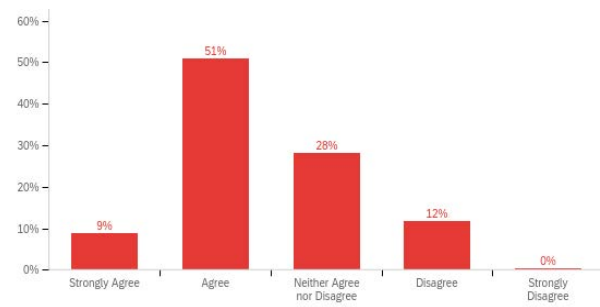
Answer	%	Count
Strongly Agree	9.26%	34
Agree	51.77%	190
Neither Agree nor Disagree	25.89%	95
Disagree	11.99%	44
Strongly Disagree	1.09%	4
Total	100%	367

Position Type & Response. There was little variation, but a **statistically significant** difference in response based on position type ($p=0.00$).

63% of all faculty strongly agree or agree ($n=116$).



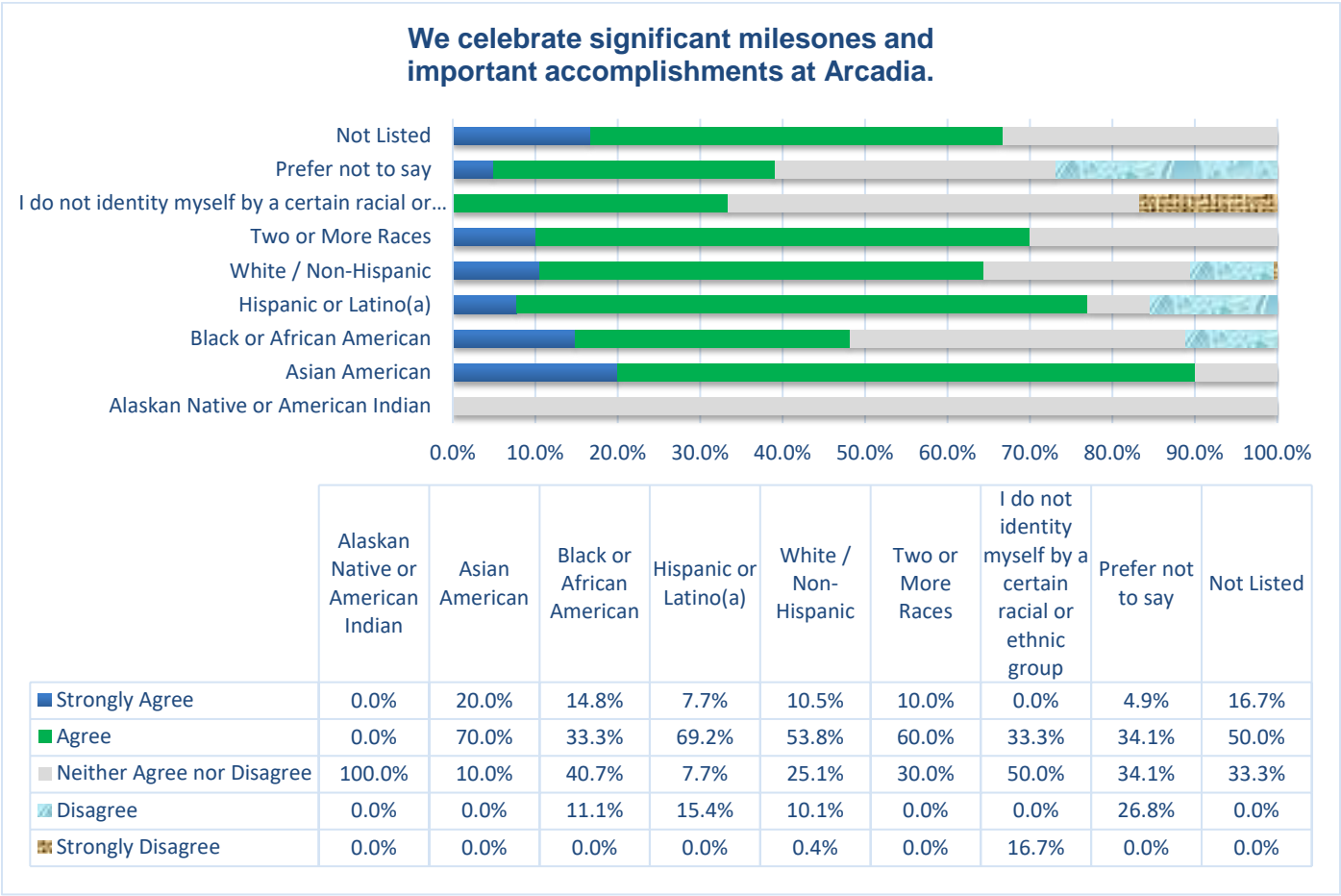
60% of all staff strongly agree or agree ($n=230$).



We celebrate significant milestones and important accomplishments at Arcadia.

Race/Ethnicity & Response (n=361). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement was among those who belong to two or more races (80%) and those whose race ethnicity was not listed (67%). Rates of agreement were notably lower among all other groups. Rates of disagreement also varied based on race/ethnicity. The highest rates of disagreement were among those who prefer not to say (55%) and Hispanic or Latino(a)s (23%). Rates of neutrality were high among all groups. The rate of neutrality was highest among Alaskan Native or American Indian (100%), Black or African American (44%), and Asian American (40%). This should be further explored.

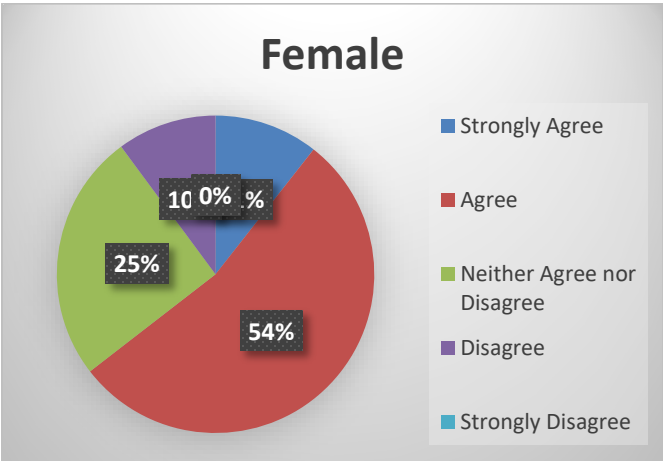
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and Hispanic or Latino(a)s had the highest rate of disagreement.



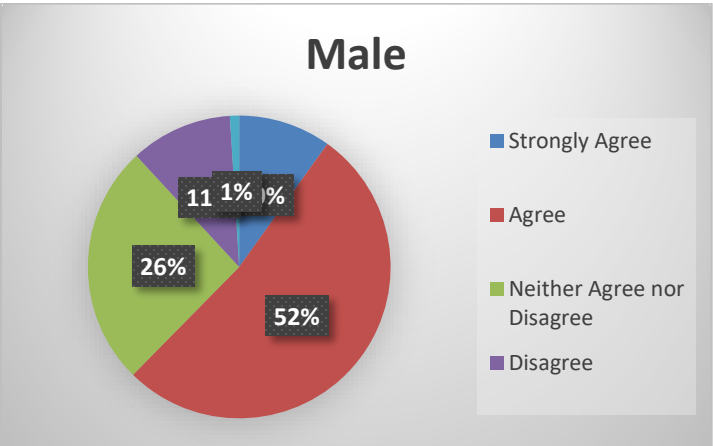
We celebrate significant milestones and important accomplishments at Arcadia.

Gender & Response. There was a small but **statistically significant** difference in response based on gender ($p=0.00$). Females reported slightly higher rates of agreement and slightly lower rates of disagreement and neutrality.

65% of females strongly agree or agree

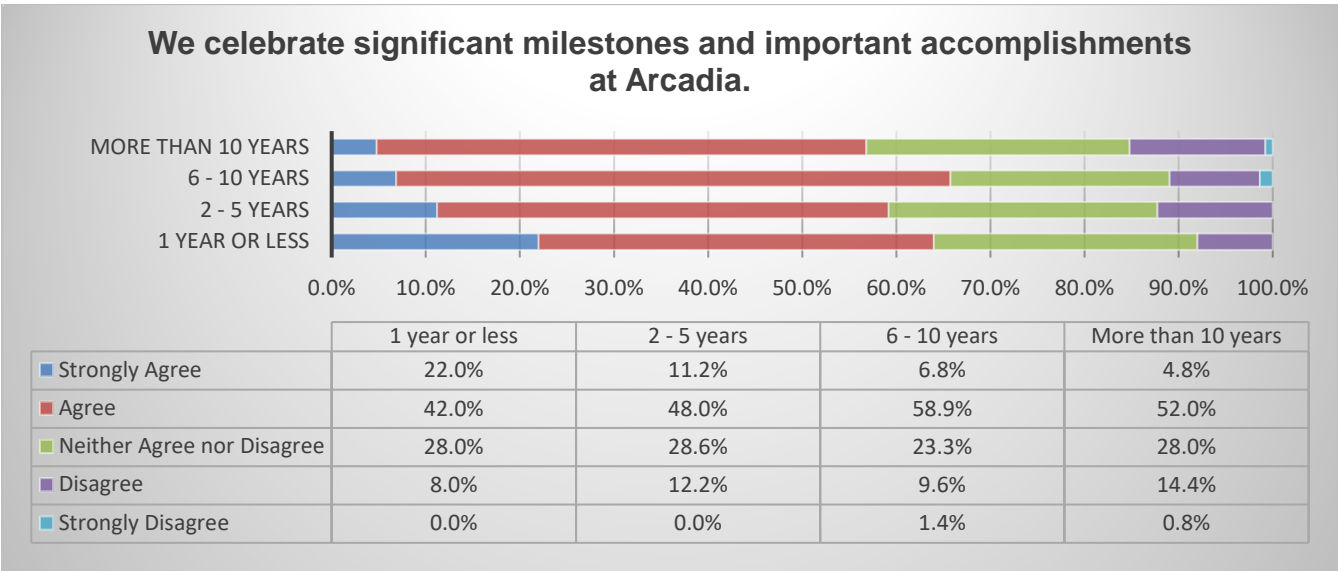


62% of males strongly agree or agree



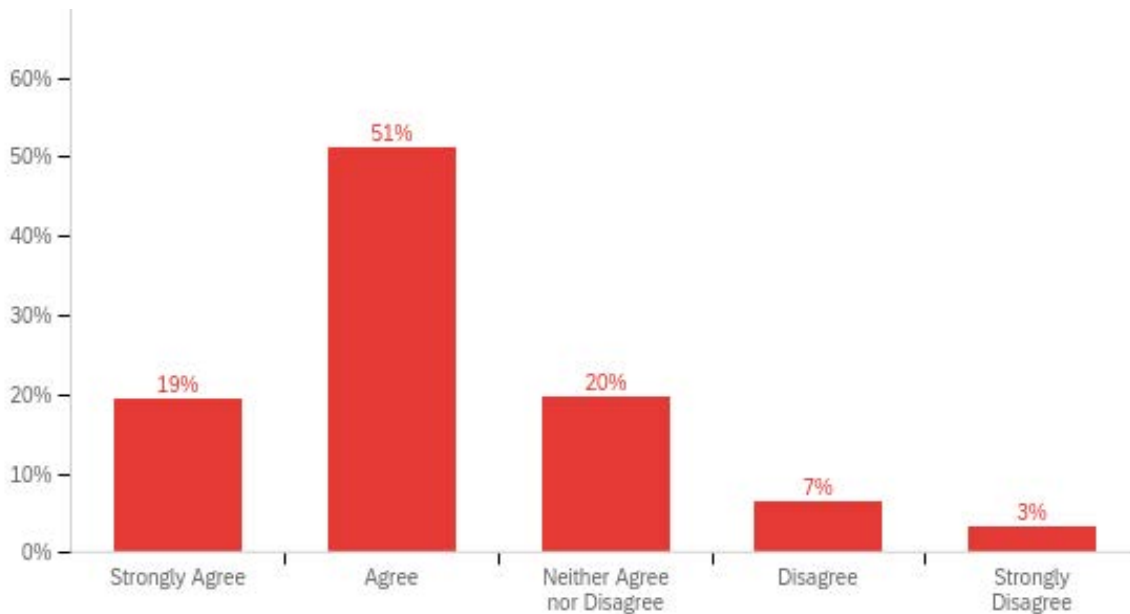
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.00$).

- 64% of those employed at Arcadia 1 year or less strongly agree or agree
- 59% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 66% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 57% of those employed at Arcadia more than 10 years strongly agree or agree



23. Overall, I am satisfied with my experience as a member of the Arcadia University community.

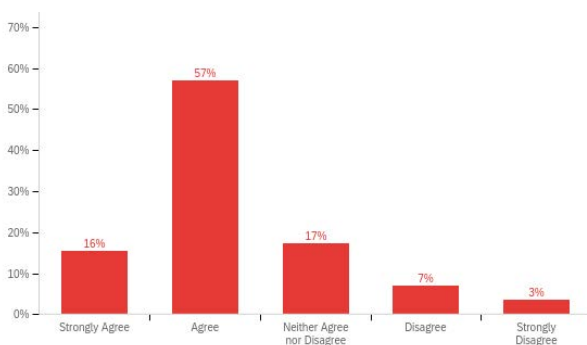
70% of all respondents strongly agree or agree.



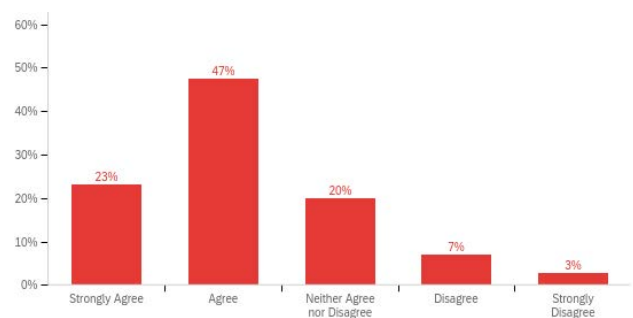
Answer	%	Count
Strongly Agree	19.35%	71
Agree	51.23%	188
Neither Agree nor Disagree	19.62%	72
Disagree	6.54%	24
Strongly Disagree	3.27%	12
Total	100%	367

Position Type & Response. There was some variation but no statistically significant difference in response based on position type ($p=0.08$). Staff reported a higher rate of strongly agree than faculty, 23% compared to 16%.

73% of all faculty strongly agree or agree ($n=116$)



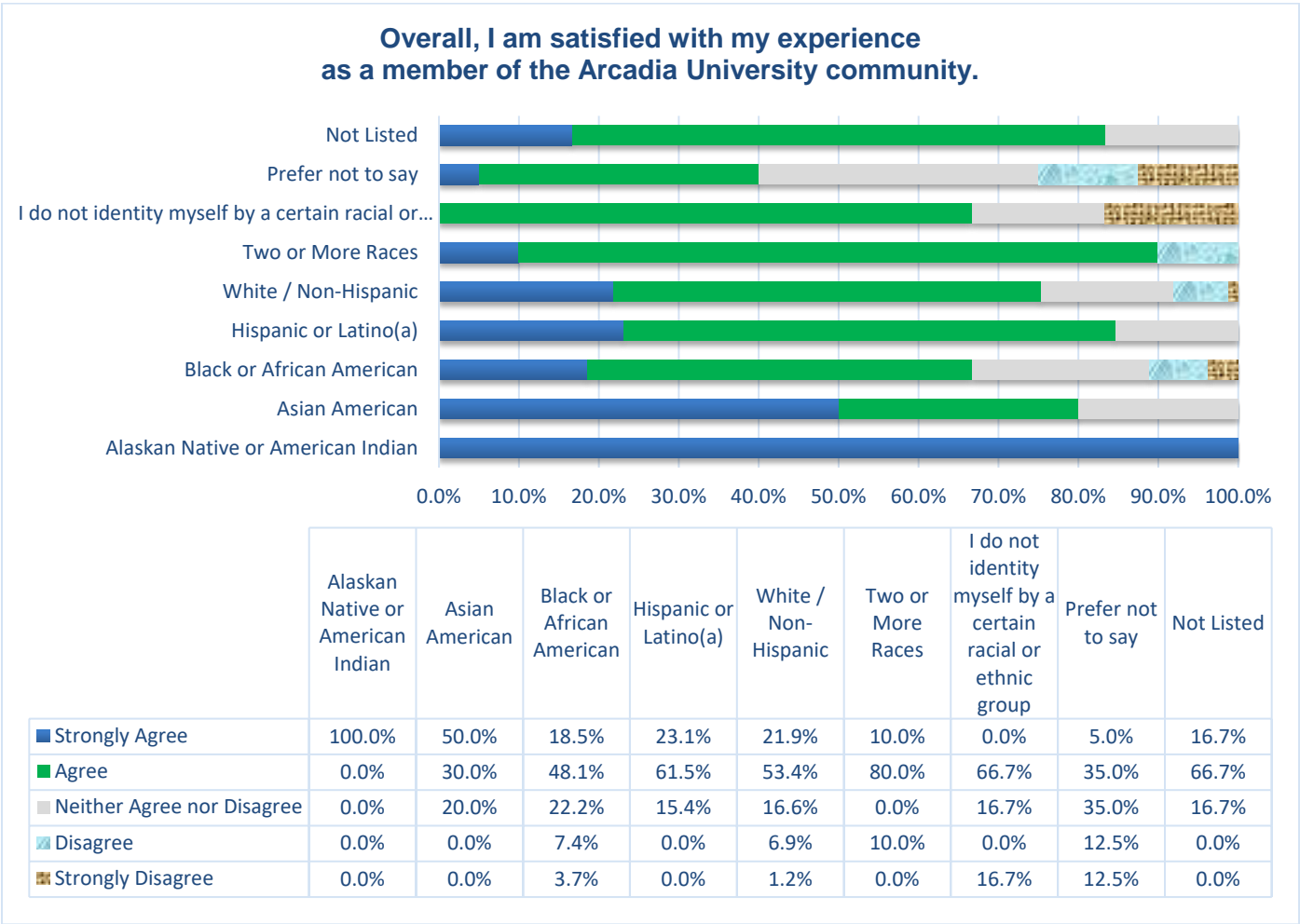
70% of all staff strongly agree or agree ($n=230$).



Overall, I am satisfied with my experience as a member of the Arcadia University community.

Race/Ethnicity & Response (n=360). There was significant difference in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement and neutrality were among those who prefer not to say, 25% and 35% respectively.

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

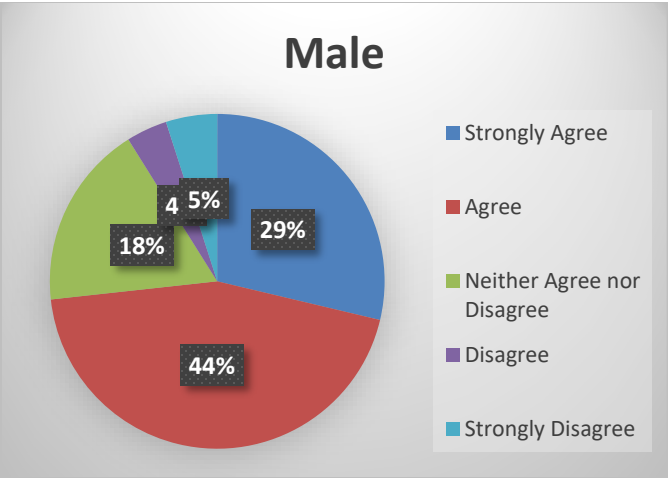
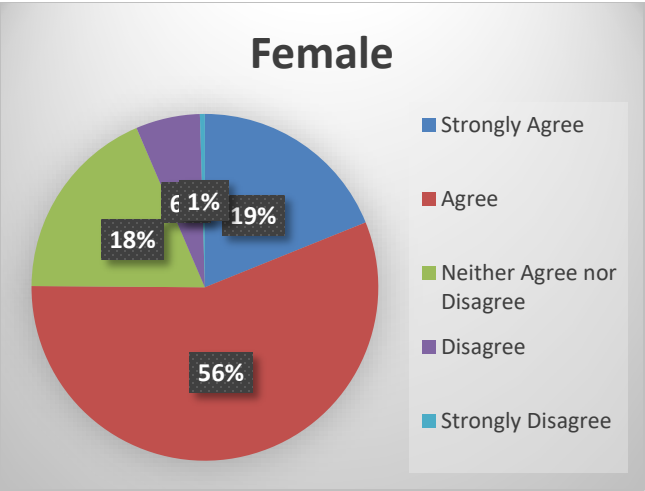


Overall, I am satisfied with my experience as a member of the Arcadia University community.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.00$). Overall rates of agreement were similar. But, the rate of strongly agree among men was ten percentage points higher compared to females.

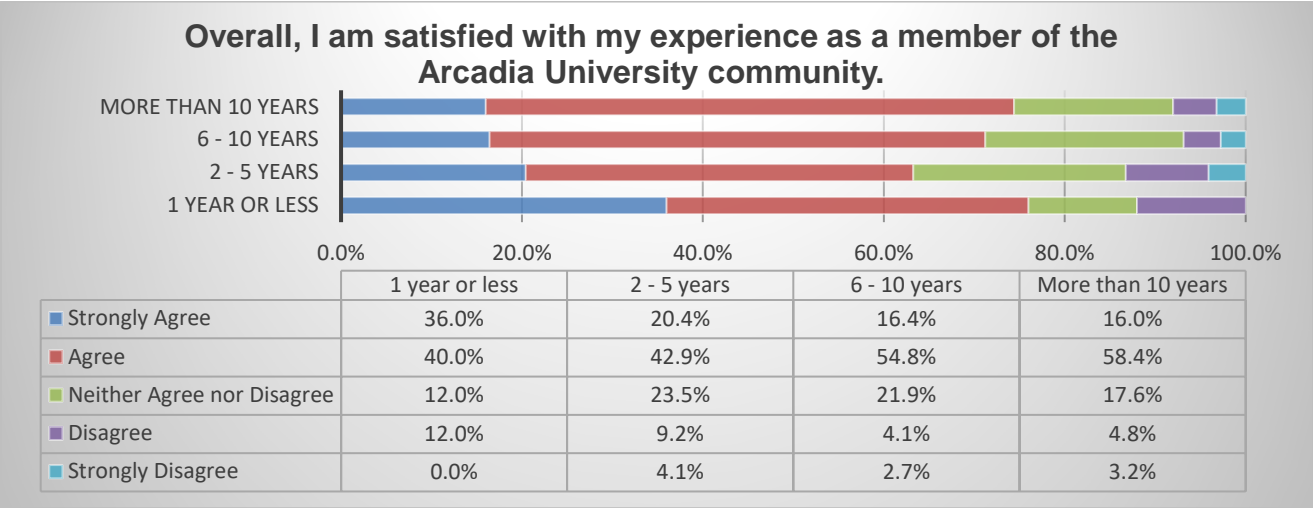
75% of females strongly agree or agree

73% of males strongly agree or agree



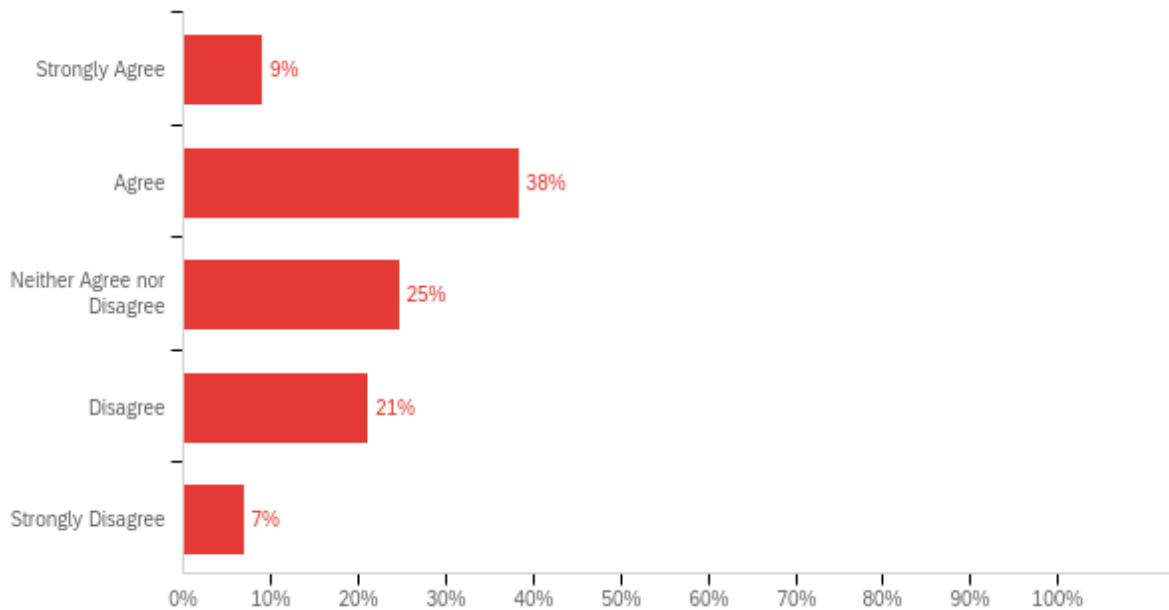
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.02$).

- 76% of those employed at Arcadia 1 year or less strongly agree or agree
- 63% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 71% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 74% of those employed at Arcadia more than 10 years strongly agree or agree



24. Overall, I am satisfied with the diversity of the Arcadia University community.

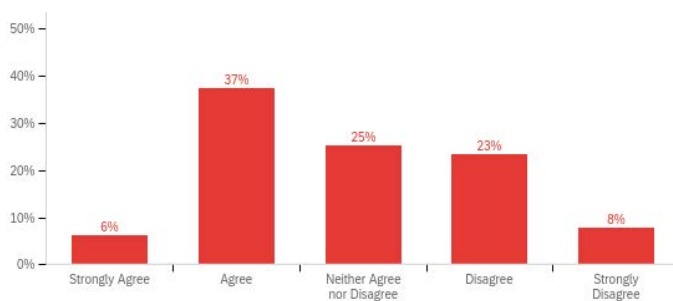
47% of all respondents strongly agree or agree.



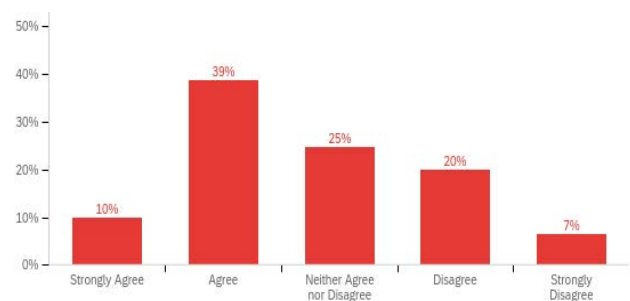
Answer	%	Count
Strongly Agree	9.04%	33
Agree	38.36%	140
Neither Agree nor Disagree	24.66%	90
Disagree	21.10%	77
Strongly Disagree	6.85%	25
Total	100%	365

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.60$). Rates of agreement were generally low. There was a 6-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

43% of all faculty strongly agree or agree ($n=115$).



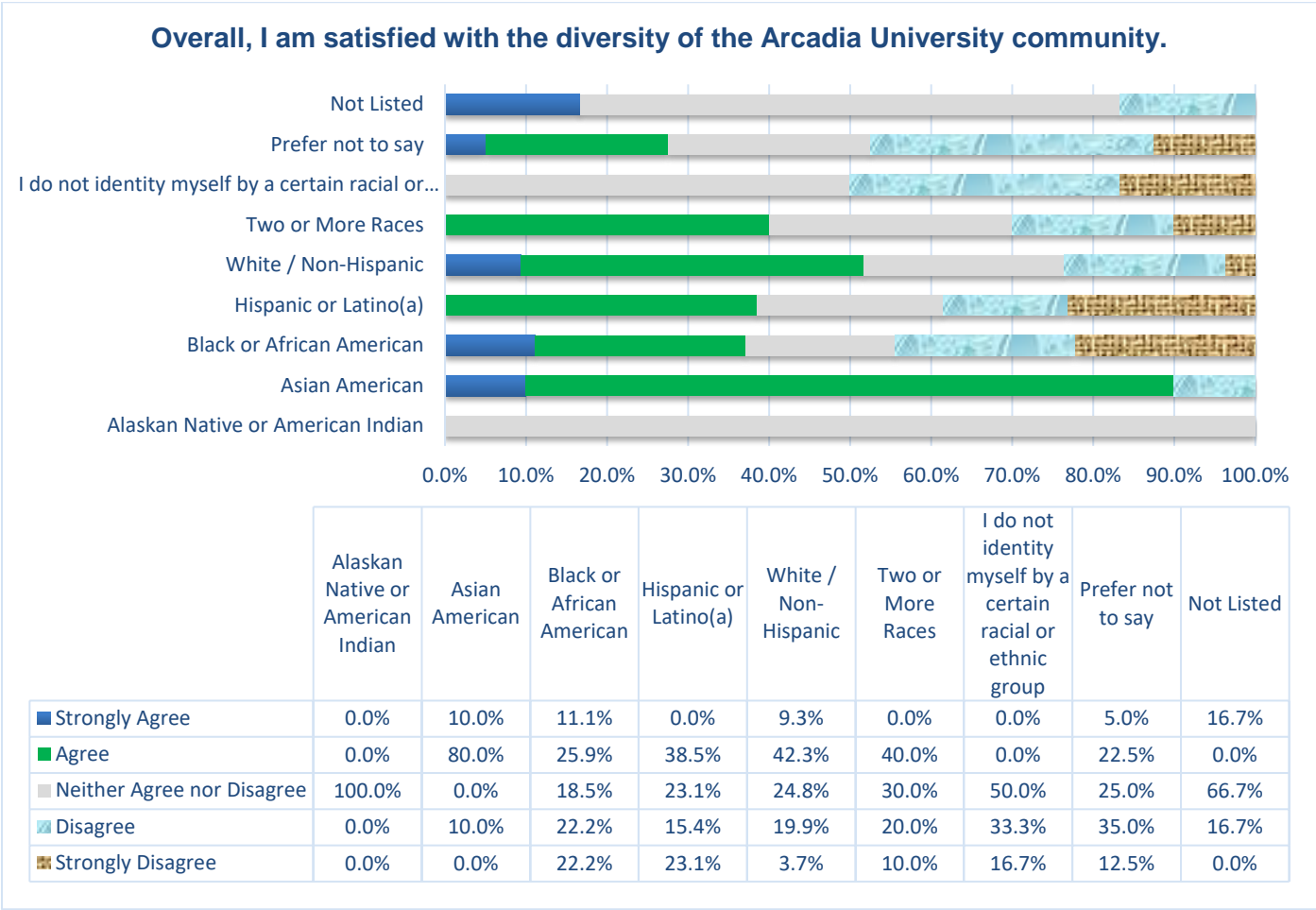
49% of all staff strongly agree or agree ($n=230$).



Overall, I am satisfied with the diversity of the Arcadia University community.

Race/Ethnicity & Responses (n=359). There was some variation in response to this question based on race/ethnicity. The highest rates of agreement was among Asian Americans (90%). The highest rates of disagreement was among those who do not identify by a certain racial or ethnic group. The highest rate of neutrality was among Alaskan Native or American Indians (100%).

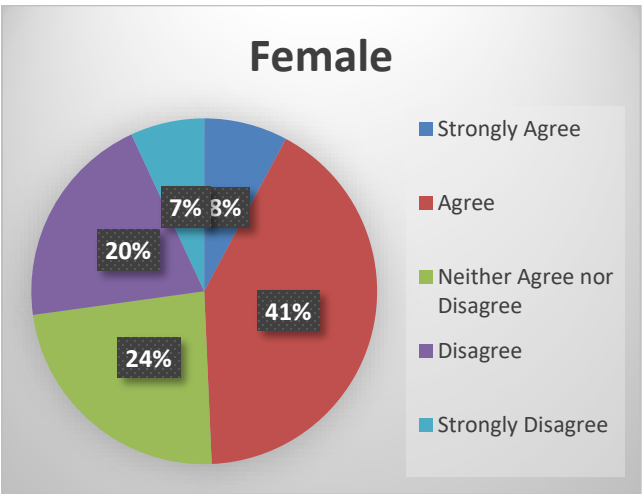
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.



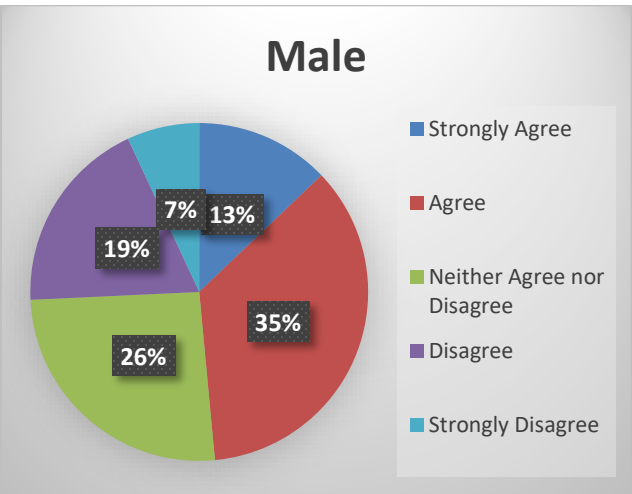
Overall, I am satisfied with the diversity of the Arcadia University community.

Gender & Response. There was variation in response but no statistically significant difference based on gender ($p=.60$).

49% of females strongly agree or agree

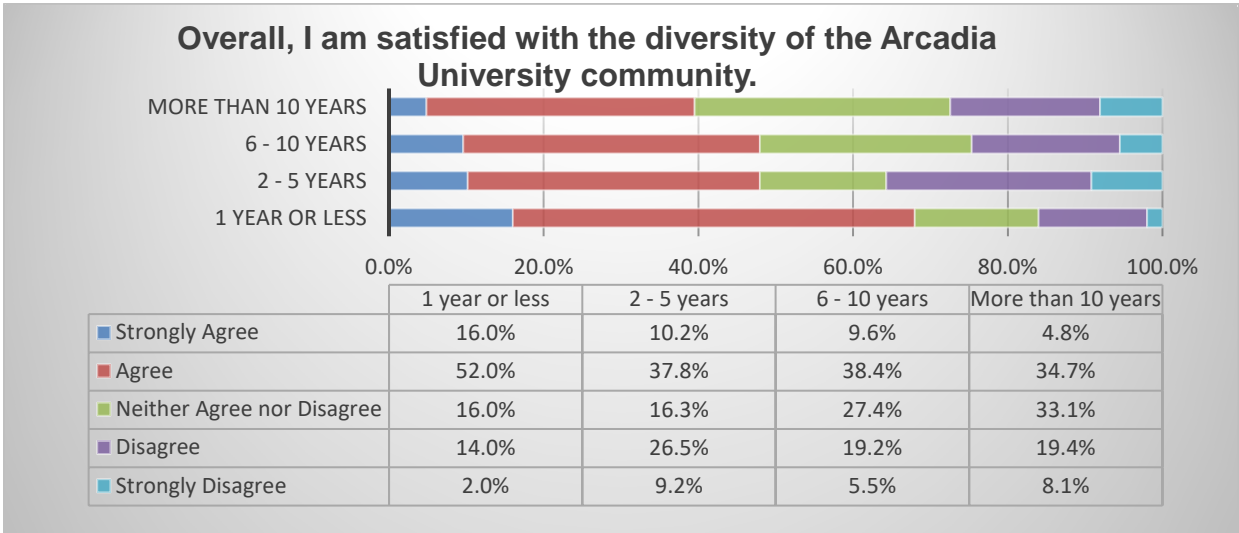


48% of males strongly agree or agree



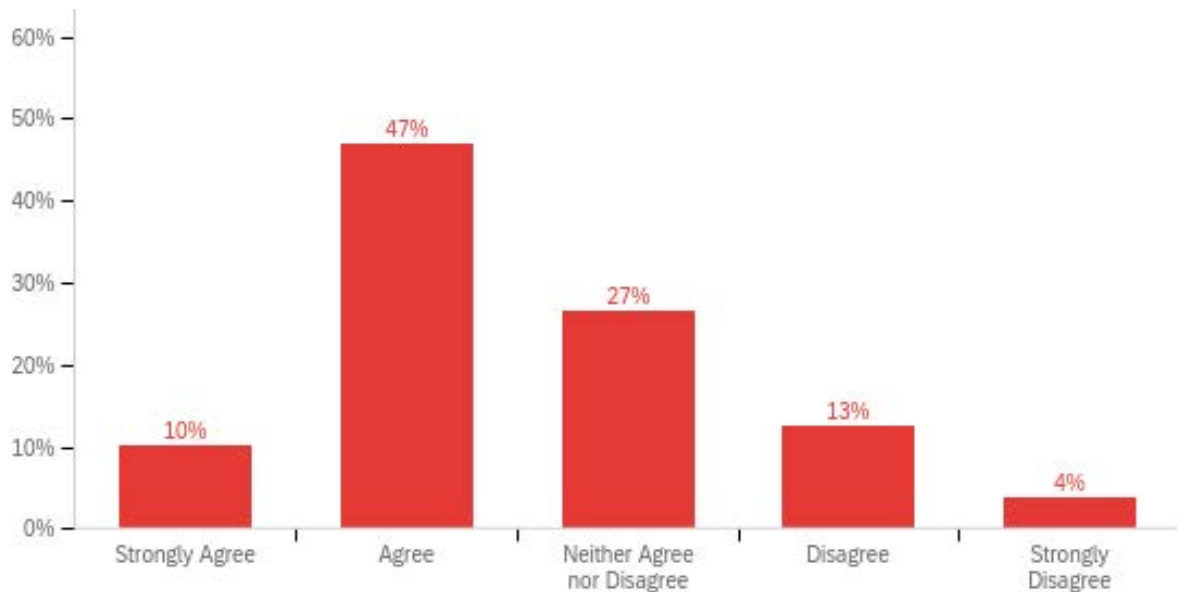
Years Employed & Response. There was variation but not a statistically significant difference in response based on number of years employed at Arcadia University ($p=0.10$).

- 68% of those employed at Arcadia 1 year or less strongly agree or agree
- 48% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 48% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 40% of those employed at Arcadia more than 10 years strongly agree or agree



25. Overall, I feel as though my opinion is valued by the Arcadia community.

Overall Response. 57% of all respondents strongly agree or agree.

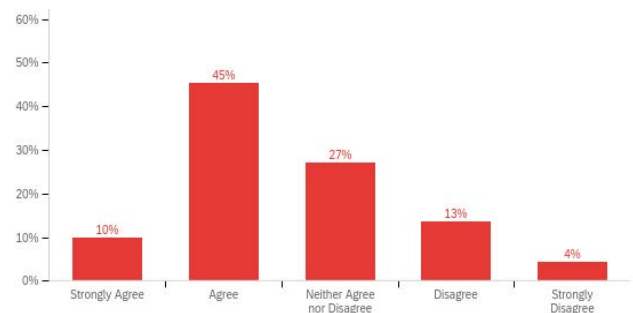
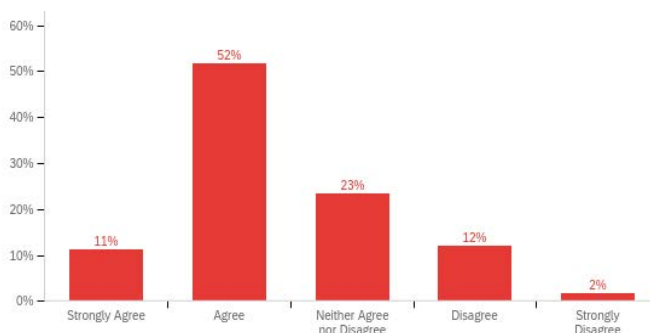


Answer	%	Count
Strongly Agree	10.14%	37
Agree	46.85%	171
Neither Agree nor Disagree	26.58%	97
Disagree	12.60%	46
Strongly Disagree	3.84%	14
Total	100%	365

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.37$). There is an 8-point difference in the rate of agreement between faculty and staff, with faculty reporting higher rates of agreement.

63% of all faculty strongly agree or agree ($n=116$).

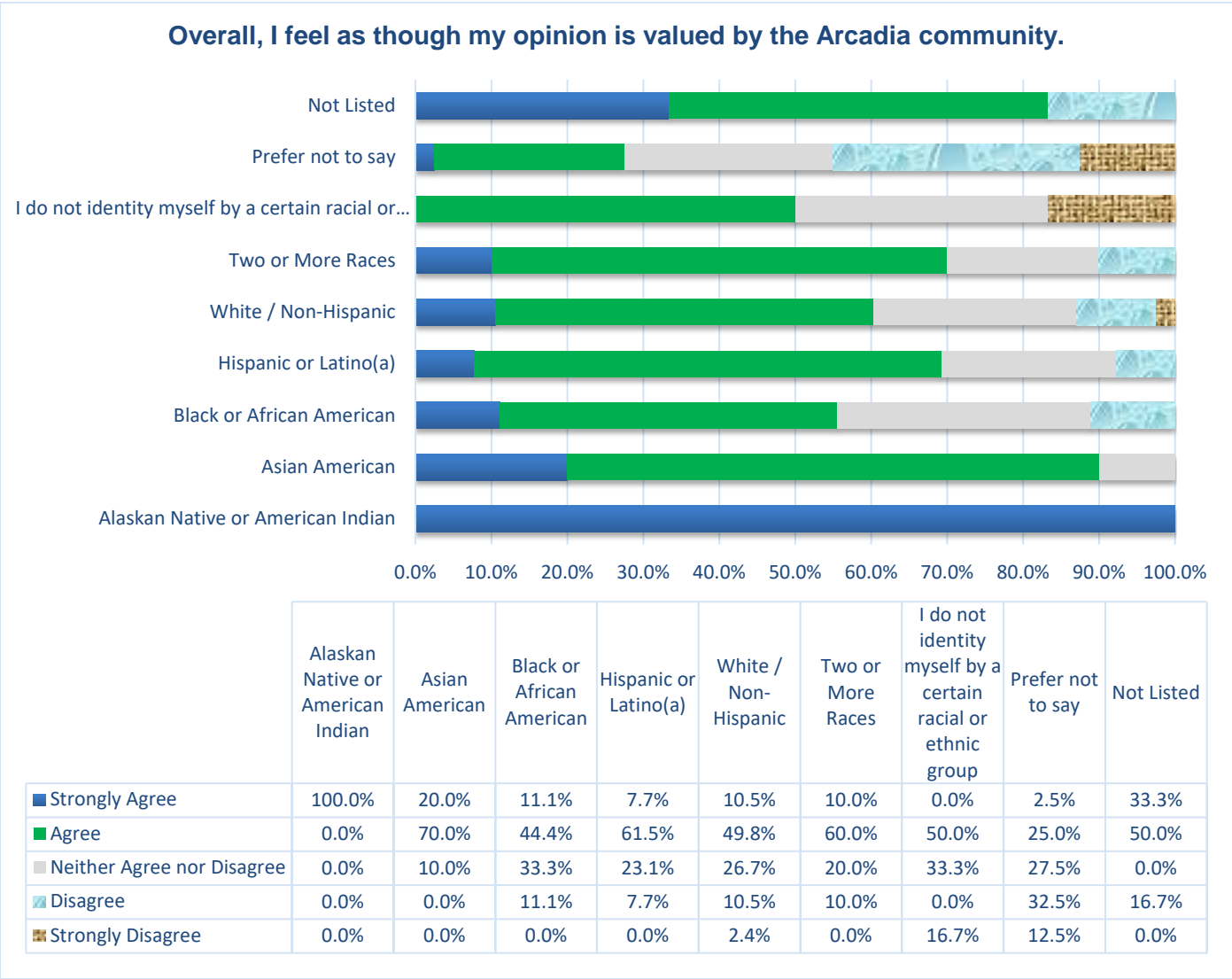
55% of all staff strongly agree or agree ($n=230$).



Overall, I feel as though my opinion is valued by the Arcadia community.

Race/Ethnicity & Response (n=360). There was some variation in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement was among those who prefer not to say (45%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and Black or African Americans (both 33%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and White non-Hispanics the highest rate of disagreement.

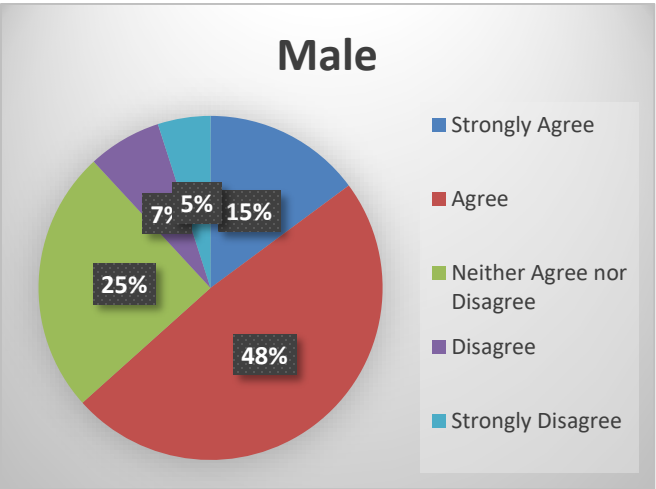
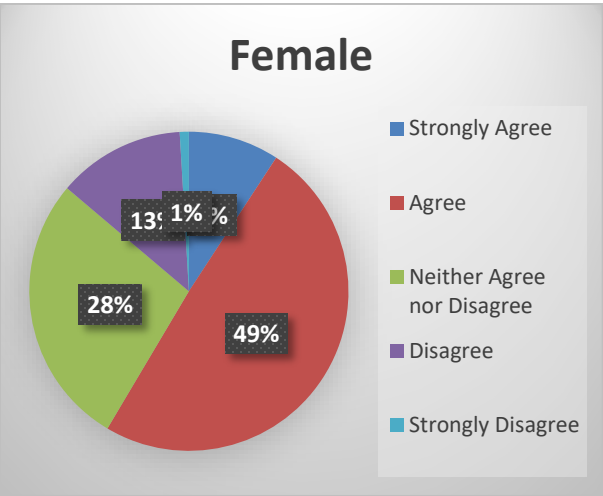


Overall, I feel as though my opinion is valued by the Arcadia community.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.00$). Overall rates of agreement were similar. But, the rate of strongly agree among males was six percentage points higher compared to females, and their rates of disagreement and neutrality were lower.

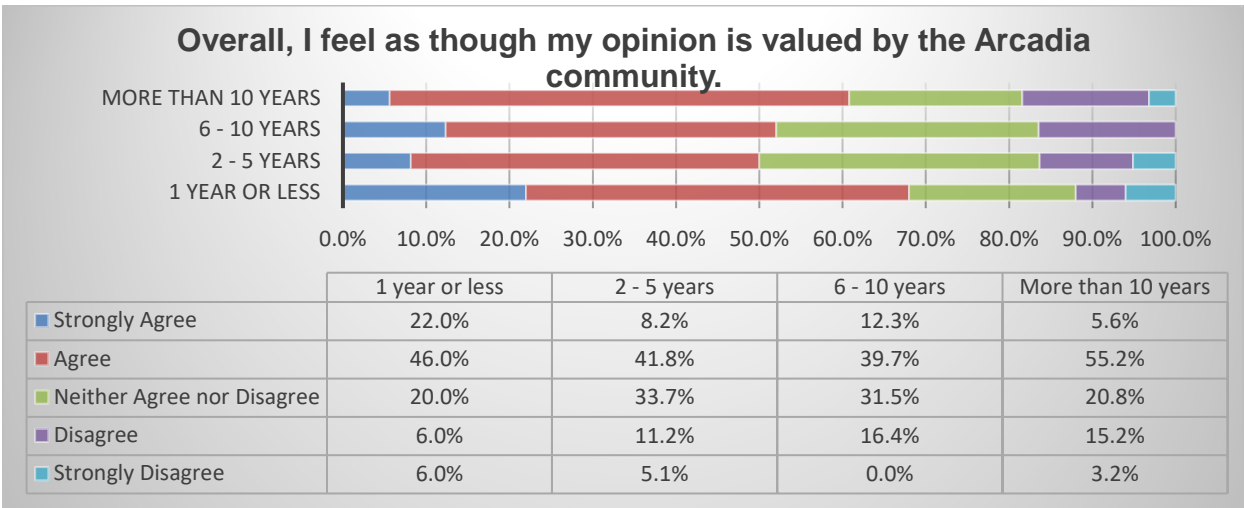
58% of females strongly agree or agree

63% of males strongly agree or agree



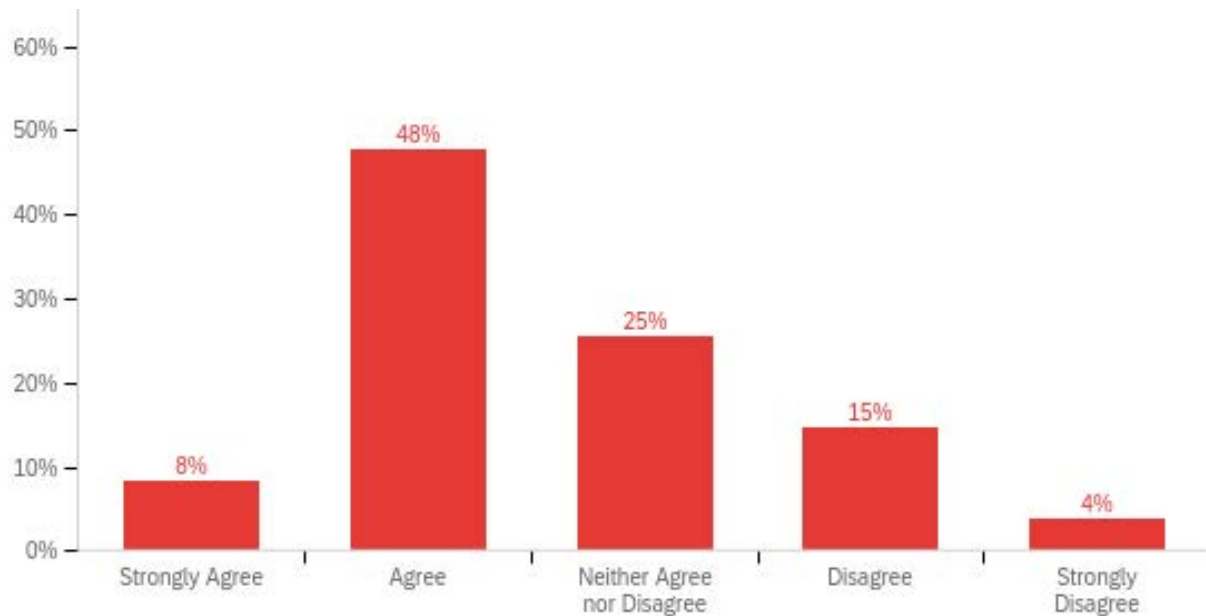
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.02$).

- 68% of those employed at Arcadia 1 year or less strongly agree or agree
- 50% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 52% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 61% of those employed at Arcadia more than 10 years strongly agree or agree



26. Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia is appropriate.

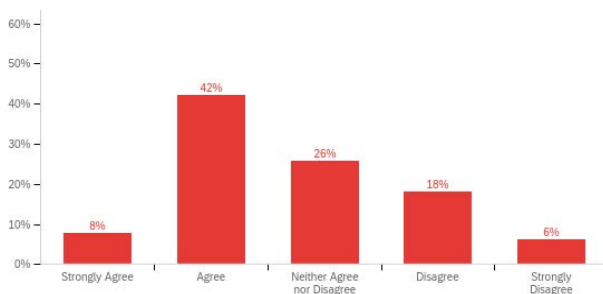
Overall Response. 56% of all respondents strongly agree or agree. Overall, rates of agreement were low and rates of neutrality were high.



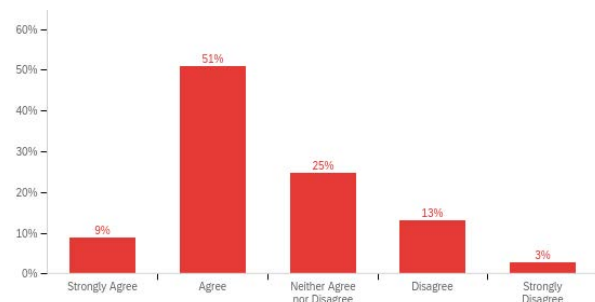
Answer	%	Count
Strongly Agree	8.20%	30
Agree	47.81%	175
Neither Agree nor Disagree	25.41%	93
Disagree	14.75%	54
Strongly Disagree	3.83%	14
Total	100%	366

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.69$). Rates of agreement were low in both groups. There is a 10-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

50% of all faculty strongly agree or agree ($n=116$).



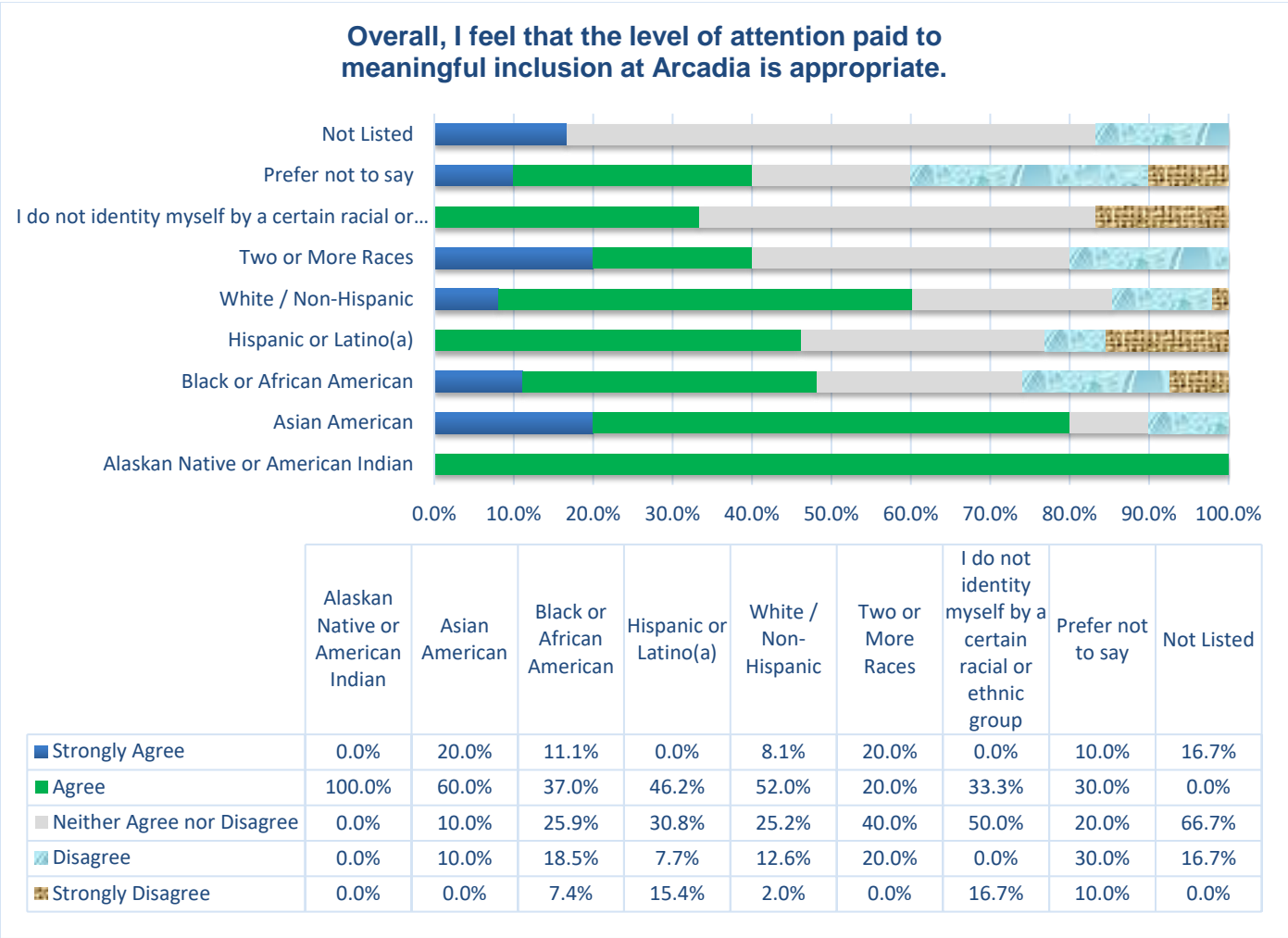
60% of all staff strongly agree or agree ($n=230$).



Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia is appropriate.

Race/Ethnicity & Response (n=359). There was variation in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement was among those who prefer not to say (40%). The highest rate of neutrality was among those whose race ethnicity was not listed (67%).

Among those who identify, their race/ethnicity was listed and they answered, those who belong to two or more races had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.

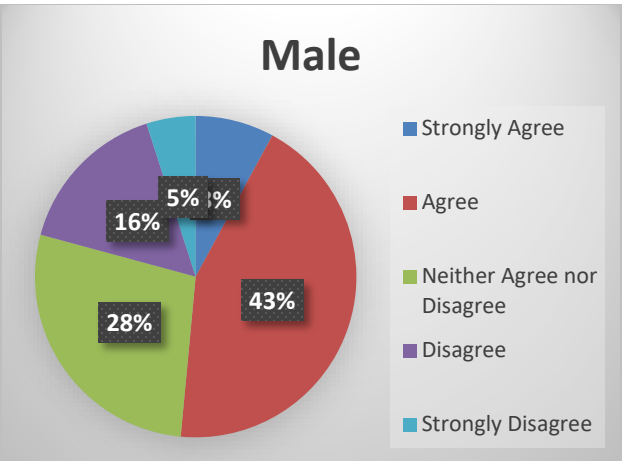
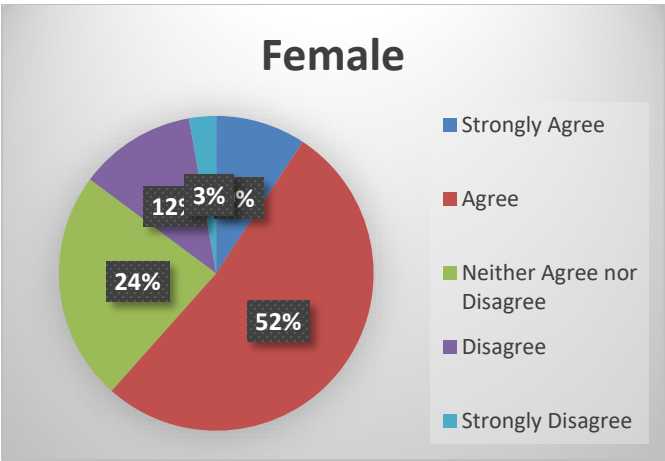


Overall, I feel that the level of attention paid to meaningful inclusion at Arcadia is appropriate.

Gender & Response. There was variation but no statistically significant difference in response based on gender ($p=0.23$). Females reported higher rates of agreement and males reported higher rates of disagreement and neutrality.

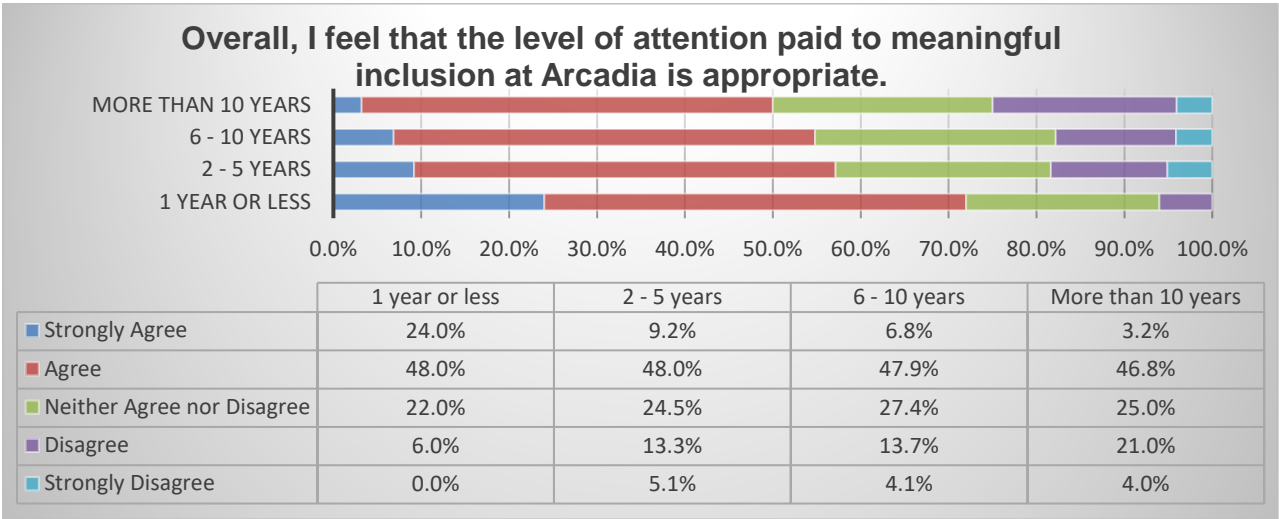
61% of females strongly agree or agree

52% of males strongly agree or agree



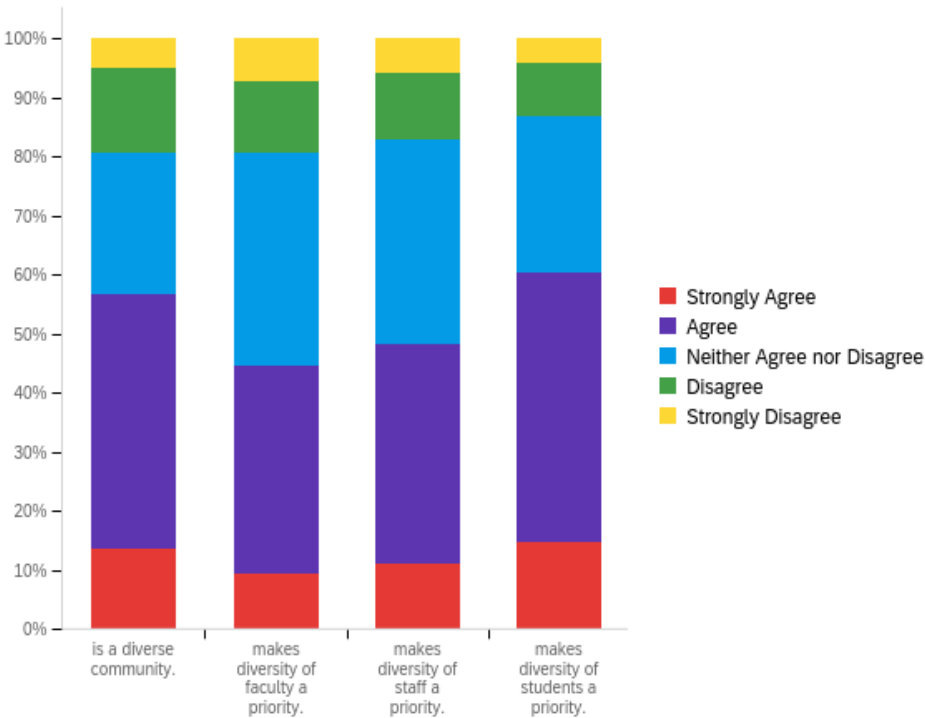
Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia University ($p=0.01$).

- 72% of those employed at Arcadia 1 year or less strongly agree or agree
- 57% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 55% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 50% of those employed at Arcadia more than 10 years strongly agree or agree



Section II: Campus Climate

27. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the following statements: **I believe that Arcadia University:**



57% of all respondents strongly agree or agree Arcadia University is a diverse community.

45% of all respondents strongly agree or agree Arcadia University makes diversity of faculty a priority.

48% of all respondents strongly agree or agree Arcadia University makes diversity of staff a priority.

61% of all respondents strongly agree or agree Arcadia University makes diversity of students a priority.

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
is a diverse community.	13.74%	42.86%	24.18%	14.29%	4.95%	364
makes diversity of faculty a priority.	9.32%	35.34%	35.89%	12.33%	7.12%	365
makes diversity of staff a priority.	11.02%	37.19%	34.71%	11.29%	5.79%	363
makes diversity of students a priority.	14.64%	45.86%	26.24%	9.12%	4.14%	362

Arcadia University is a diverse community.

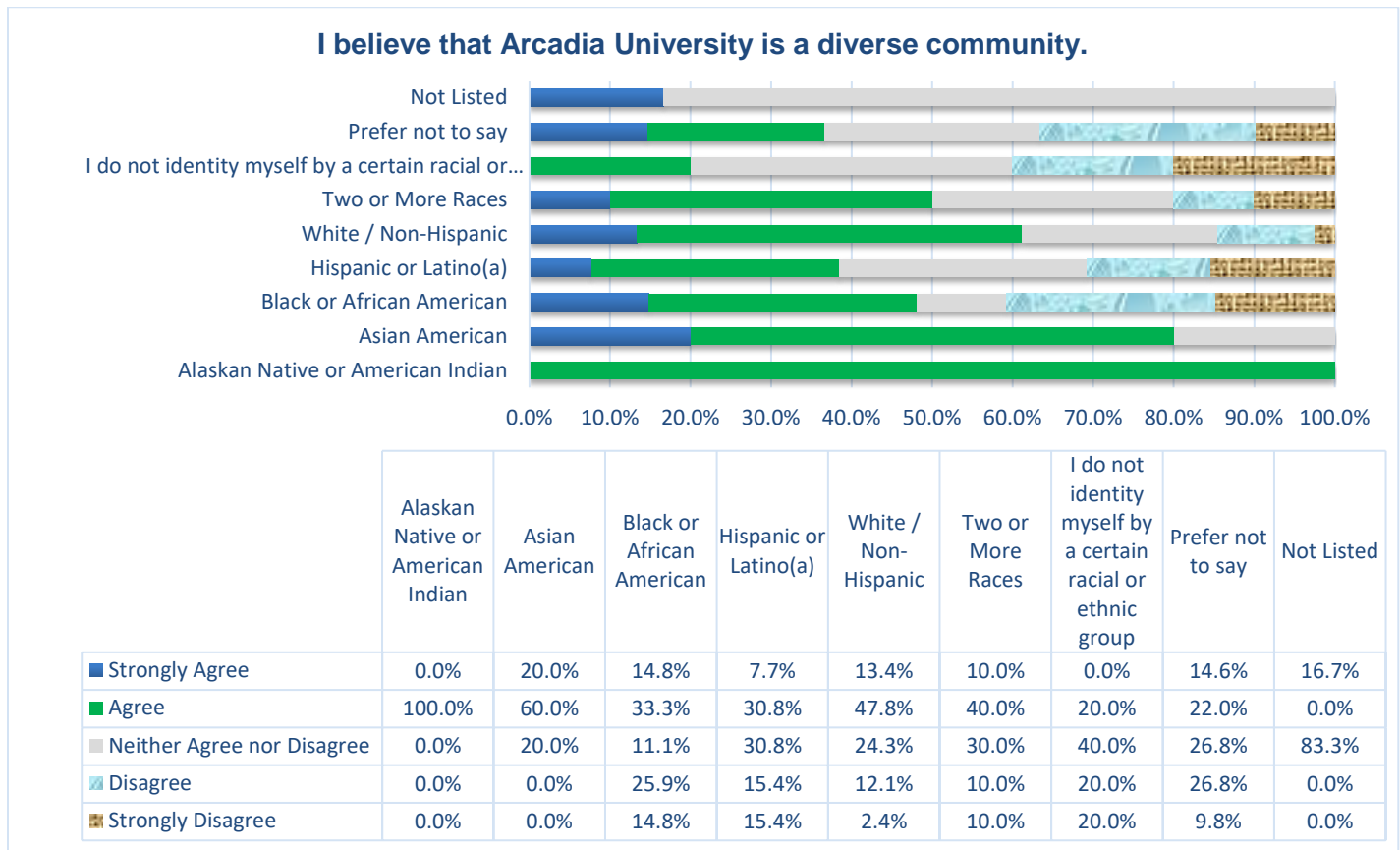
27a

Position Type & Response. There was some variation in response but no statistically significant difference in response based on position type ($p=0.08$). Rates of agreement were low in both groups. There was a 13-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

- 47% of all faculty strongly agree or agree ($n=116$) compared to 60% of all staff ($n=229$).

Race Ethnicity & Response ($n=356$). There was variation in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement was among Black or African Americans (41%). The highest rate of neutrality was among those whose race ethnicity was not listed (83%).

Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.

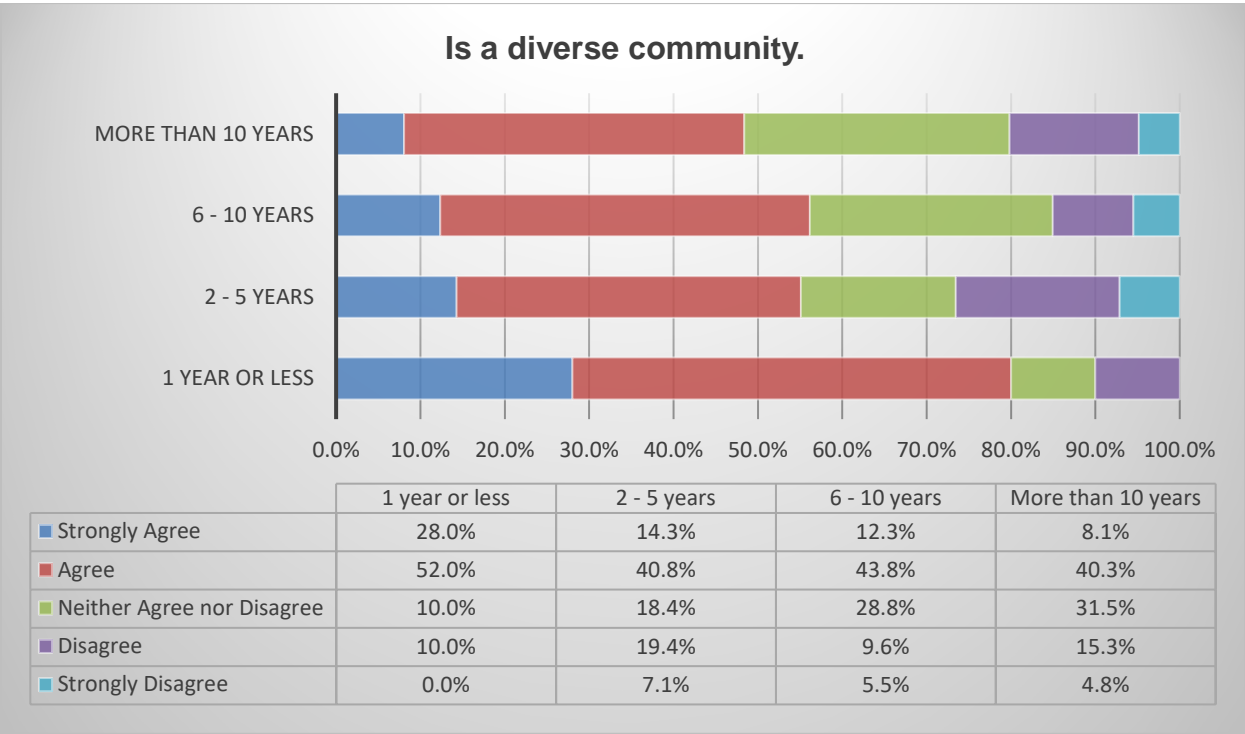


Arcadia University is a diverse community.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.76).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia (p=0.03).

- 80% of those employed at Arcadia 1 year or less strongly agree or agree
- 55% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 56% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 48% of those employed at Arcadia more than 10 years strongly agree or agree



Arcadia University makes diversity of faculty a priority.

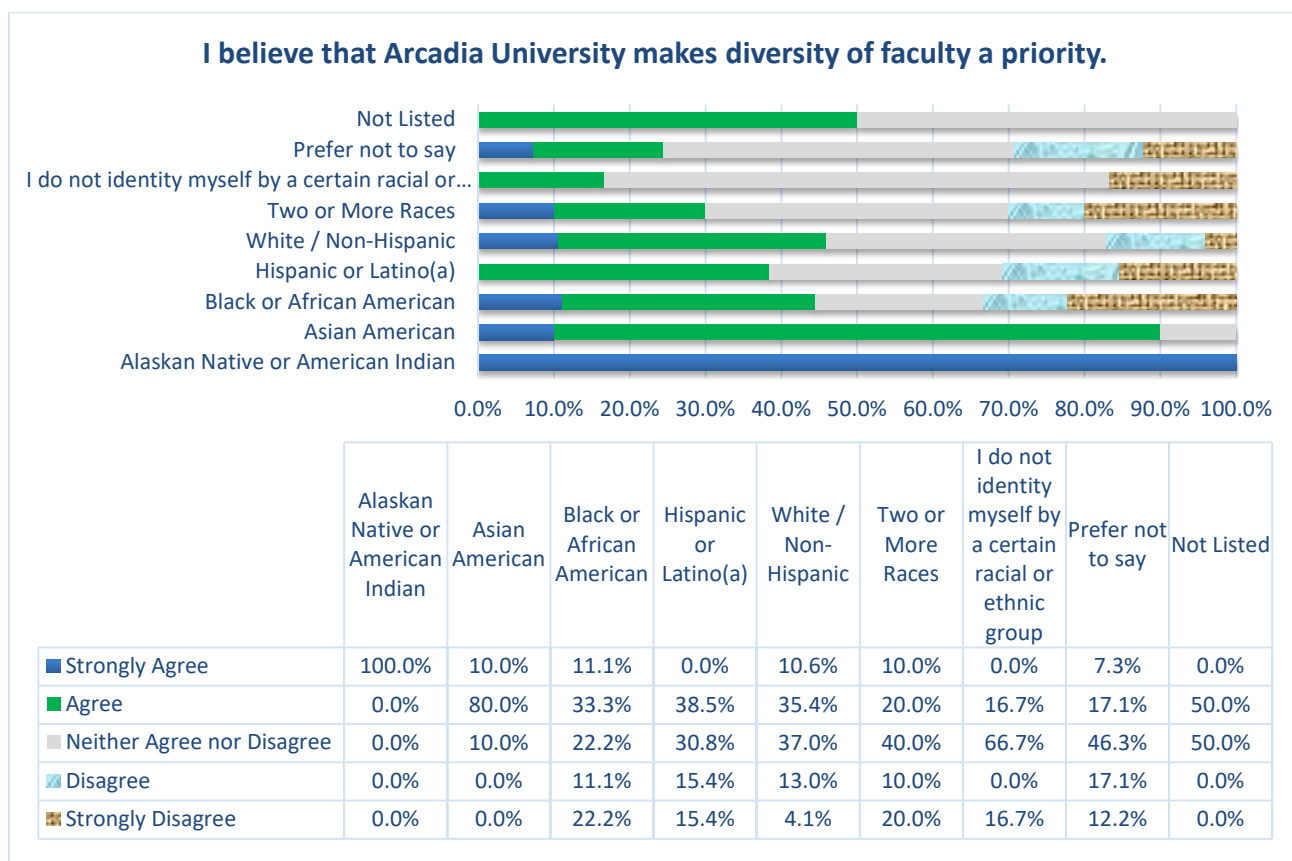
27b

Position Type & Response. There was some variation but no statistically significant difference in response based on position type ($p=0.21$). Rates of agreement were low in both groups.

- 41% of all faculty strongly agree or agree ($n=115$) compared to 45% of all staff ($n=230$).

Race Ethnicity & Response ($n=356$). There was variation in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement was among Black or African Americans (33%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (67%).

Among those who identify, their race/ethnicity was listed and they answered, those who belong to two or more races had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.



Gender & Response. There was little variation and no statistically significant difference in response based on gender ($p=0.95$).

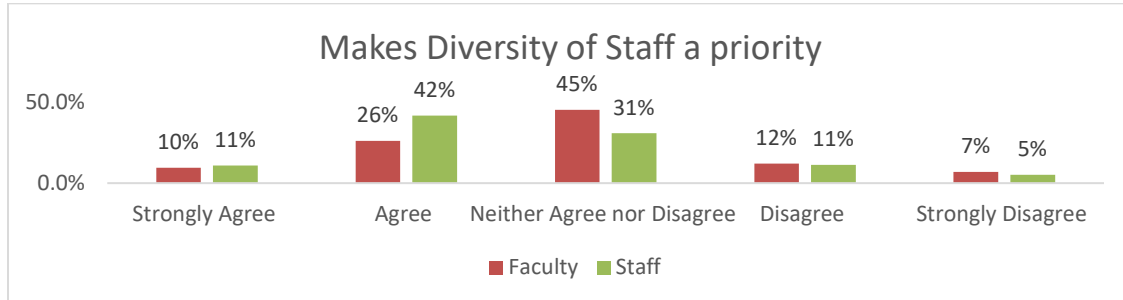
Years Employed & Response. There was little variation and no statistically significant difference in response based on number of years employed at Arcadia ($p=0.29$).

Arcadia University makes diversity of staff a priority.

27c

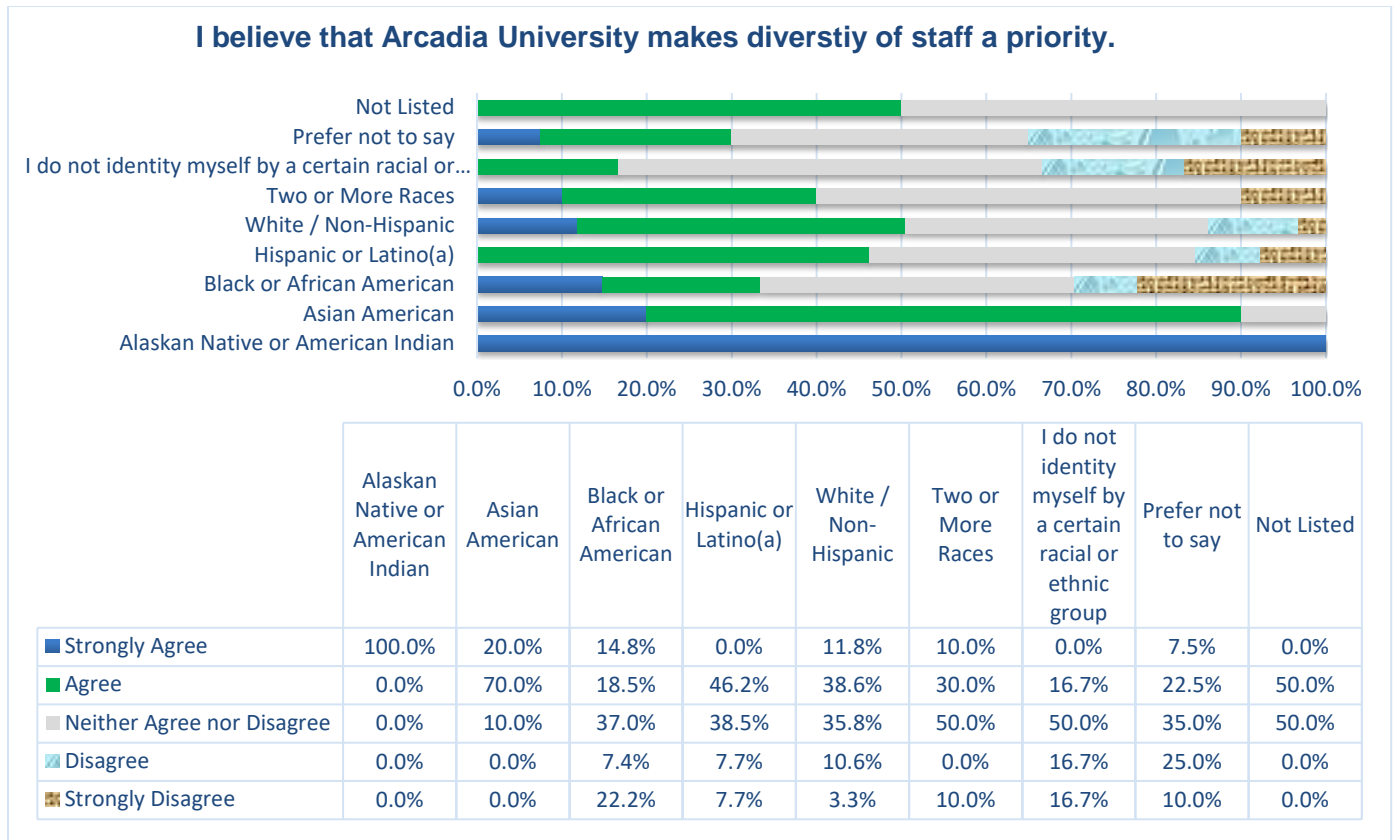
Position Type & Response. There was variation and a **statistically significant** difference in response based on position type ($p=0.05$). There was a 17-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

- 36% of all faculty strongly agree or agree ($n=115$) compared to 53% of all staff ($n=230$).



Race/Ethnicity & Response ($n=356$). There was variation in response to this question based on race/ethnicity. The highest rates of agreement was among Alaskan Native or American Indians (100%). The highest rates of disagreement was among those who prefer not to say (35%). The highest rate of neutrality was 50% which was reported by three groups: those whose race ethnicity was not listed; those who do not identify by a certain racial or ethnic group; and those who belong to two or more races.

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

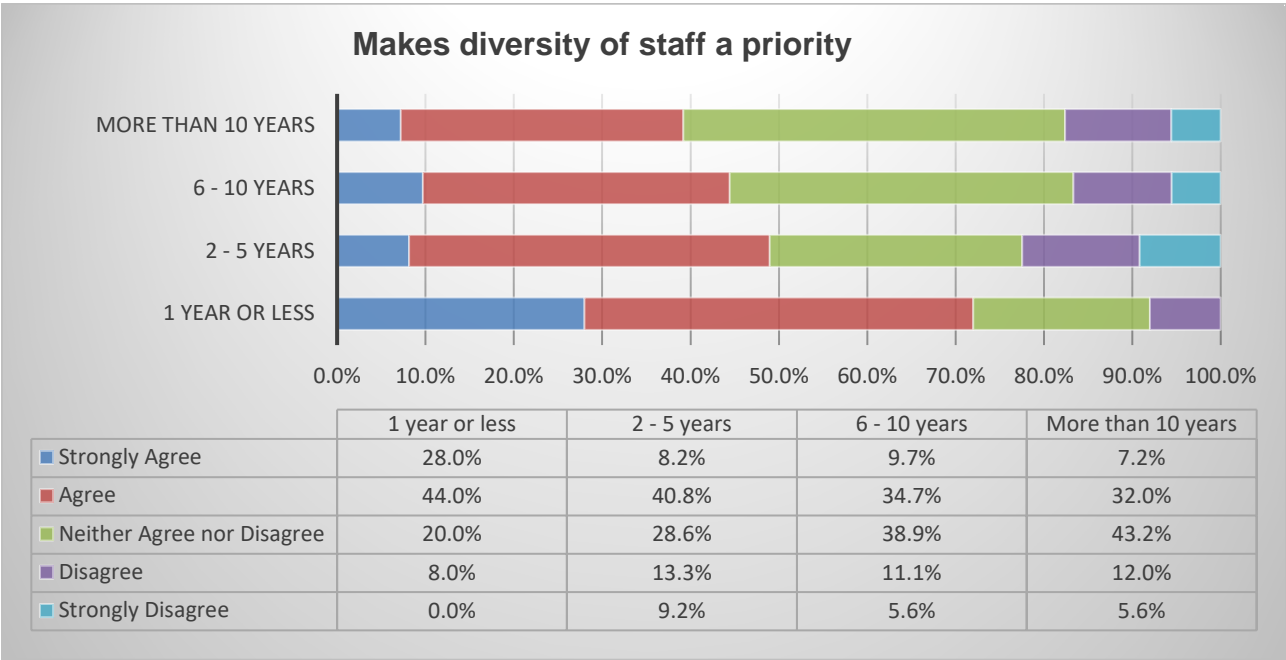


Arcadia University makes diversity of staff a priority.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.92).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia (p=0.01).

- 72% of those employed at Arcadia 1 year or less strongly agree or agree
- 49% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 44% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 39% of those employed at Arcadia more than 10 years strongly agree or agree



Arcadia University makes diversity of students a priority.

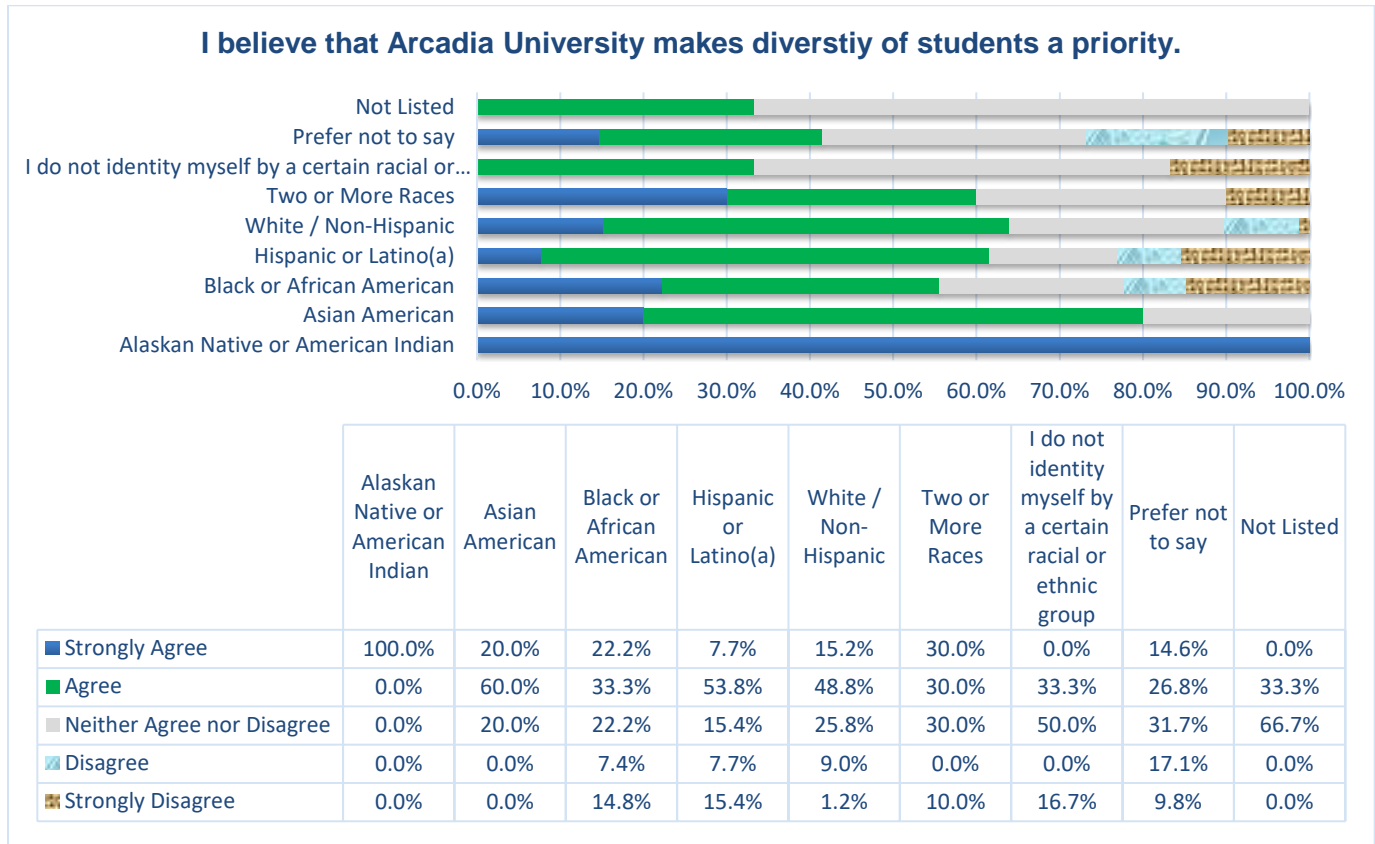
27d

Position Type & Response. There variation but no statistically significant difference in response based on position type ($p=0.11$). There was an 18-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

- 48% of all faculty strongly agree or agree ($n=115$) compared to 66% of all staff ($n=229$).

Race/Ethnicity & Response ($n=356$). There was some variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (27%). The highest rate of neutrality was among those whose race ethnicity was not listed (67%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and Black or African Americans and Hispanic or Latino(a)s (both 23%) had the highest rate of disagreement.

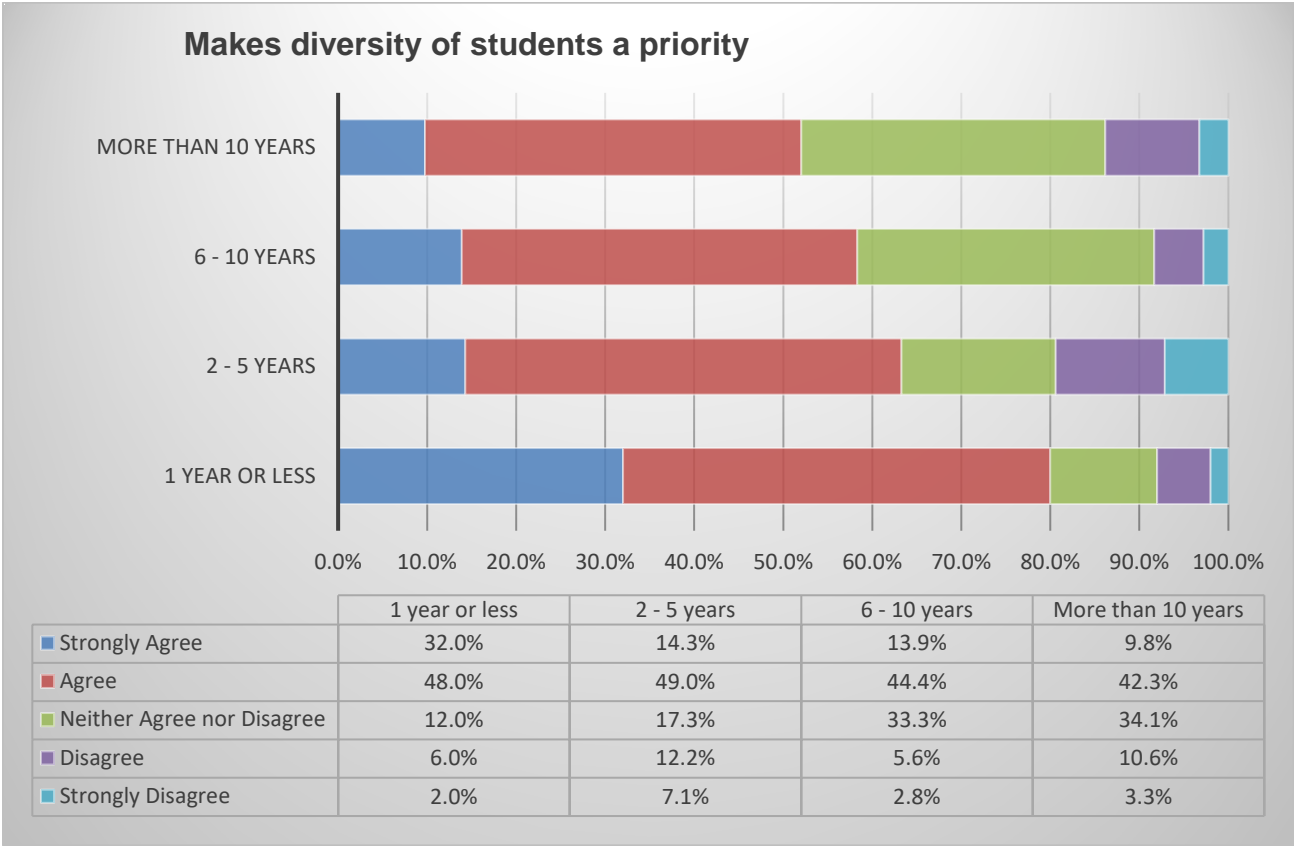


Arcadia University makes diversity of students a priority.

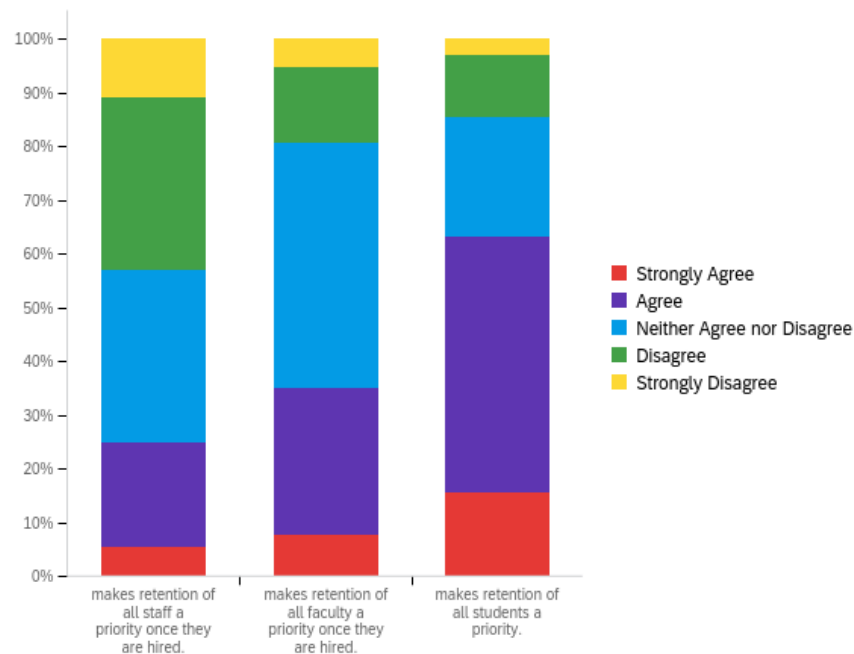
Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.76).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia (p=0.00).

- 80% of those employed at Arcadia 1 year or less strongly agree or agree
- 63% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 58% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 52% of those employed at Arcadia more than 10 years strongly agree or agree



28. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the following statements: **I believe that Arcadia University:**



43% of all respondents **disagree or strongly disagree** Arcadia University makes retention of staff a priority once they are hired.

45% of all respondents **neither agree nor disagree** Arcadia University makes retention of all faculty a priority once they are hired.

63% of all respondents strongly agree or agree Arcadia University makes retention of all students a priority.

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
makes retention of all staff a priority once they are hired.	5.51%	19.28%	32.23%	32.23%	10.74%	363
makes retention of all faculty a priority once they are hired.	7.73%	27.35%	45.58%	14.09%	5.25%	362
makes retention of all students a priority.	15.70%	47.38%	22.31%	11.57%	3.03%	363

Arcadia University makes retention of all staff a priority once they are hired.

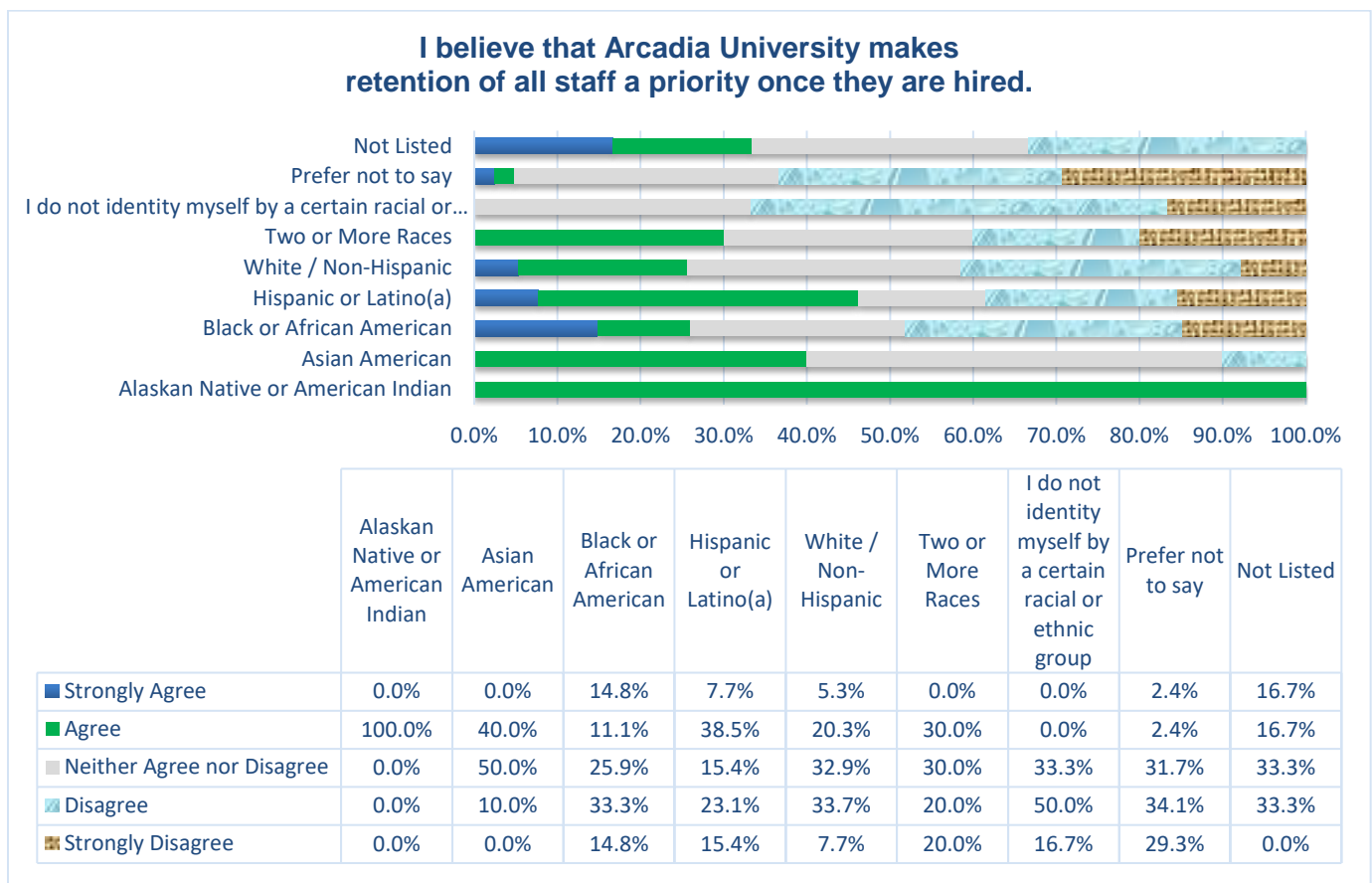
28a

Position Type & Response. There was variation and a **statistically significant** difference in response based on position type ($p=0.01$). Rates of agreement were low in both groups and there was notable neutrality among faculty about staff retention being a priority.

- 25% of all faculty strongly agree or agree and 30% disagree or strongly disagree. The majority reported they neither agree nor disagree ($n=115$).
- 24% of all staff strongly agree or agree and 50% disagree or strongly disagree ($n=230$).

Race/Ethnicity & Responses ($n=356$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who do not identify by a certain racial or ethnic group (67%). The highest rate of neutrality was among Asian Americans (50%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and Black or African Americans and the highest rate of disagreement.

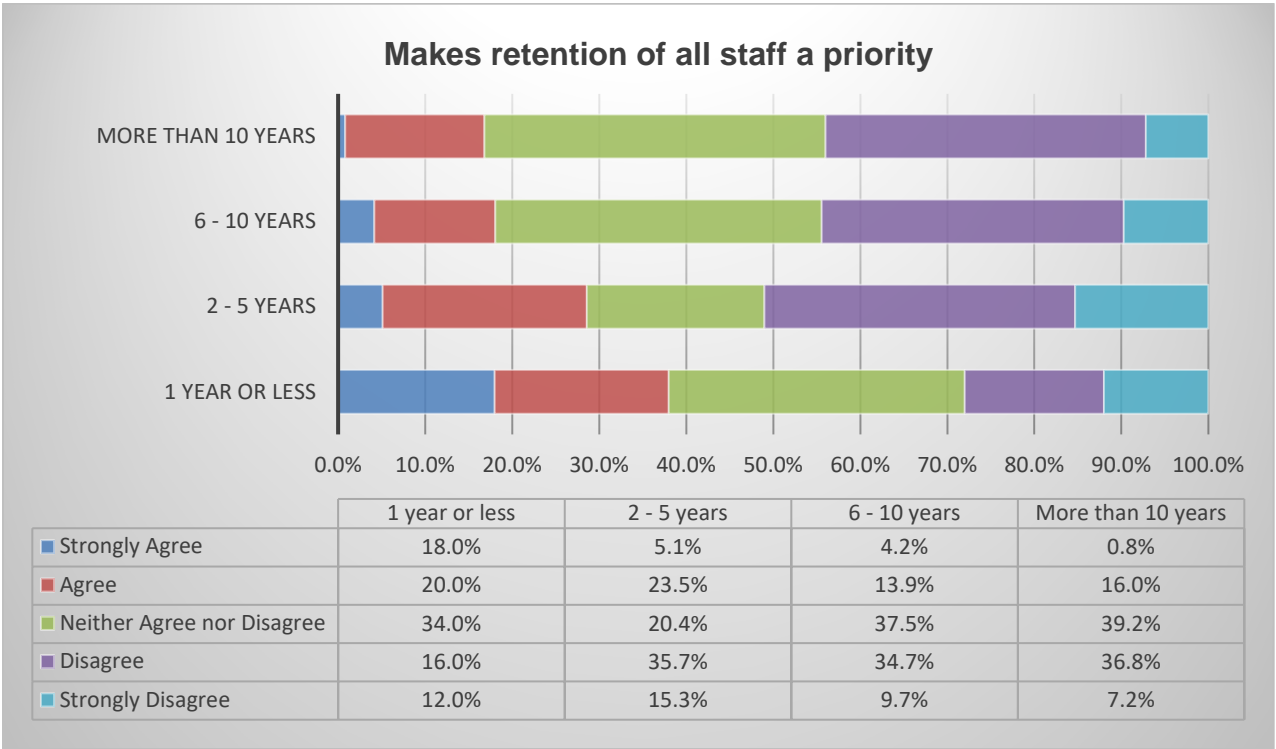


Arcadia University makes retention of all staff a priority once they are hired.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.36).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia (p=0.00).

- 38% of those employed at Arcadia 1 year or less strongly agree or agree
- 29% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 18% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 17% of those employed at Arcadia more than 10 years strongly agree or agree



Arcadia University makes retention of all faculty a priority once they are hired.

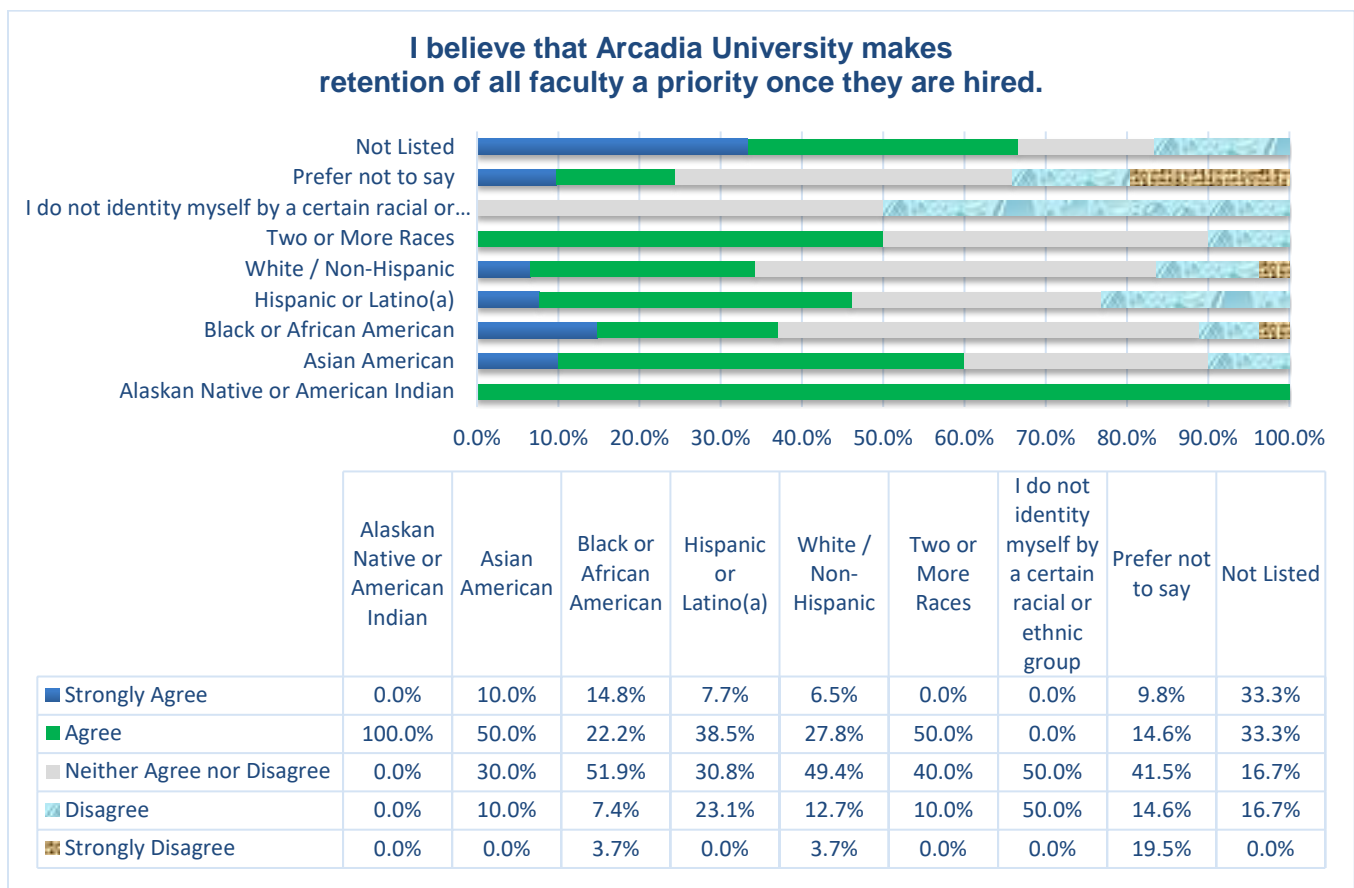
28b

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=0.23$). Rates of agreement were low in both groups and there was notable neutrality among staff about retention of faculty being a priority.

- 35% of all faculty strongly agree or agree and 30% disagree or strongly disagree. (n=115)
- 33% of all staff strongly agree or agree and 9% disagree or strongly disagree. The majority, 58% reported they neither agree nor disagree. (n=230).

Race/Ethnicity & Responses (n=359). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who do not identify by a certain racial or ethnic group (50%). The highest rate of neutrality was among Black or African Americans (52%).

Among those who identify, their race/ethnicity was listed and they answered, White non-Hispanic had the lowest rate of agreement and Hispanic or Latino(a)s had the highest rate of disagreement.

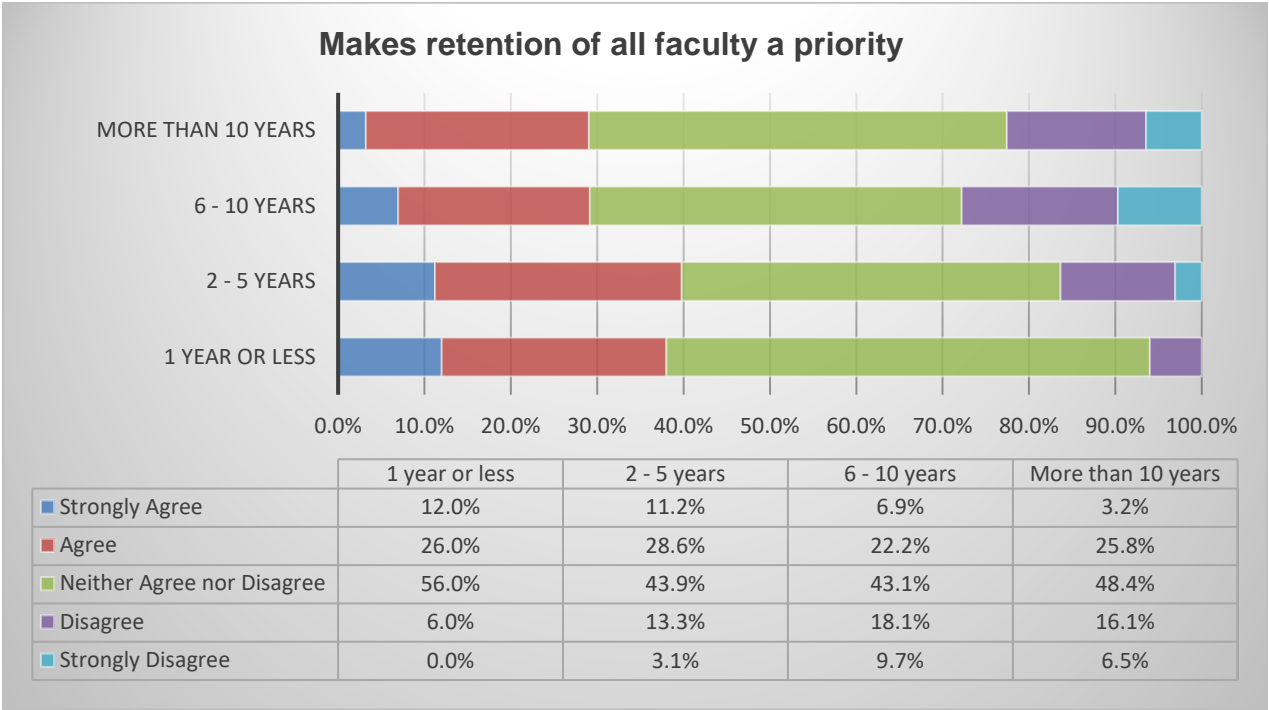


Arcadia University makes retention of all faculty a priority once they are hired.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.45).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of years employed at Arcadia (p=0.03).

- 38% of those employed at Arcadia 1 year or less strongly agree or agree
- 40% of those employed at Arcadia 2 to 5 years strongly agree or agree
- 29% of those employed at Arcadia 6 to 10 years strongly agree or agree
- 29% of those employed at Arcadia more than 10 years strongly agree or agree



Arcadia University makes retention of all students a priority.

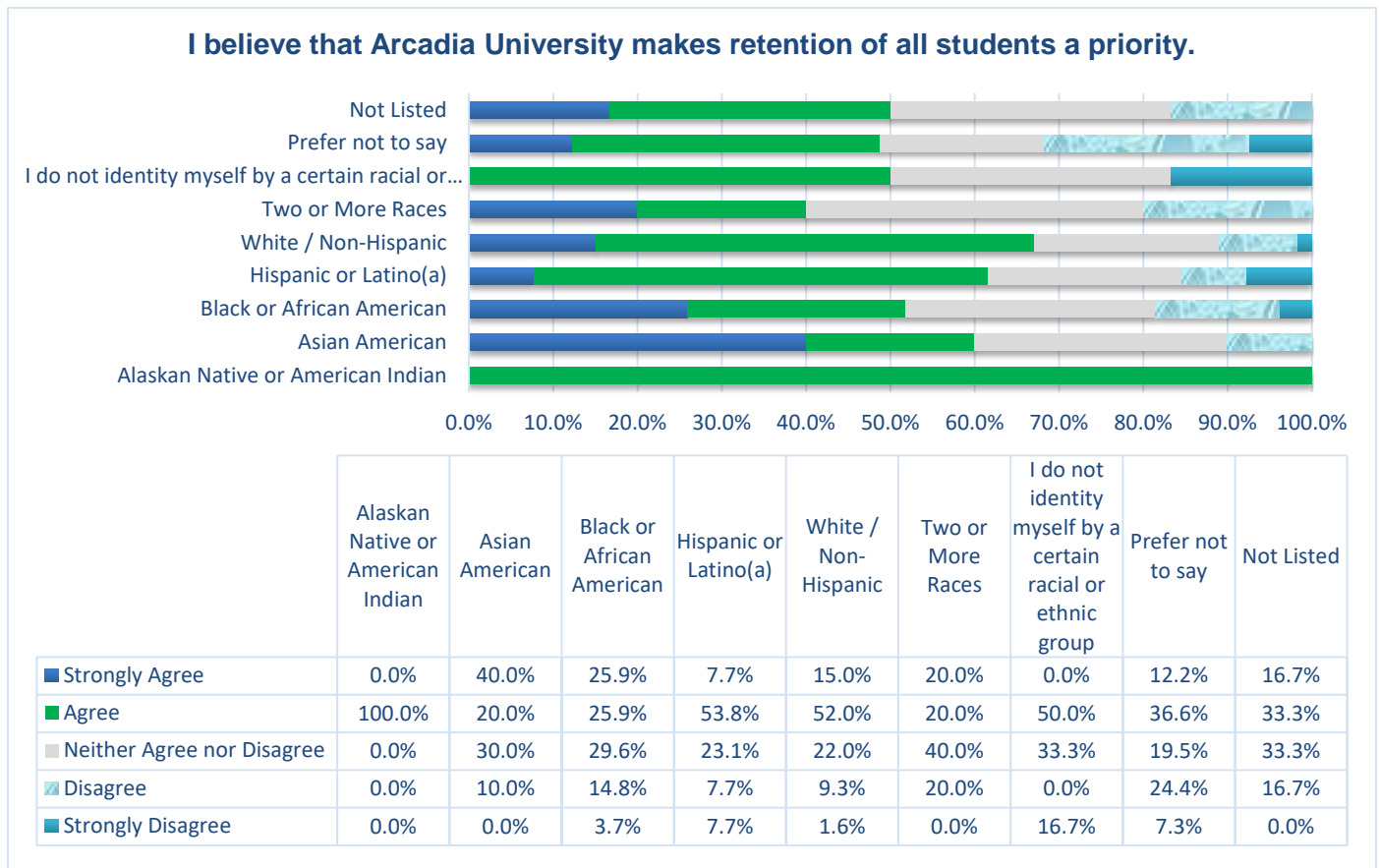
28c

Position Type & Response. There was no difference in responses based on position type.

- 63% of all faculty strongly agree or agree (n=115) compared to 63% of all staff (n=230).

Race/Ethnicity & Responses (n=359). There was some variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (25%). The highest rate of neutrality was among those who belong to two or more races (40%).

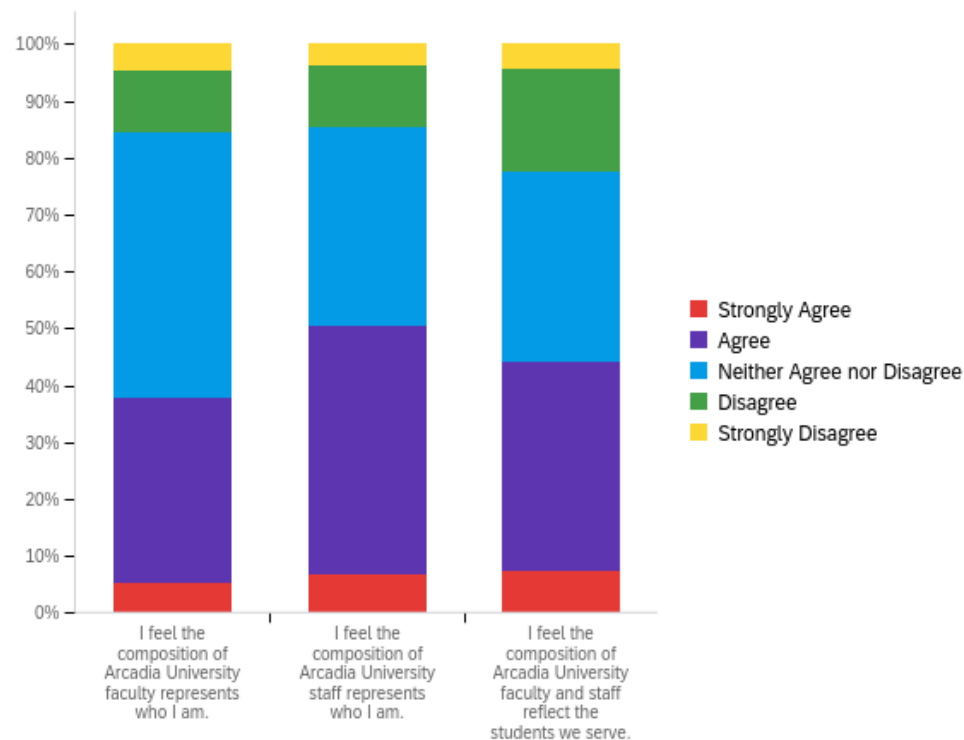
Among those who identify, their race/ethnicity was listed and they answered, those who belong to two or more races had the lowest rate of agreement and the highest rate of disagreement.



Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.27).

Years Employed & Response. There was some variation but no statistically significant difference in response based on number of years employed at Arcadia (p=0.51).

29. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the statements that follow.



47% of all respondents **neither agree nor disagree** with the statement “I feel the composition of Arcadia University faculty represents who I am.”

50% of all respondents strongly agree or agree with the statement “I feel the composition of Arcadia University staff represents who I am.”

44% of all respondents strongly agree or agree with the statement “I feel the composition of Arcadia University faculty and staff reflect the students we serve.”

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
I feel the composition of Arcadia University faculty represents who I am.	5.35%	32.39%	46.76%	10.70%	4.79%	355
I feel the composition of Arcadia University staff represents who I am.	6.76%	43.66%	34.93%	10.70%	3.94%	355
I feel the composition of Arcadia University faculty and staff reflect the students we serve.	7.30%	36.80%	33.43%	17.98%	4.49%	356

I feel the composition of Arcadia University faculty represents who I am.

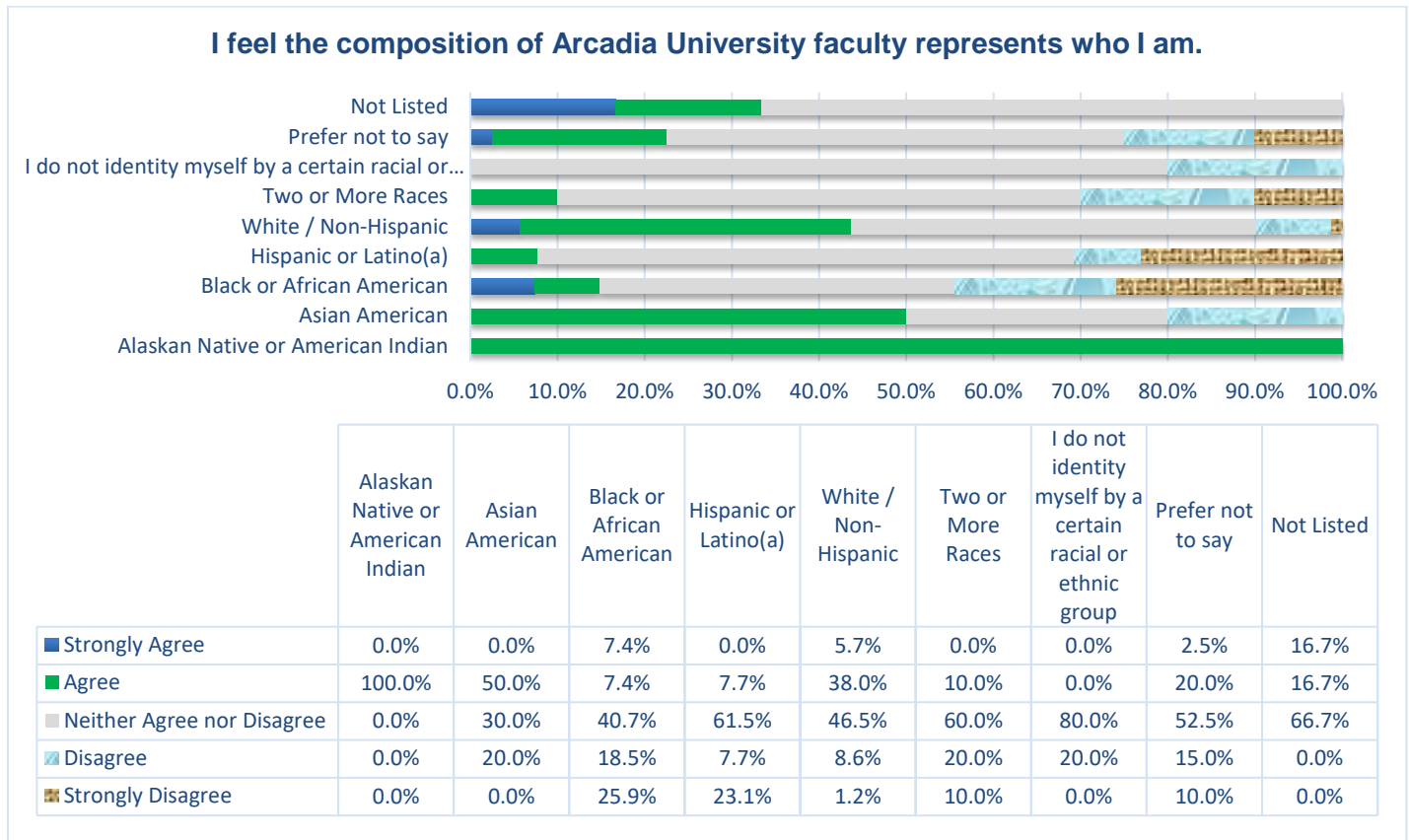
29a

Position Type & Response. There was variation and a **statistically significant** difference in response based on position type ($p=0.00$). The rate of agreement was low in both groups. There was an **11-point difference** in the rate of agreement based on position type and there was notable neutrality among staff about faculty representing who they are.

- 45% of all faculty strongly agree or agree and 25% disagree or strongly disagree. 31% reported they neither agree nor disagree ($n=114$).
- 34% of all staff strongly agree or agree and 11% disagree or strongly disagree. The majority, 55% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Responses ($n=359$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Black or African Americans (44%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (80%).

Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement (8%) and Black or African Americans had the highest rate of disagreement.



Gender & Response. There was little variation and no statistically significant difference in response based on gender ($p=0.39$).

Years Employed & Response. There was some variation but no statistically significant difference in response based on gender ($p=0.51$).

I feel the composition of Arcadia University staff represents who I am.

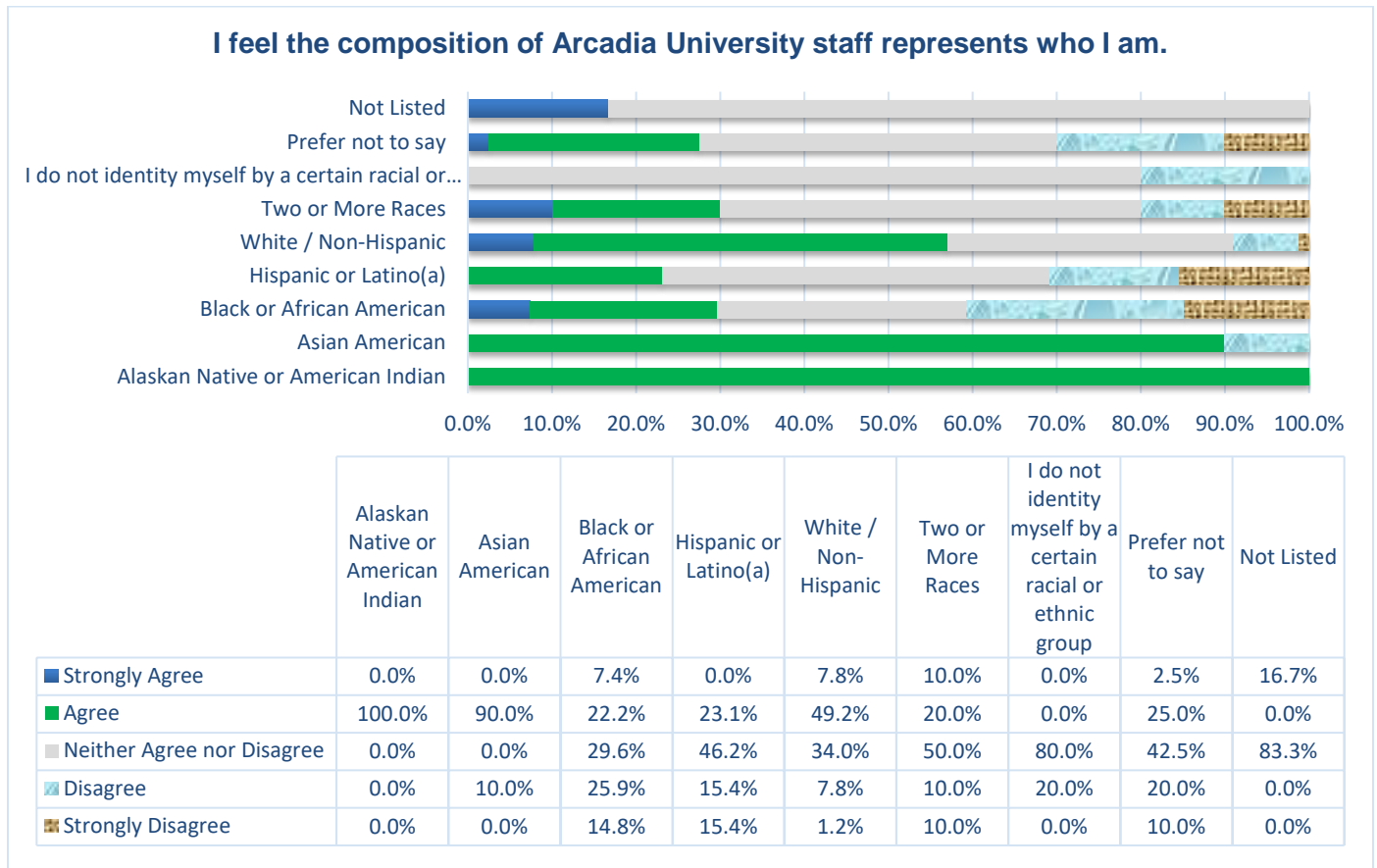
29b

Position Type & Response. There was variation and a statistically significant difference in response based on position type ($p=0.00$). The rate of agreement was low overall. There was a **19-point difference** in the rate of agreement based on position type and notable neutrality among faculty about staff representing who they are.

- 37% of all faculty strongly agree or agree and 13% disagree or strongly disagree. 50% reported they neither agree nor disagree ($n=113$).
- 56% of all staff strongly agree or agree and 15% disagree or strongly disagree. 28% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Responses ($n=359$). Again, there was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Black or African Americans (41%). The highest rate of neutrality was among those whose race ethnicity was not listed (83%).

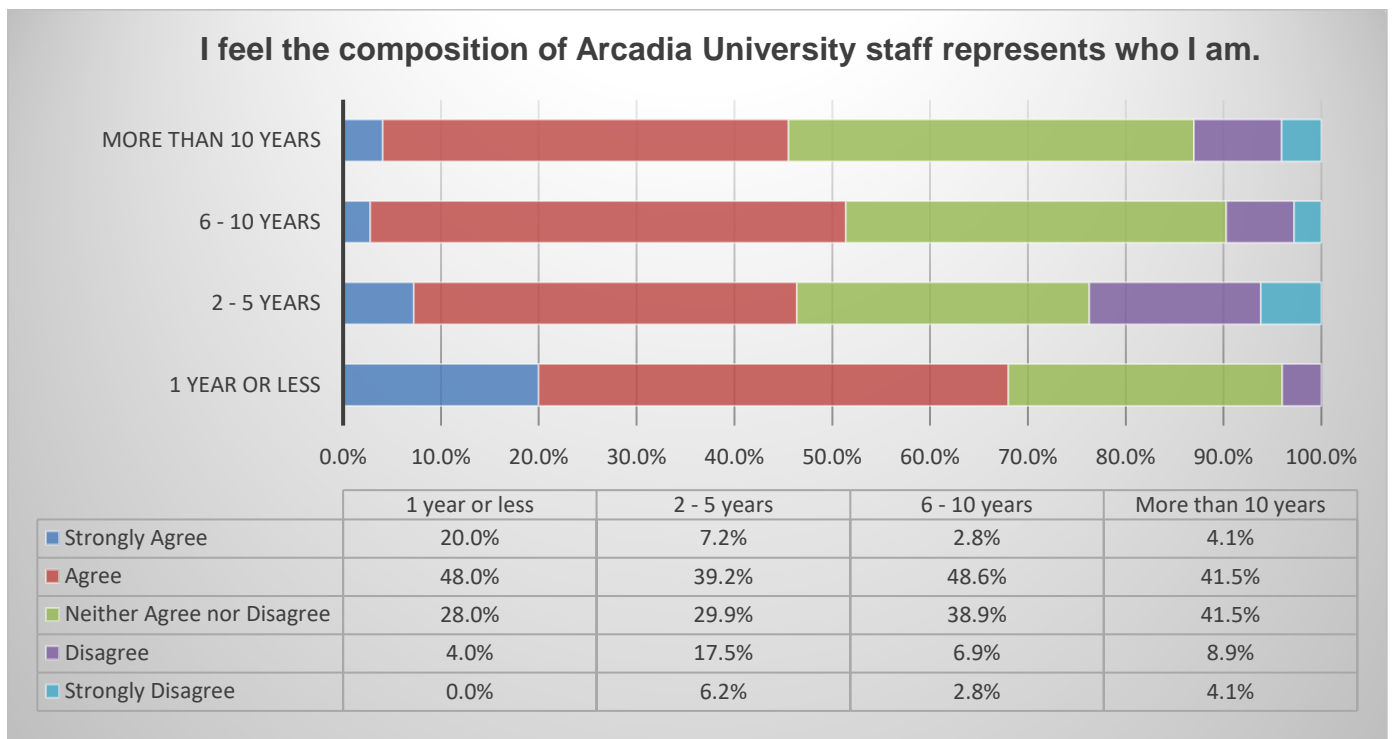
Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.



I feel the composition of Arcadia University staff represents who I am.

Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.56).

Years Employed & Response. There was variation and a **statistically significant** difference in response based upon number of years employed at Arcadia (p= 0.00). The rate of agreement falls and the rate of neutrality increases as the number of years employed increases.



I feel the composition of Arcadia University faculty and staff reflect the students we serve.

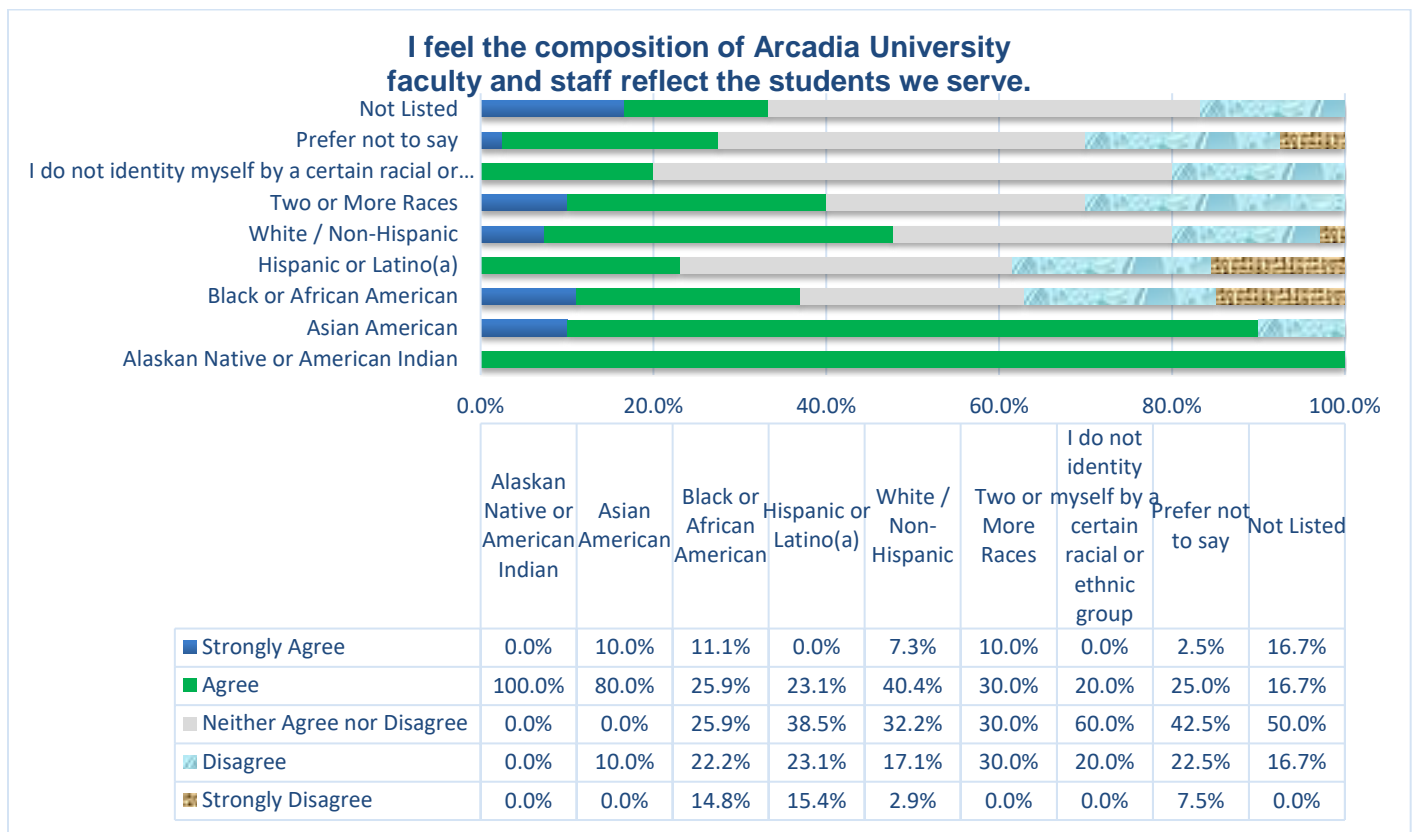
29c

Position Type & Response. There was variation in response but no statistically significant difference in response based on position type ($p=0.10$). The rate of agreement was low overall. There was a **10-point difference** in the rate of agreement based on position type. Approximately 1/3 of both groups reported being neutral.

- 38% of all faculty strongly agree or agree and 31% disagree or strongly disagree. 31% reported they neither agree nor disagree ($n=114$).
- 48% of all staff strongly agree or agree and 19% disagree or strongly disagree. 33% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Responses ($n=359$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Hispanic or Latino(a)s (39%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (60%).

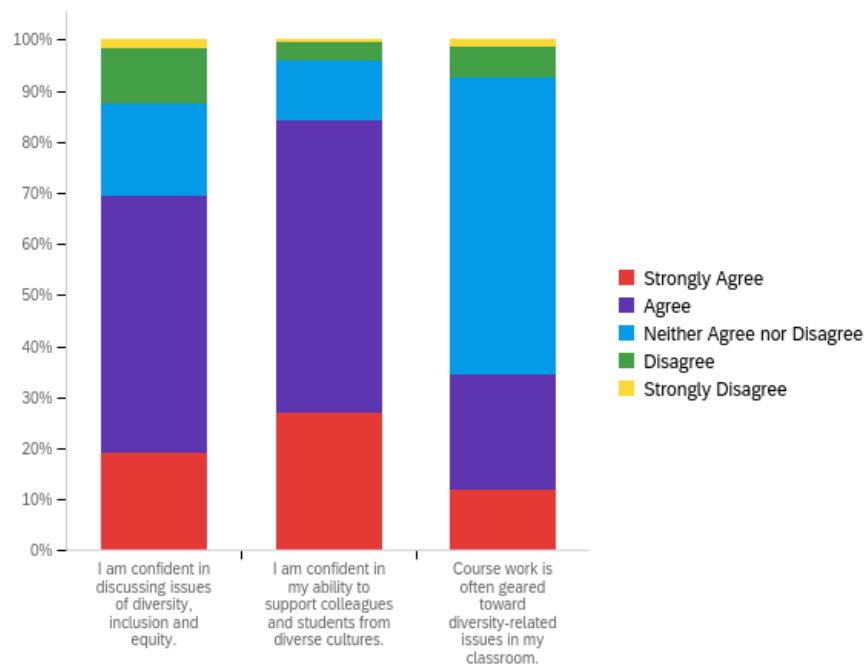
Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and the highest rate of disagreement.



Gender & Response. There was little variation and no statistically significant difference in response based on gender ($p=0.60$).

Years employed & Response. There was some variation but no statistically significant difference in response based on number of years employed at Arcadia ($p=0.22$).

30. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the statements that follow.



69% of all respondents strongly agree or agree with the statement “I am confident in discussing issues of diversity, inclusion and equity.”

84% of all respondents strongly agree or agree with the statement “I am confident in my ability to support colleagues and students from diverse cultures.”

58% of all respondents **neither agree nor disagree** with the statement “Course work is often geared toward diversity-related issues in my classroom.”

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
I am confident in discussing issues of diversity, inclusion and equity.	18.99%	50.28%	18.16%	10.89%	1.68%	358
I am confident in my ability to support colleagues and students from diverse cultures.	26.82%	57.26%	11.73%	3.63%	0.56%	358
Course work is often geared toward diversity-related issues in my classroom.	11.71%	22.86%	58.00%	6.00%	1.43%	350

I am confident in discussing issues of diversity, inclusion and equity.

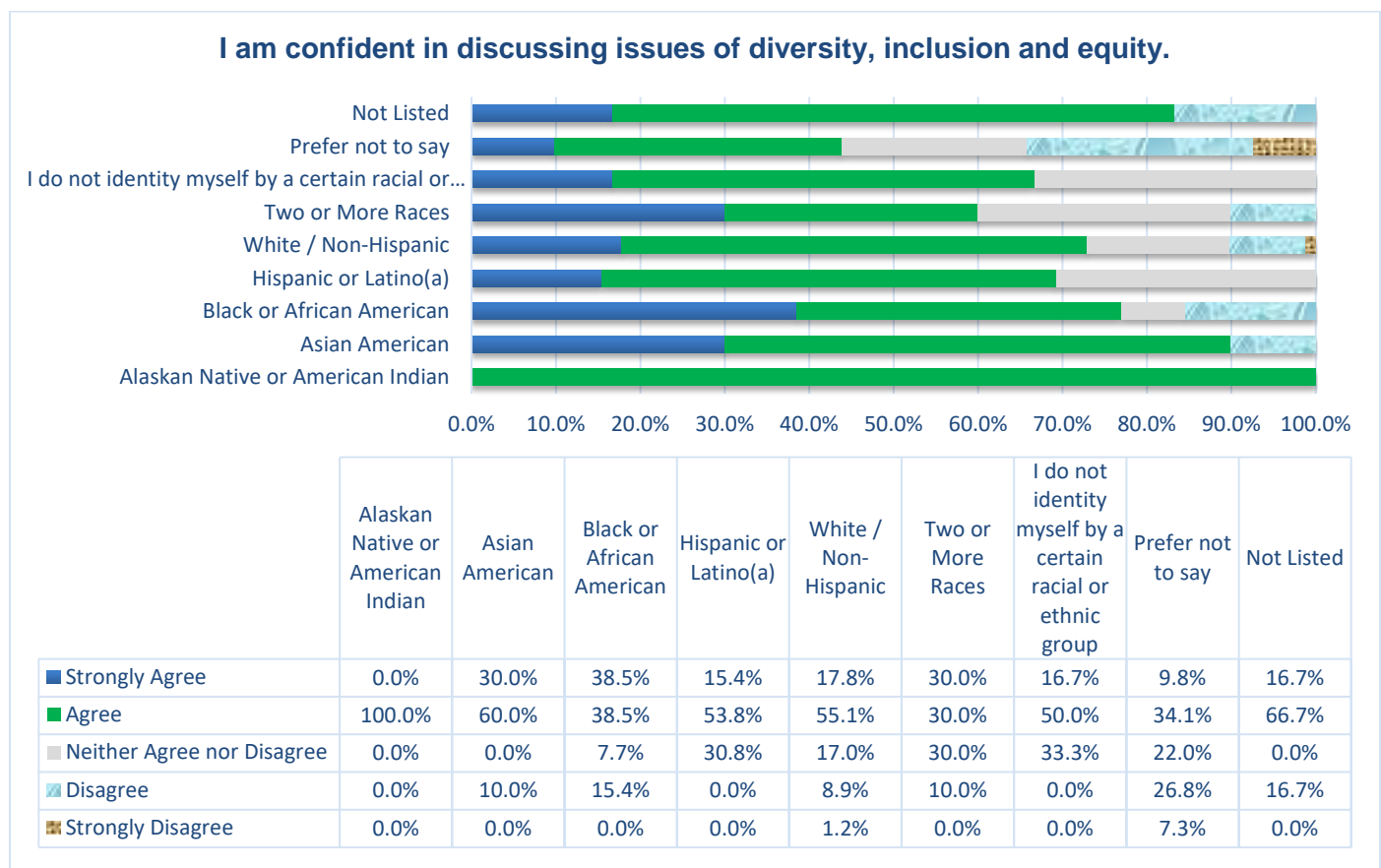
30a

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=0.92$).

- 69% of all faculty strongly agree or agree and 13% disagree or strongly disagree. 18% reported they neither agree nor disagree ($n=116$).
- 69% of all staff strongly agree or agree and 12% disagree or strongly disagree. 19% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Responses ($n=359$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (34%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (34%).

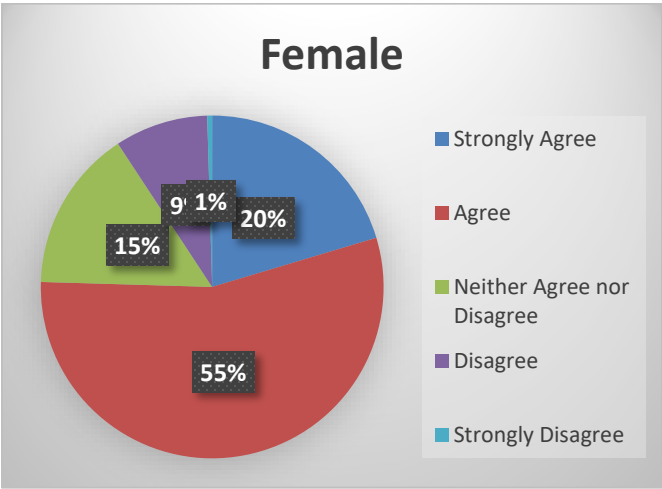
Among those who identify, their race/ethnicity was listed and they answered, those who belong to two or more races had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.



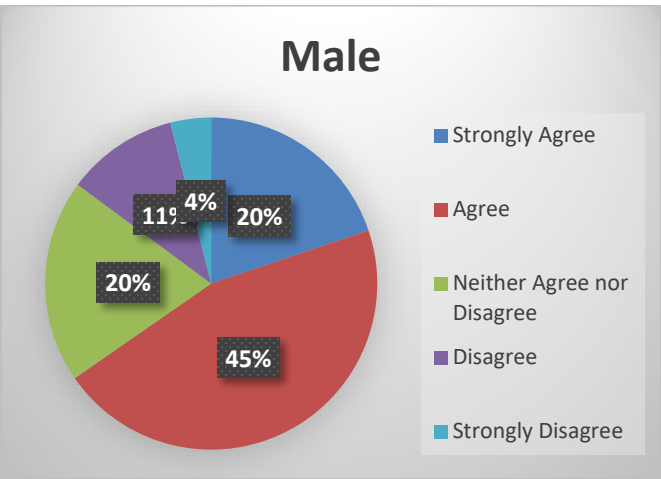
I am confident in discussing issues of diversity, inclusion and equity.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.01$). Females reported higher rates of agreement and lower rates of disagreement and neutrality.

75% of females strongly agree or agree

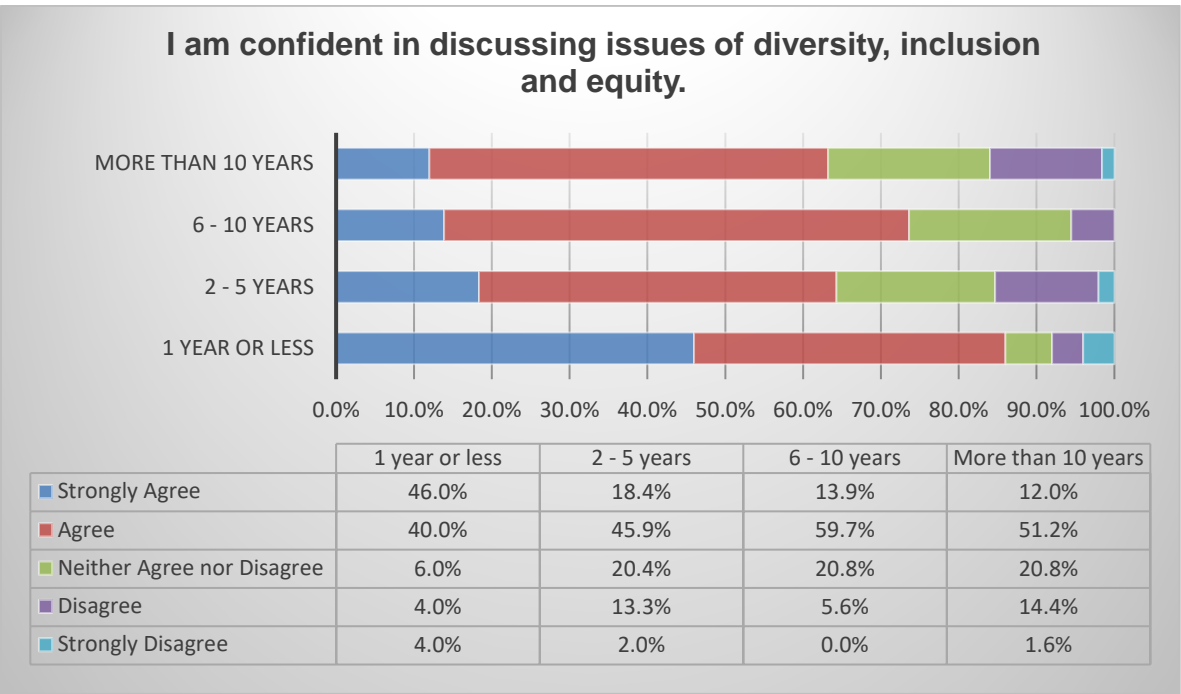


66% of males strongly agree or agree



Years Employed & Response. There was a **statistically significant** difference in response based on number of years employed at Arcadia ($p=0.00$).

Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment. This should be further explored.



I am confident in my ability to support colleagues and students from diverse cultures.

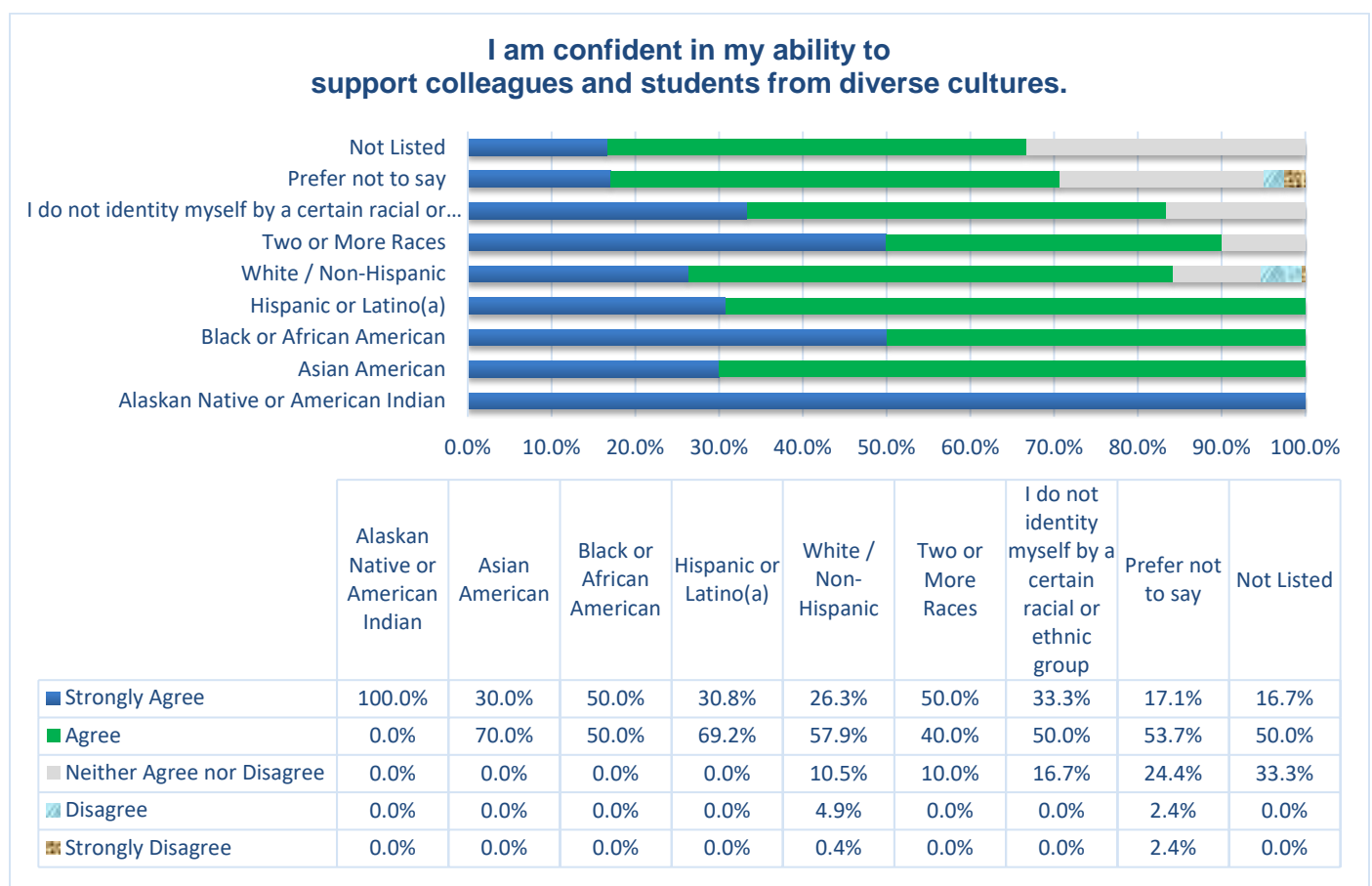
30b

Position Type & Response. There was very little variation and no statistically significant difference in response based on position type ($p=0.70$).

- 83% of all faculty strongly agree or agree and 6% disagree or strongly disagree. 11% reported they neither agree nor disagree ($n=116$).
- 85% of all staff strongly agree or agree and 4% disagree or strongly disagree. 11% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Responses ($n=359$). There was little variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who do not identify by a certain racial or ethnic group (67%). The highest rate of neutrality was among those whose race ethnicity was not listed (33%).

Among those who identify, their race/ethnicity was listed and they answered, 100% of four groups strongly agreed or agreed: Alaskan Native or American Indian; Asian American; Black or African American; and Hispanic or Latino(a)s. White non-Hispanics had the lowest rate of agreement (60%).

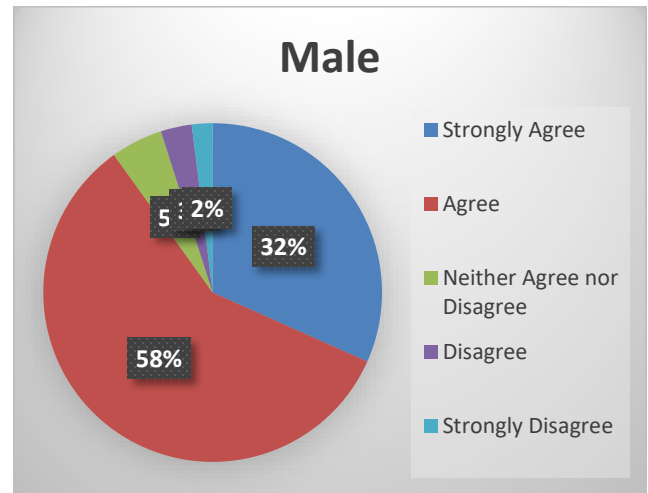
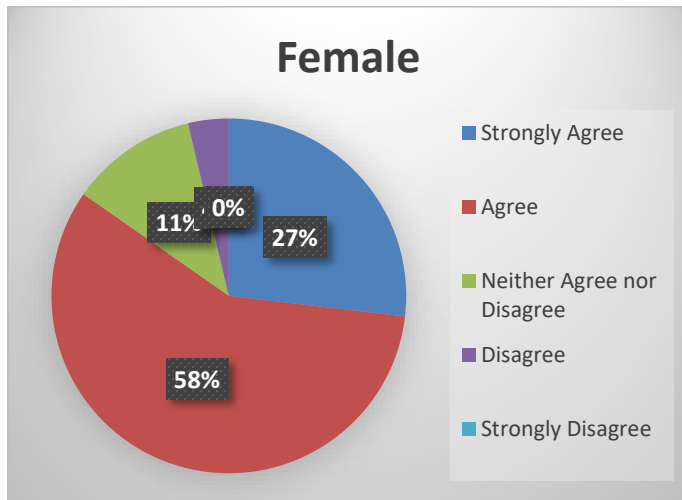


I am confident in my ability to support colleagues and students from diverse cultures.

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.00$). Males reported higher rates of agreement and lower rates of disagreement and neutrality.

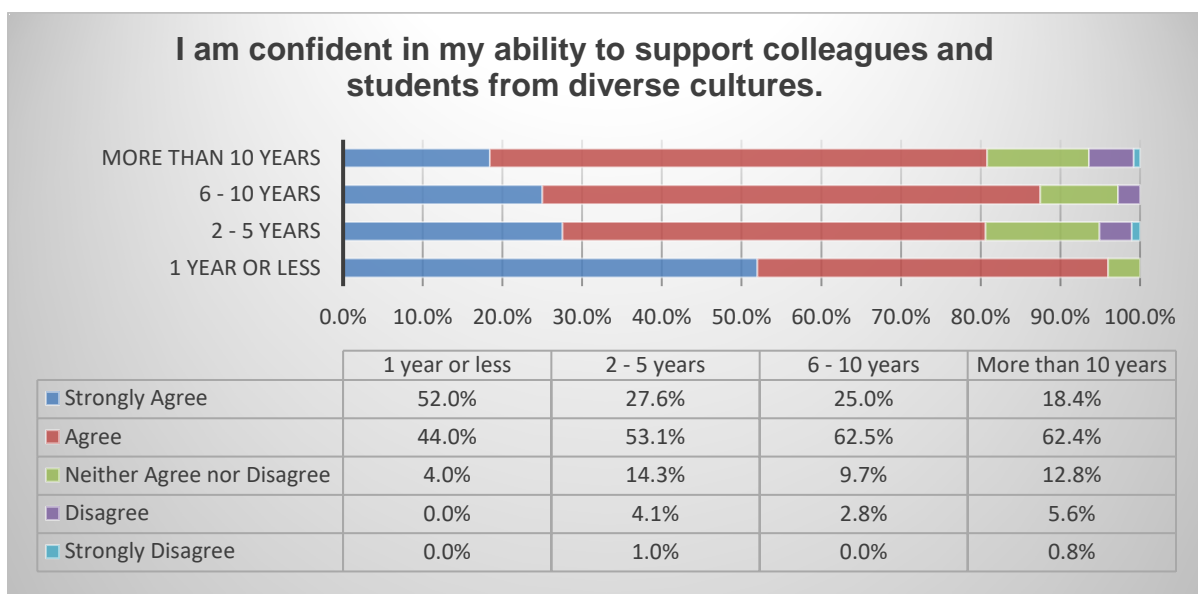
85% of females strongly agree or agree

90% of males strongly agree or agree



Years Employed & Response. There was a **statistically significant** difference in response based on number of years employed at Arcadia ($p=0.00$).

Employees of 1 year or less had the highest rates of agreement. The rate of agreement decreased with length of employment. This should be further explored.



Course work is often geared toward diversity-related issues in my classroom.

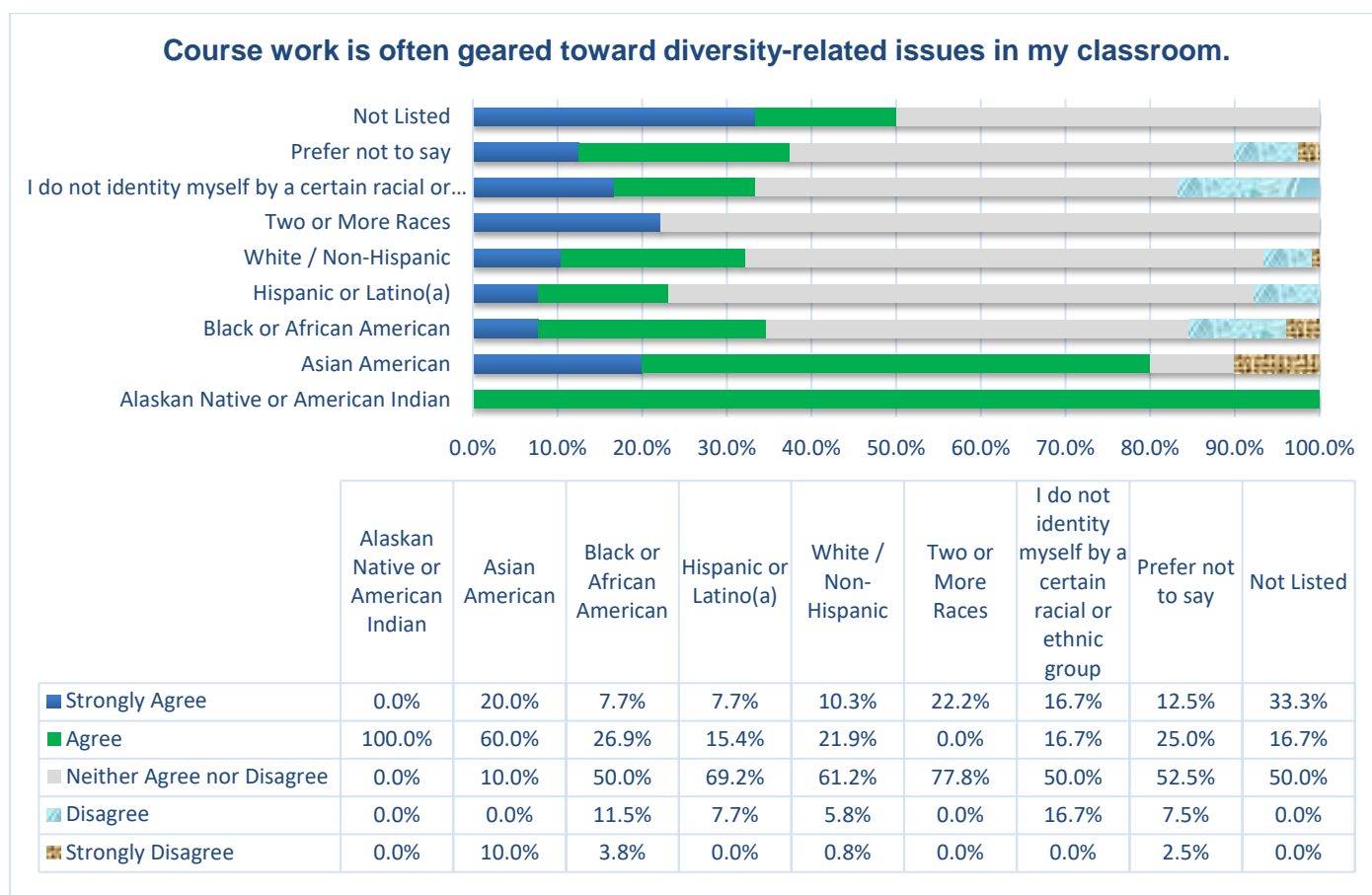
30c

Position Type & Response. There was wide variation in response to this question based on position type.

- 57% of all faculty strongly agree or agree and 13% disagree or strongly disagree. 30% reported they neither agree nor disagree (n=116).
- 23% of all staff strongly agree or agree and 4% disagree or strongly disagree. The majority, 73% reported they neither agree nor disagree (n=222).

Race/Ethnicity & Responses (n=359). There was wide variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who do not identify by a certain racial or ethnic group (17%). The highest rate of neutrality was among those who belong to two or more races (78%).

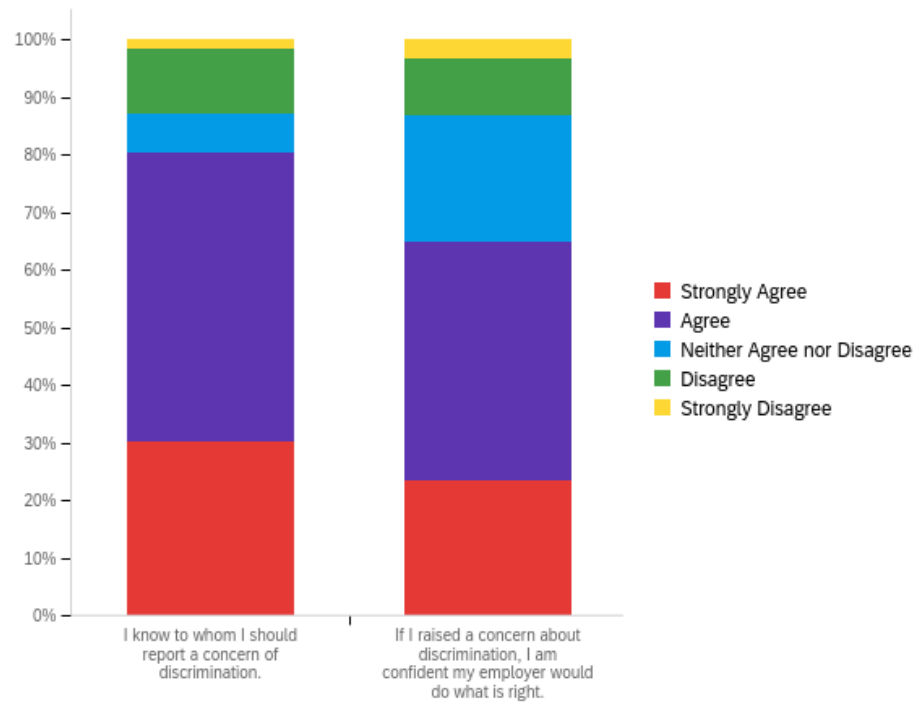
Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.



Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.26).

Years employed & Response. There was some variation but no statistically significant difference in response based on number of years employed at Arcadia (p=0.26).

31. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the statements that follow.



80% of all respondents strongly agree or agree with the statement “I know to whom I should report a concern of discrimination.”

65% of all respondents strongly agree or agree with the statement “If I raised a concern about discrimination, I am confident my employer would do what is right.”

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
I know to whom I should report a concern of discrimination.	30.17%	50.28%	6.70%	11.17%	1.68%	358
If I raised a concern about discrimination, I am confident my employer would do what is right.	23.53%	41.46%	21.85%	9.80%	3.36%	357

I know to whom I should report a concern of discrimination.

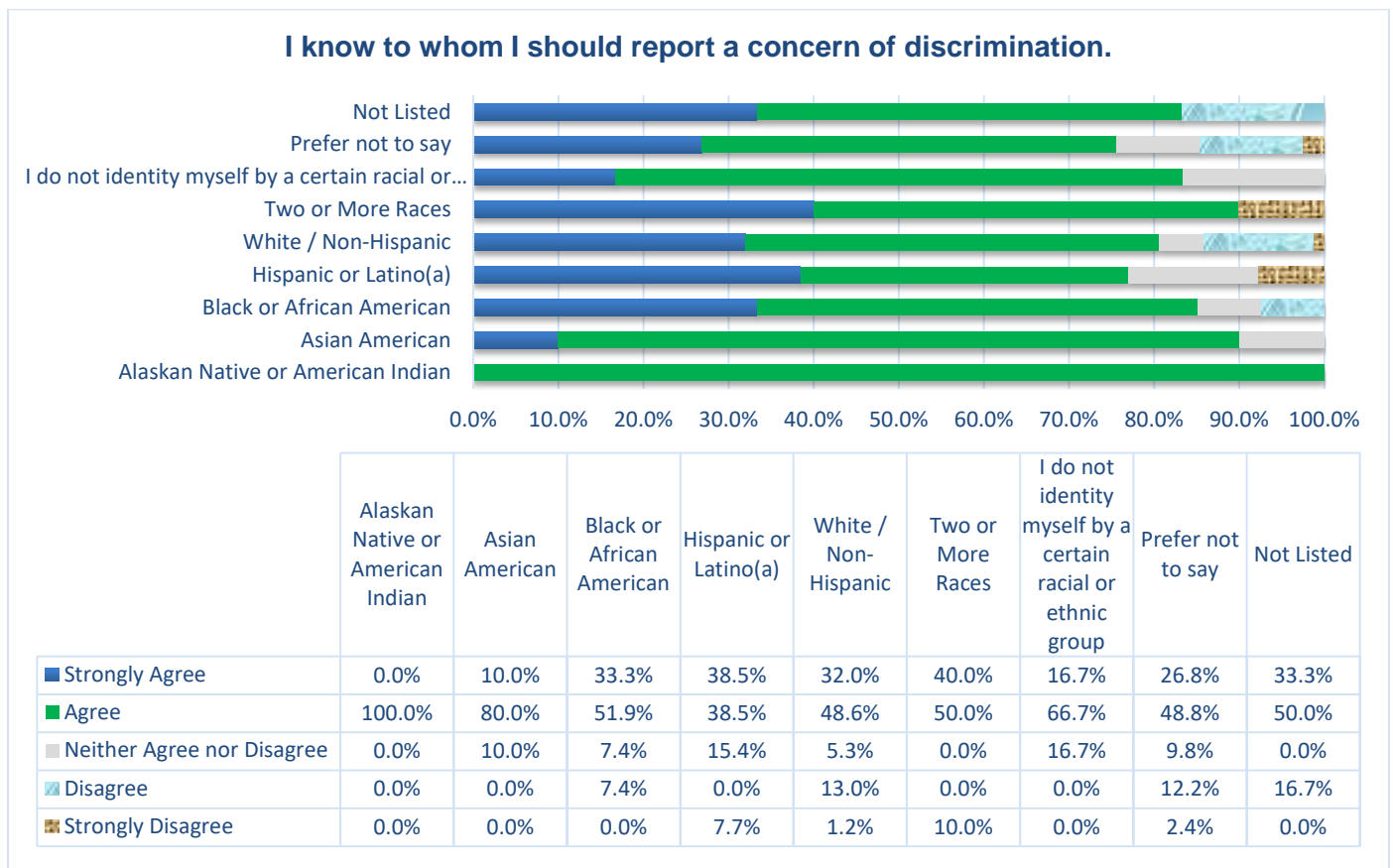
31a

Position Type & Response. There was very little variation and no statistically significant difference in response to this question based on position type ($p=0.95$).

- 79% of all faculty strongly agree or agree and 14% disagree or strongly disagree. 7% reported they neither agree nor disagree ($n=116$).
- 81% of all staff strongly agree or agree and 12% disagree or strongly disagree. 7% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Responses ($n=360$). There was general agreement with this statement and little variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those whose race ethnicity is not listed (17%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (17%).

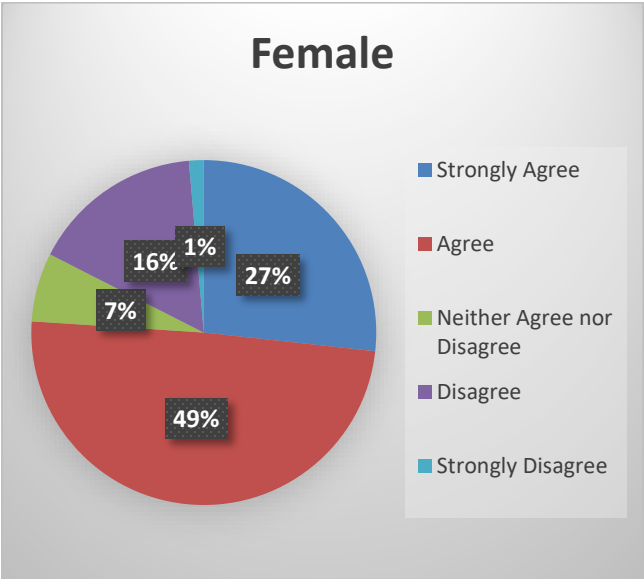
Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a) had the lowest rate of agreement and White non-Hispanic had the highest rate of disagreement.



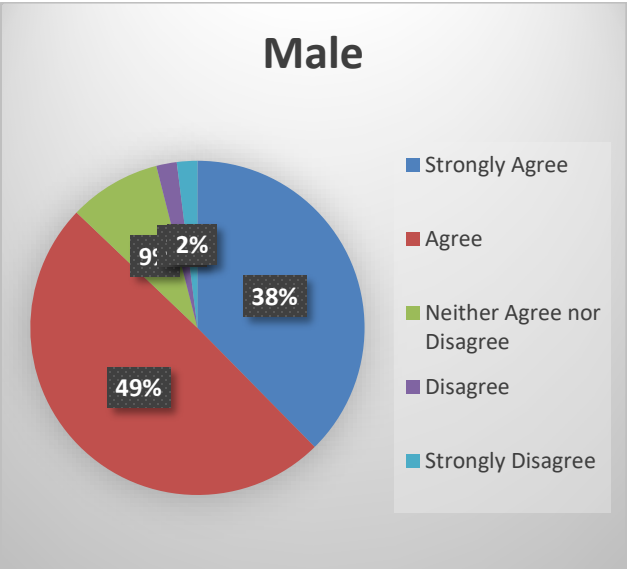
I know to whom I should report a concern of discrimination.

Gender & Response. There was a **statistically significant** difference in response based on gender (p=0.01). Males reported higher rates of agreement and lower rates of disagreement compared to females.

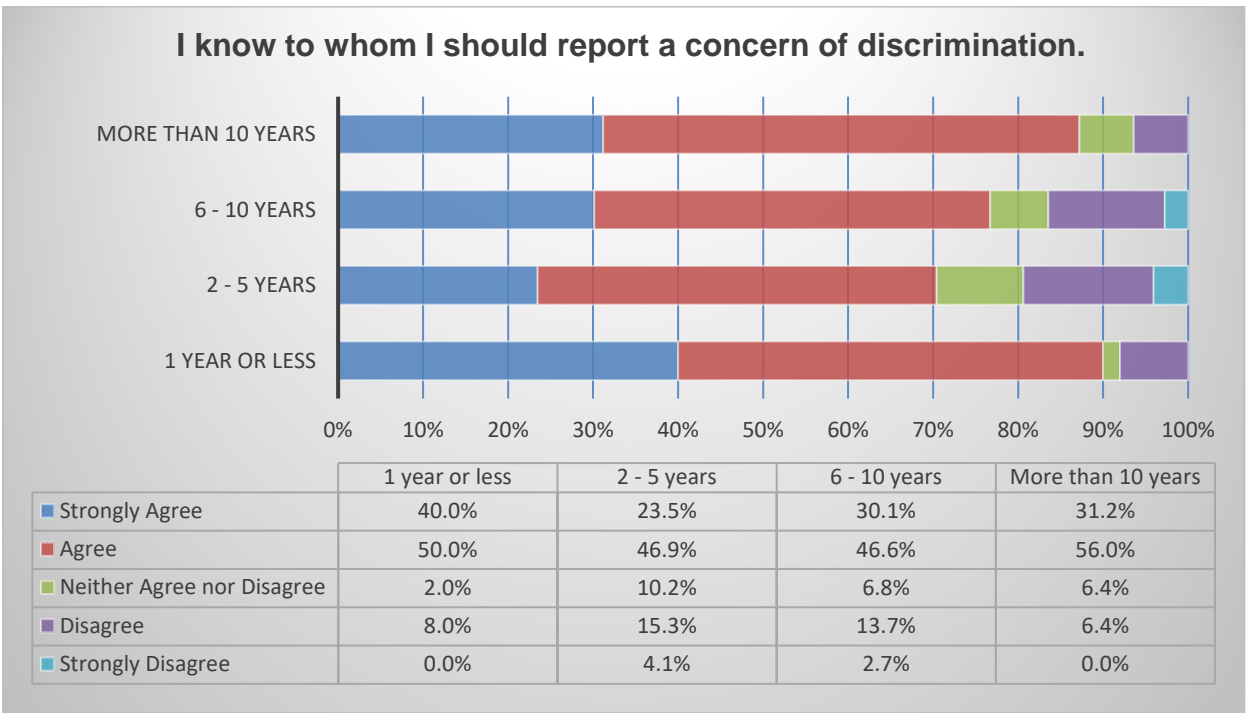
76% of females strongly agree or agree



87% of males strongly agree or agree



Years Employed & Response. There was some variation but no statistically significant difference in response based on number of years employed at Arcadia (p=0.95).



**If I raised a concern about discrimination,
I am confident my employer would do what is right.**

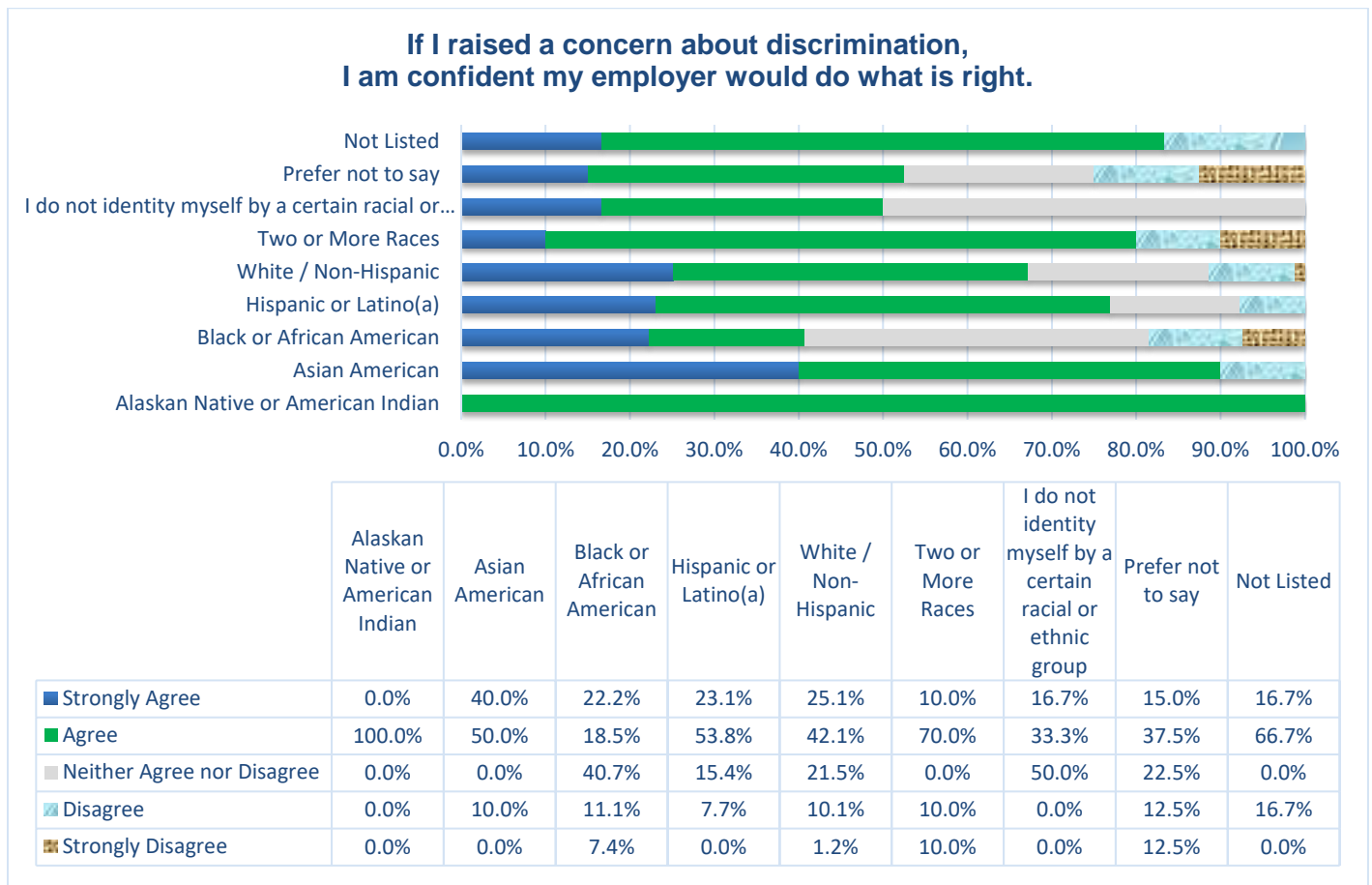
31b

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=0.24$). The rate of disagreement was higher among staff. Both groups reported high rates of neutrality, 28% of faculty and 20% of staff.

- 64% of all faculty strongly agree or agree and 8% disagree or strongly disagree. 28% reported they neither agree nor disagree ($n=116$).
- 65% of all staff strongly agree or agree and 15% disagree or strongly disagree. 20% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Responses ($n=360$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not say (25%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (50%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and those who belong to two or more races had the highest rate of disagreement.

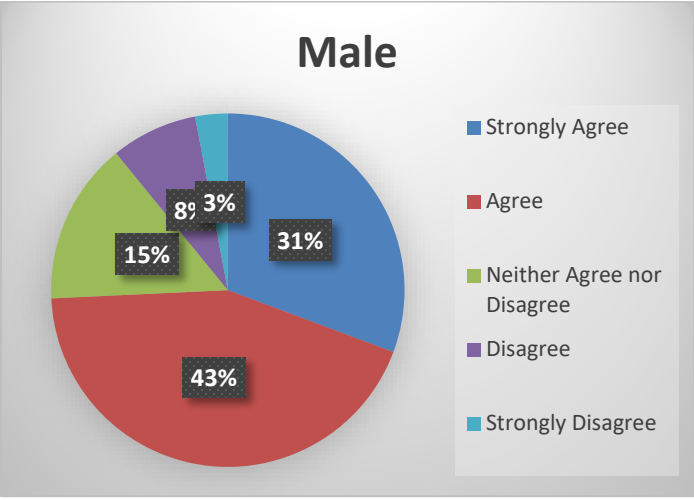
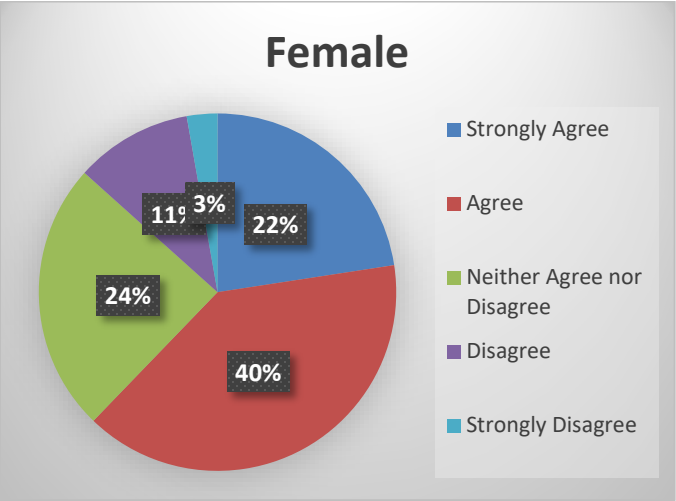


If I raised a concern about discrimination, I am confident my employer would do what is right.

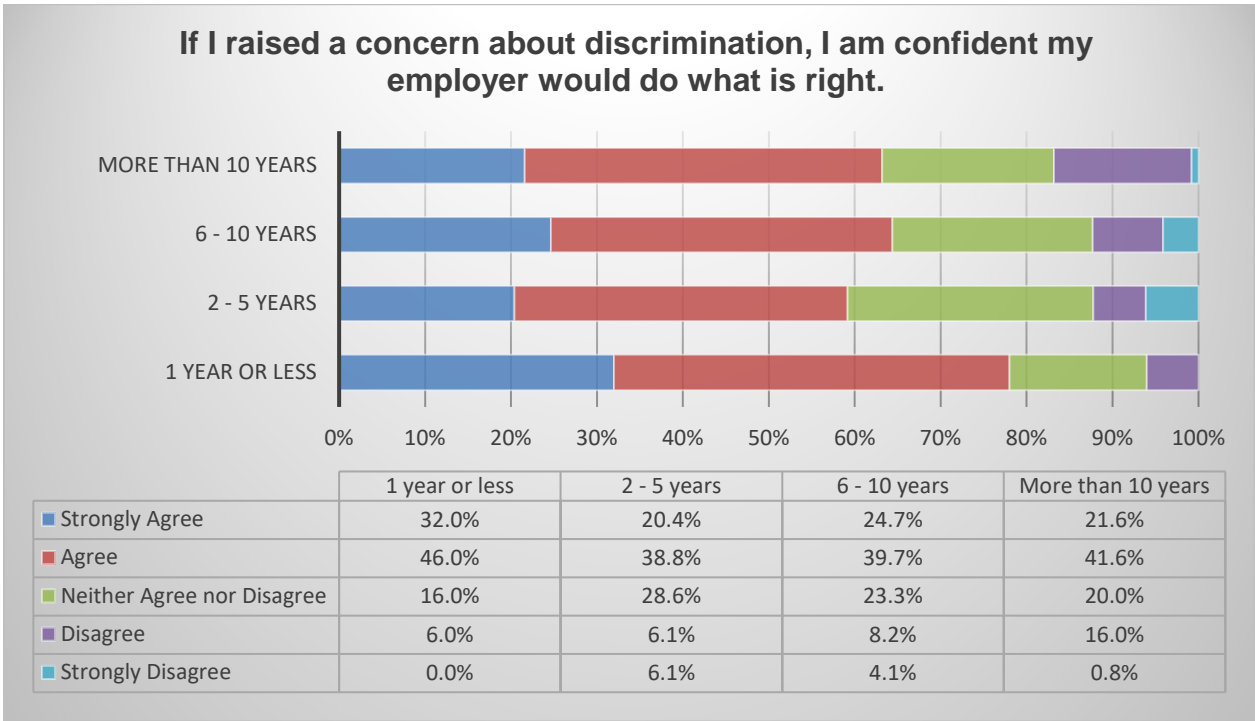
Gender & Response. There was some variation in response but no statistically significant difference in response based on gender ($p=0.15$). Males reported higher rates of agreement and A lower rate of neutrality compared to females.

62% of female respondents strongly agree or agree

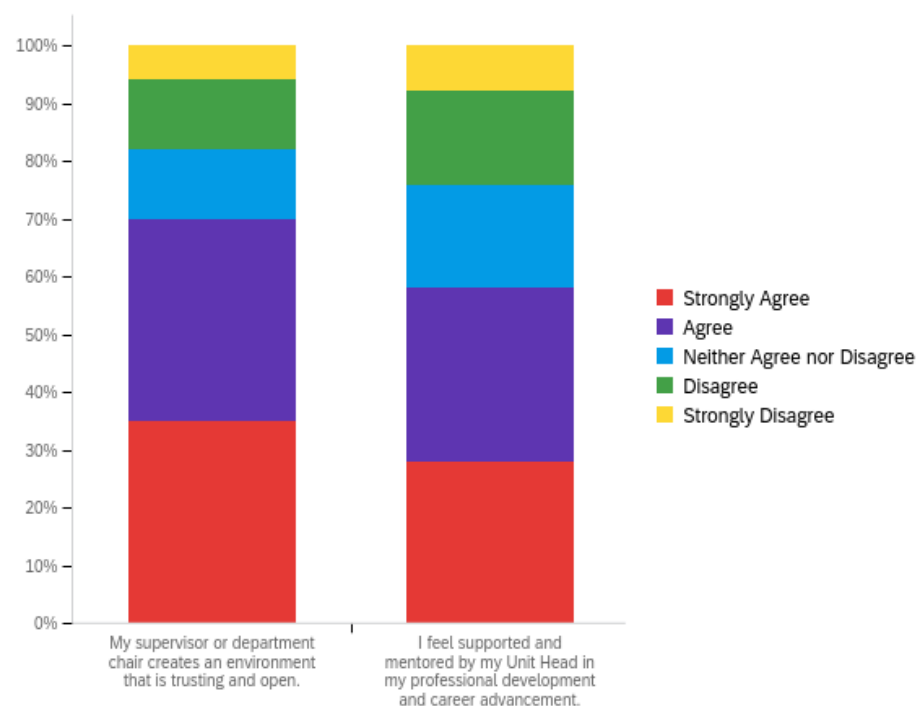
74% of male respondents strongly agree or agree.



Years Employed & Response. There was some variation but no statistically significant difference in response based on number of years employed at Arcadia ($p=0.95$).



32. In thinking about your experiences at Arcadia University and the institution’s goal of being a welcoming and meaningfully inclusive environment for all colleagues to grow and flourish, please rate your agreement with the statements that follow.



70% of all respondents strongly agree or agree with the statement “My supervisor or department chair creates an environment that is trusting and open.”

58% of all respondents strongly agree or agree with the statement “I feel supported and mentored by my Unit Head in my professional development and career advancement.”

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
My supervisor or department chair creates an environment that is trusting and open.	34.93%	34.93%	12.11%	12.11%	5.92%	355
I feel supported and mentored by my Unit Head in my professional development and career advancement.	27.97%	30.23%	17.80%	16.38%	7.63%	354

My supervisor or department chair creates an environment that is trusting and open.

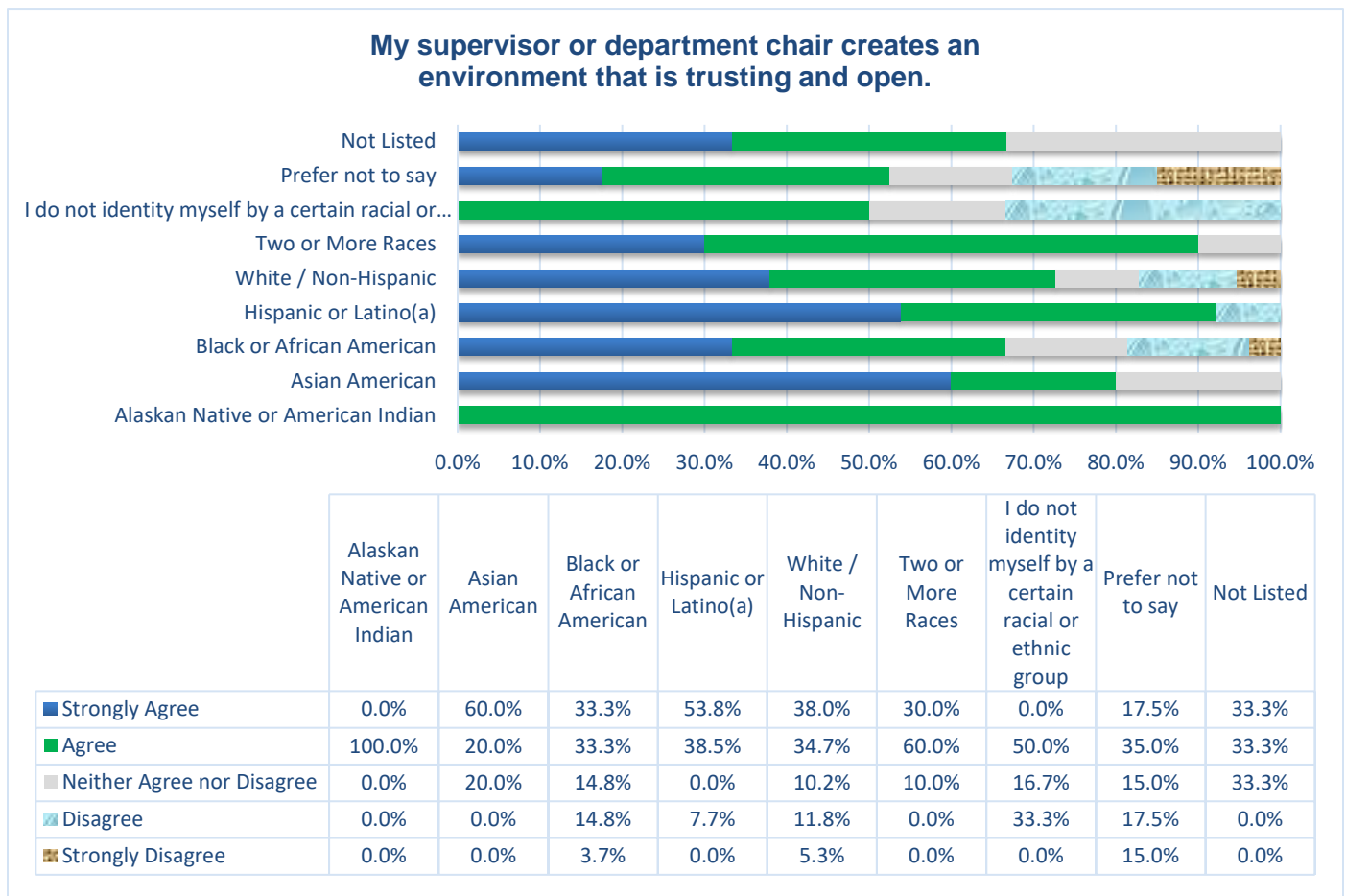
32a

Position Type & Response. There was variation in response but no statistically significant difference in response based on position type ($p=0.07$). There was a **9-point difference** in the rate of agreement based on position type, with faculty reporting higher rates of agreement.

- 76% of all faculty strongly agree or agree and 13% disagree or strongly disagree. 11% reported they neither agree nor disagree ($n=115$).
- 67% of all staff strongly agree or agree and 21% disagree or strongly disagree. 12% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Responses ($n=357$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who do not identify by a certain racial or ethnic group (33%). The highest rate of neutrality was among those whose race ethnicity was not listed (33%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

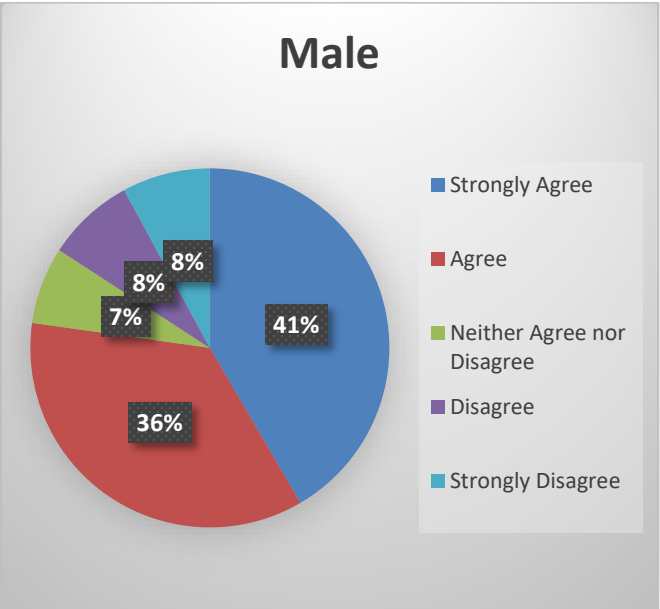
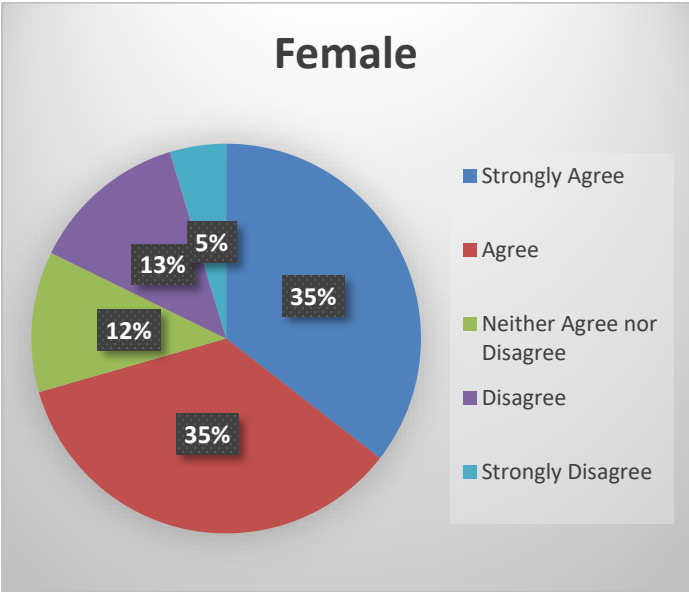


My supervisor or department chair creates an environment that is trusting and open.

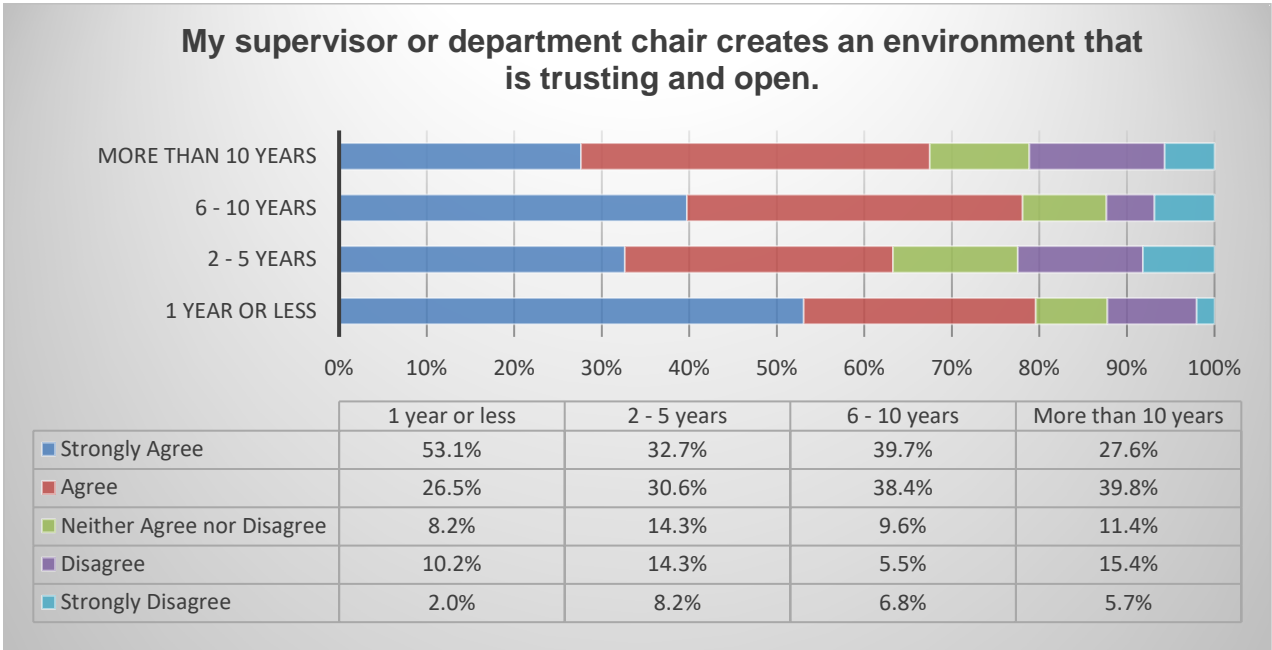
Gender & Response. There was a **statistically significant** difference in response based on gender (p=0.01). Males reported higher rates of agreement and lower rates of disagreement compared to females.

70% of females strongly agree or agree

77% of males strongly agree or agree



Years Employed & Response. There was some variation, but no statistically significant difference in response based on number of years employed at Arcadia (p=0.10).



I feel supported and mentored by my Unit Head in my professional development and career advancement.

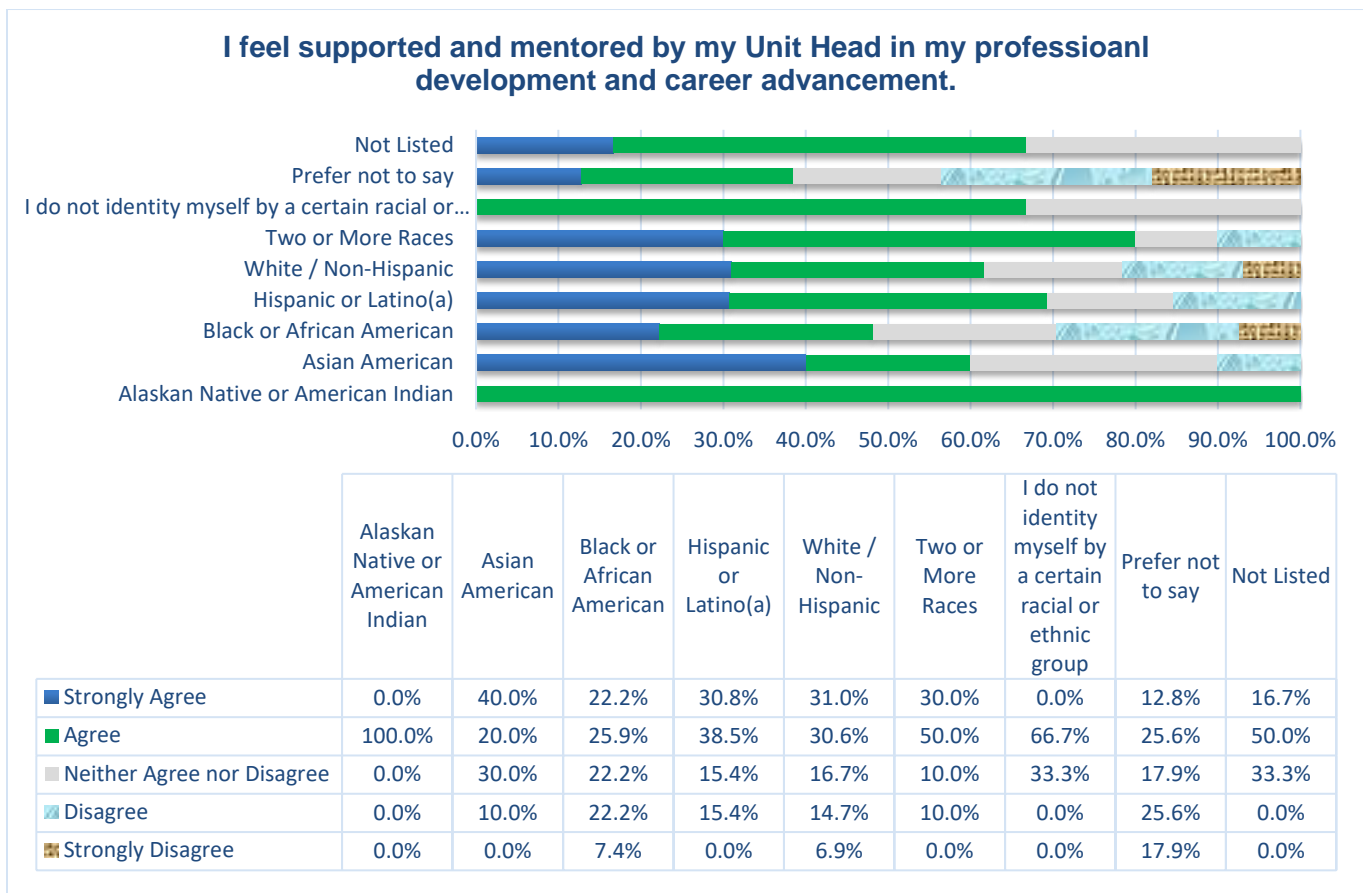
32b

Position Type & Response. There was variation and a **statistically significant** difference in response based on position type ($p=0.01$). There was a **13-point difference** in the rate of agreement based on position type, with faculty reporting higher rates of agreement.

- 68% of all faculty strongly agree or agree and 16% disagree or strongly disagree. 16% reported they neither agree nor disagree ($n=115$).
- 55% of all staff strongly agree or agree and 26% disagree or strongly disagree. 19% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Responses ($n=357$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (44%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and those whose race ethnicity was not listed (both 33%).

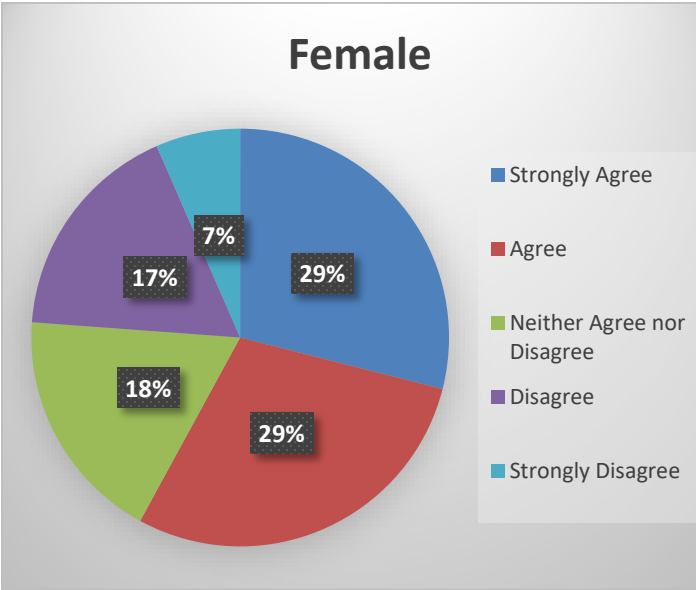
Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and Black or African Americans and the highest rate of disagreement.



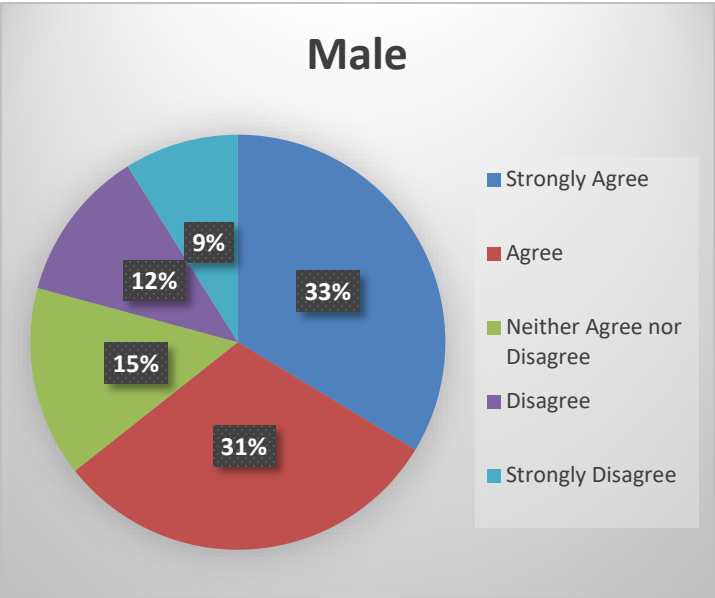
I feel supported and mentored by my Unit Head in my professional development and career advancement.

Gender & Response. There was variation but no statistically significant difference in response based on gender ($p=0.15$). Males reported higher rates of agreement and lower rates of disagreement and neutrality compared to females.

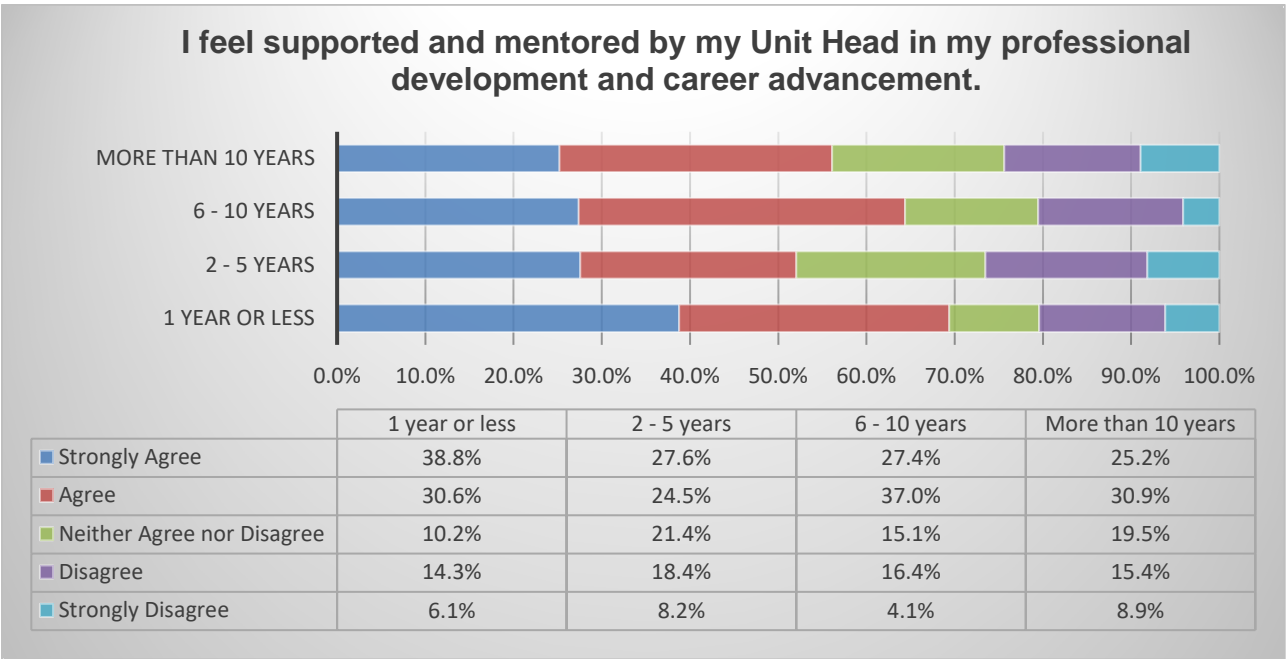
58% of females strongly agree or agree



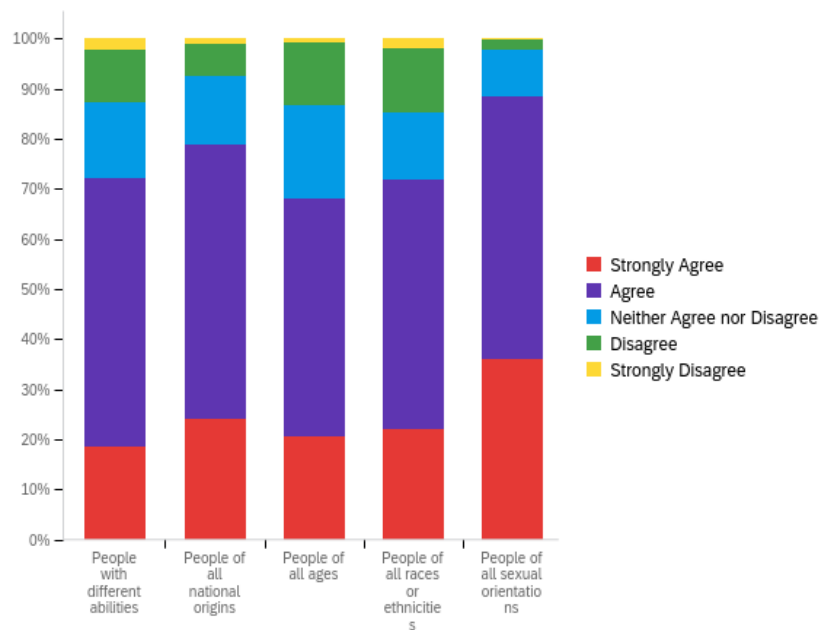
64% of males strongly agree or agree



Years Employed & Response. There was some variation and no statistically significant difference in response based on number of years employed at Arcadia ($p=0.77$).



33. I believe that Arcadia University is an inclusive* environment for:



The percentage of all respondents that strongly agreed or agreed with the following statements: I believe that Arcadia University is an inclusive environment for:

People with different abilities = 72%

People of all national origins = 79%

People of all ages = 68%

People of all races or ethnicities = 72%

People of all sexual orientations = 89%

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
People with different abilities	18.44%	53.63%	15.36%	10.34%	2.23%	358
People of all national origins	24.02%	54.75%	13.69%	6.42%	1.12%	358
People of all ages	20.67%	47.49%	18.44%	12.57%	0.84%	358
People of all races or ethnicities	22.07%	49.72%	13.41%	12.85%	1.96%	358
People of all sexual orientations	35.93%	52.65%	9.19%	1.95%	0.28%	359

People with different abilities

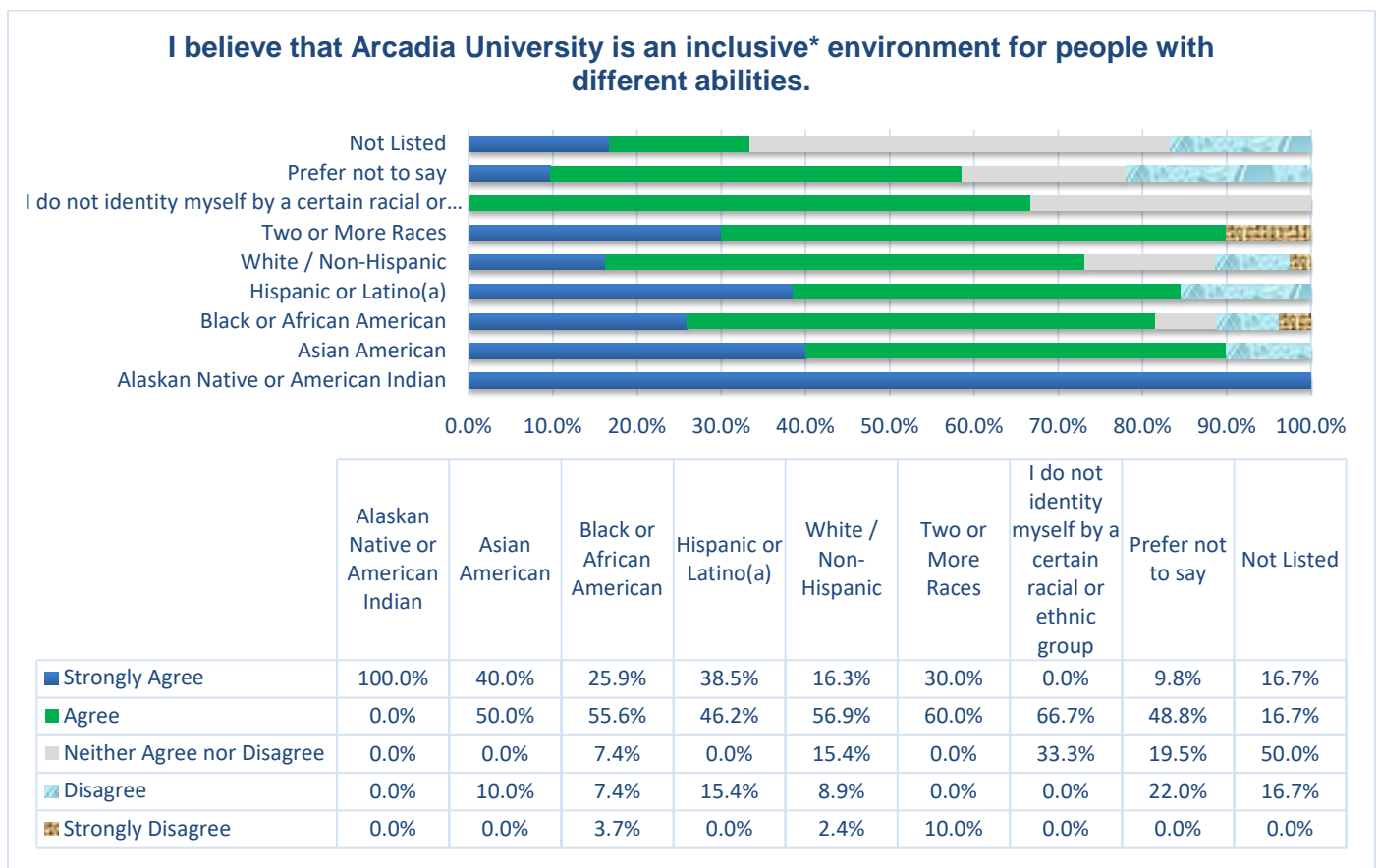
33a

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.09$). There was a **14-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 63% of all faculty strongly agree or agree and 19% disagree or strongly disagree. 18% reported they neither agree nor disagree (n=116).
- 77% of all staff strongly agree or agree and 9% disagree or strongly disagree. 14% reported they neither agree nor disagree (n=229).

Race/Ethnicity & Response (n=360). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (22%). The highest rate of neutrality was among those whose race ethnicity was not listed (50%).

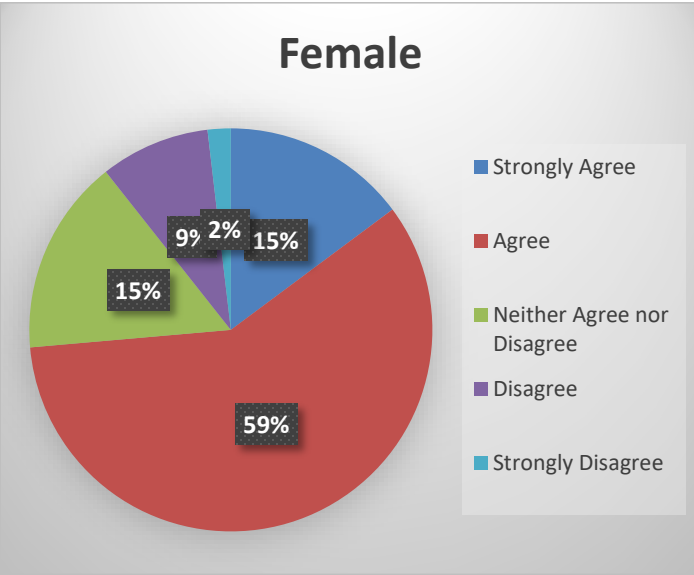
Among those who identify, their race/ethnicity was listed and they answered, White non-Hispanics had the lowest rate of agreement and Hispanic or Latino(a)s had the highest rate of disagreement.



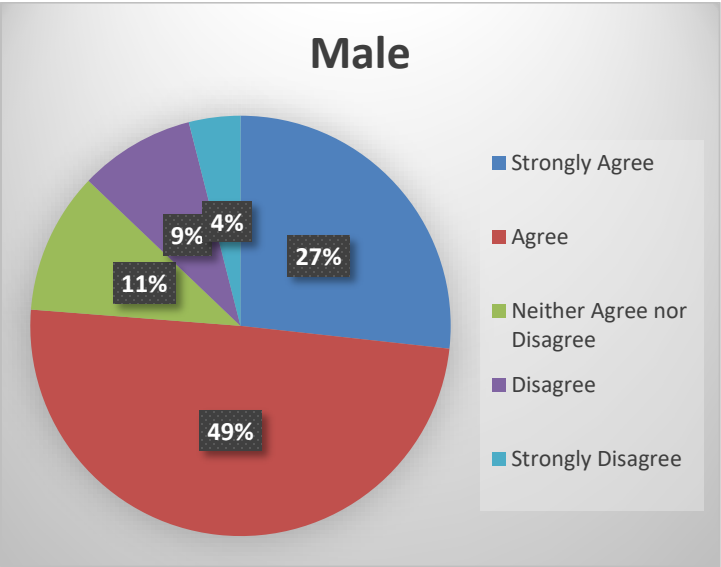
People with different abilities

Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.007$). Overall rates of agreement were similar, but males reported a higher rate of strong agreement and a lower rate of neutrality.

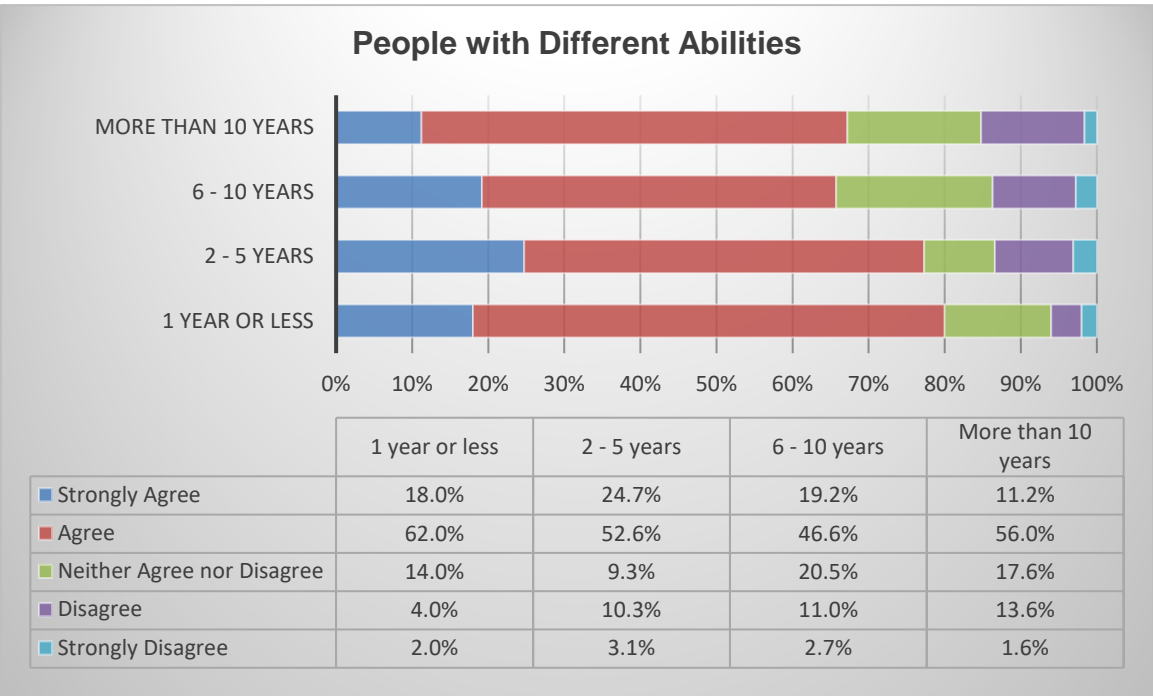
74% of females strongly agree or agree



76% of males strongly agree or agree



Years Employed & Response. There was some variation in response but no statistically significant difference in response based on years employed ($p=0.23$).



People of all national origins

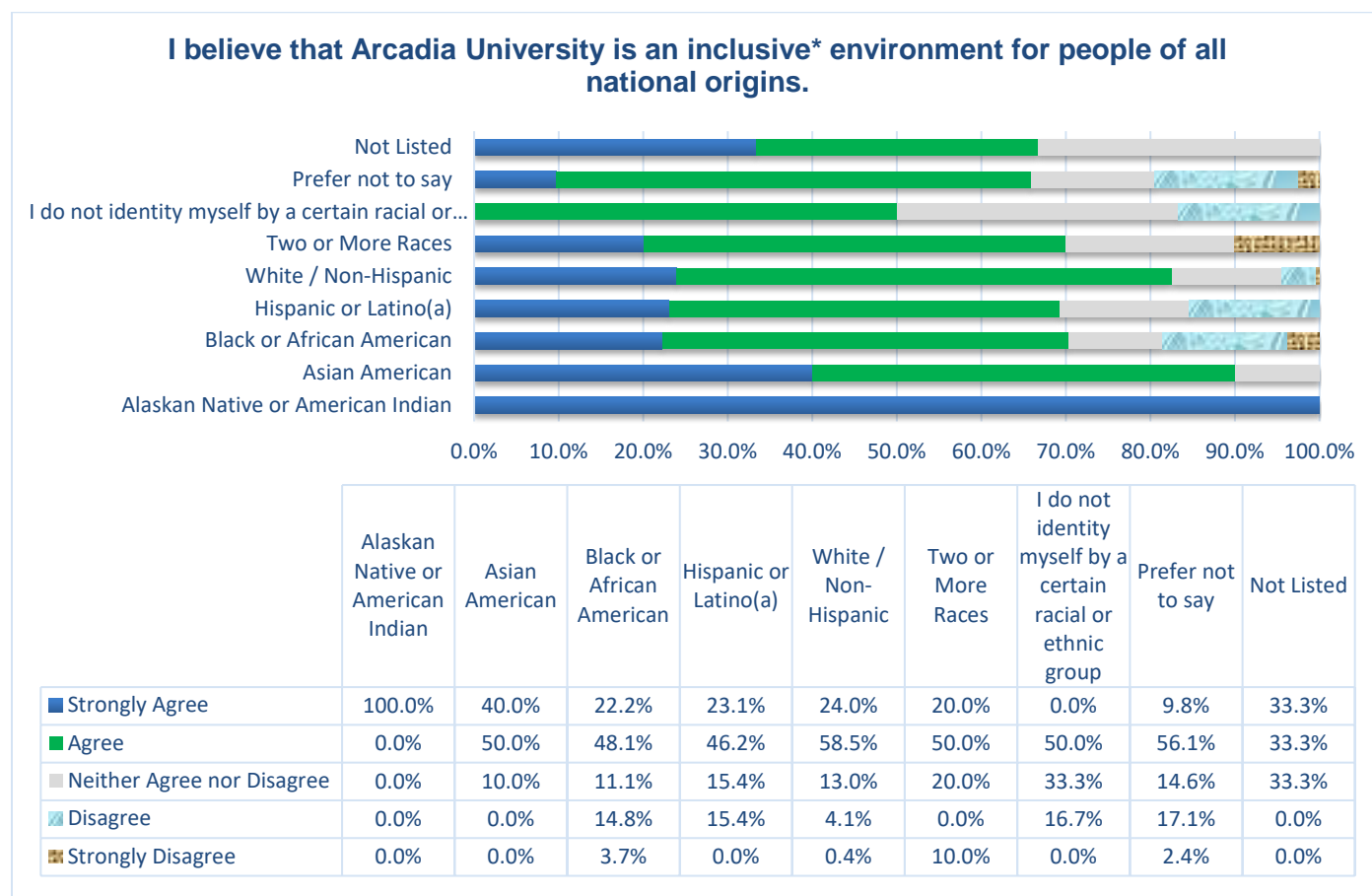
33b

Position Type & Response. There was variation but no statistically significant difference in response to this question based on position type ($p=0.06$). There was a **10-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement than faculty.

- 72% of all faculty strongly agree or agree and 13% disagree or strongly disagree. 15% reported they neither agree nor disagree (n=116).
- 82% of all staff strongly agree or agree and 4% disagree or strongly disagree. 14% reported they neither agree nor disagree (n=229).

Race/Ethnicity & Response (n=360). There was some variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (20%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and those whose race ethnicity was not listed (both 33%).

Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and Black or African Americans had the highest rate of disagreement.

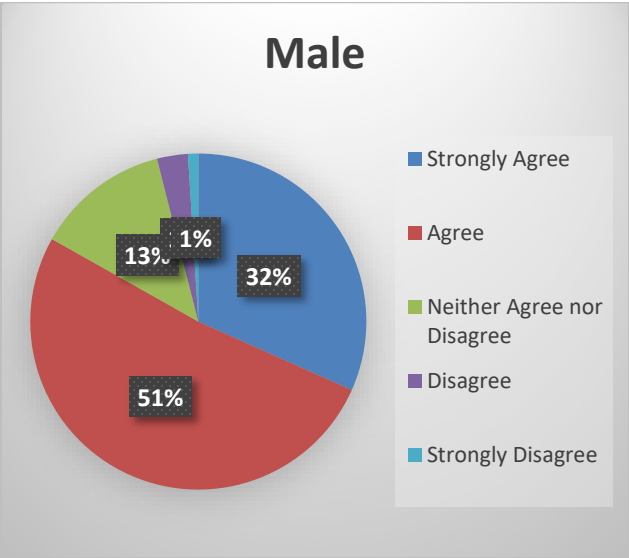
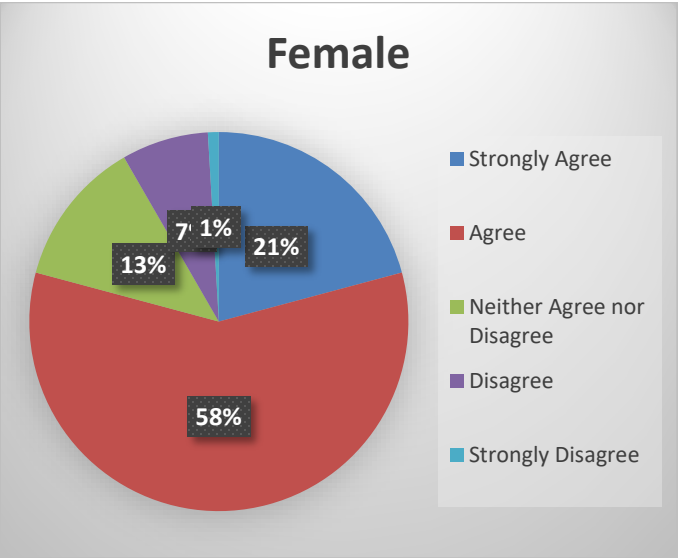


People of all national origins

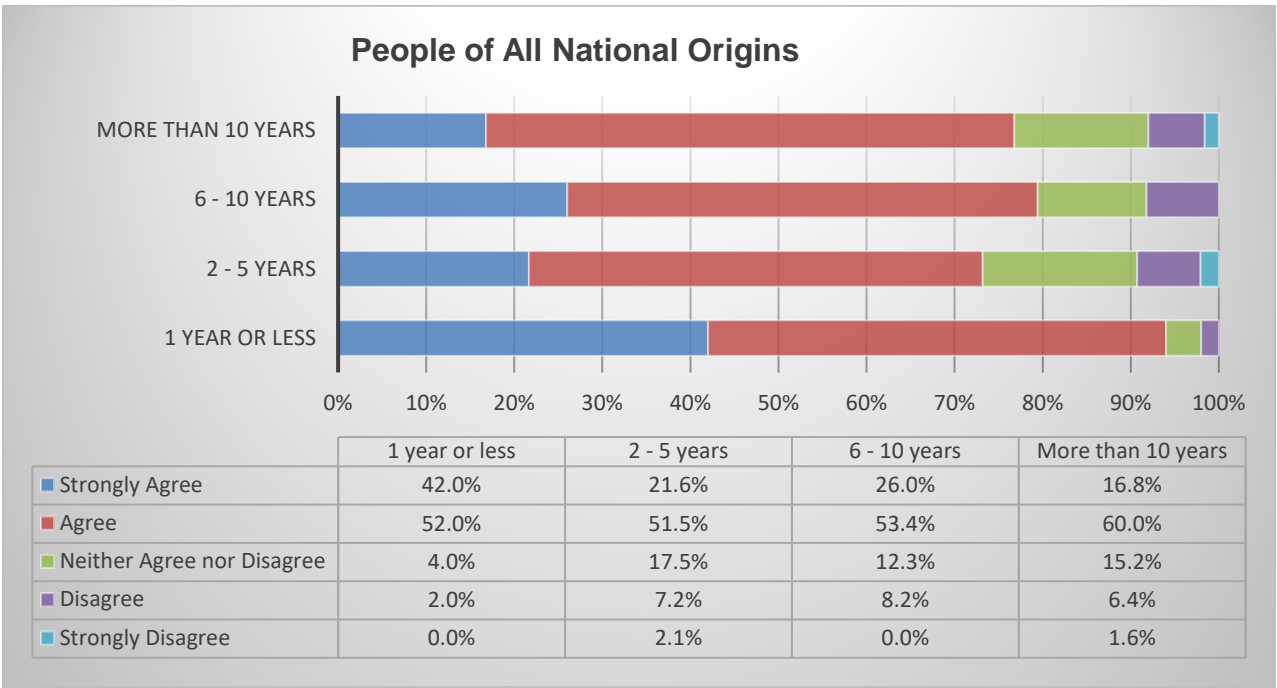
Gender & Response. There was some variation, but no statistically significant difference in response based on gender (p=0.20). Overall rates of agreement were similar.

79% of females strongly agree or agree.

83% of males strongly agree or agree.



Years Employed & Response. There was some variation in response but no statistically significant difference in response based on years employed (p=0.19).



People of all ages

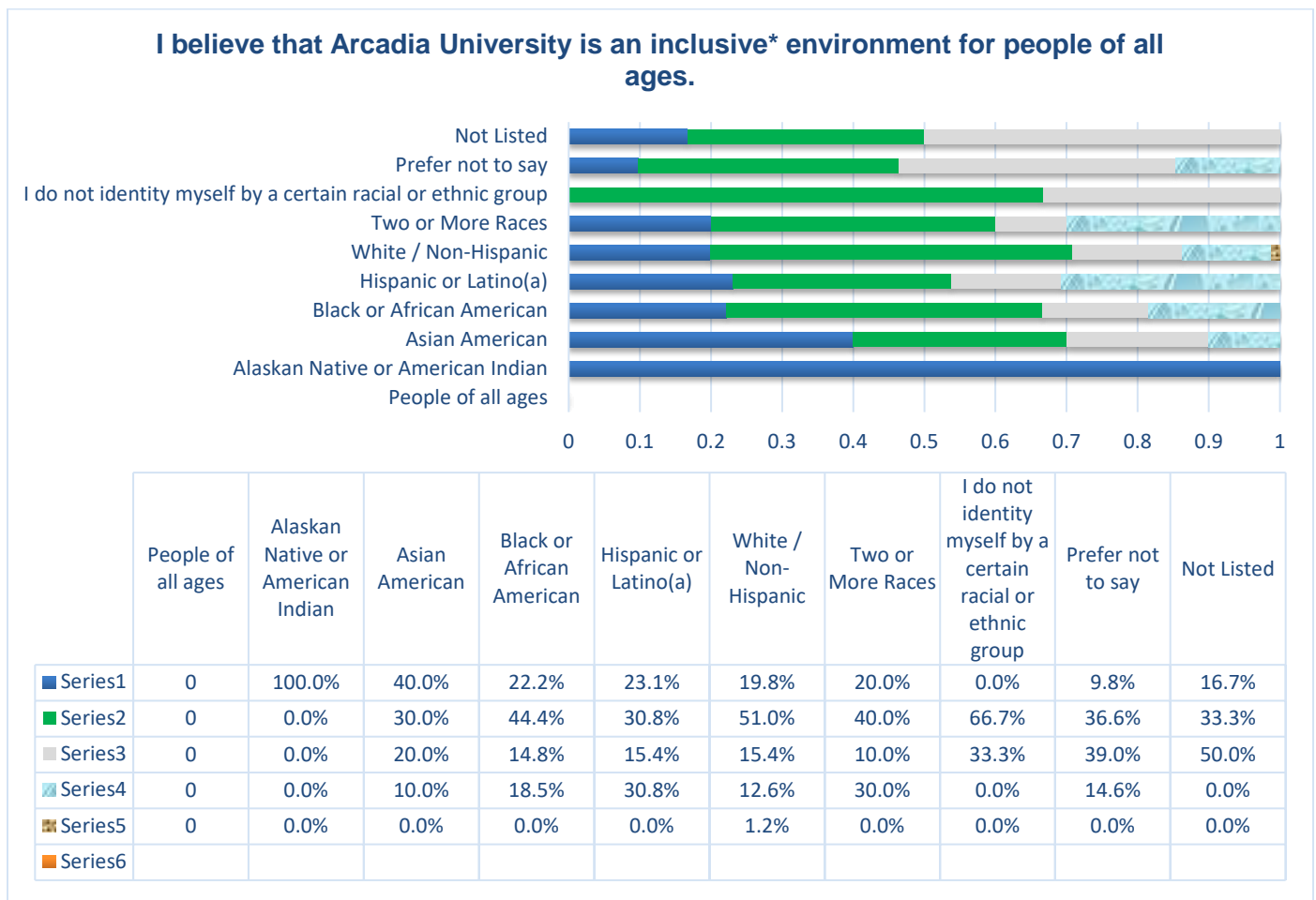
33c

Position Type & Response. There was variation but no statistically significant difference in response this statement based on position type ($p=0.53$). There was a 10-point difference in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 61% of all faculty strongly agree or agree and 17% disagree or strongly disagree. 22% reported they neither agree nor disagree ($n=115$).
- 71% of all staff strongly agree or agree and 12% disagree or strongly disagree. 17% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Hispanic or Latino(a)s (31%). The highest rate of neutrality was among those whose race ethnicity was not listed (50%).

Among those who identify, their race/ethnicity was listed and they answered, Hispanic or Latino(a)s had the lowest rate of agreement and the highest rate of disagreement.

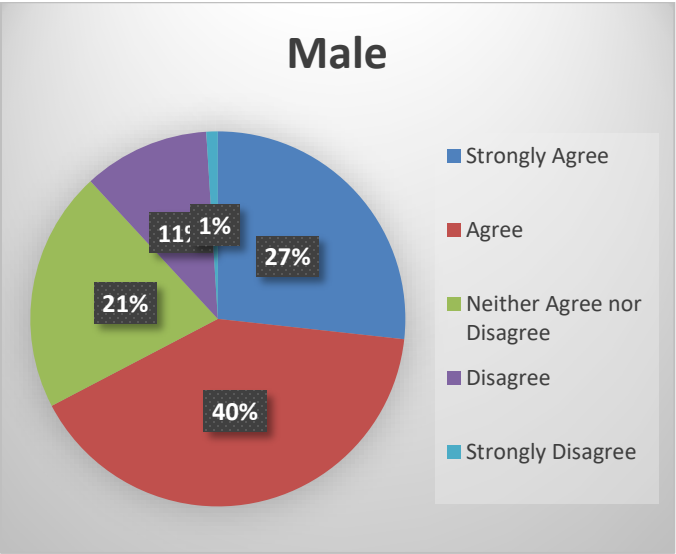
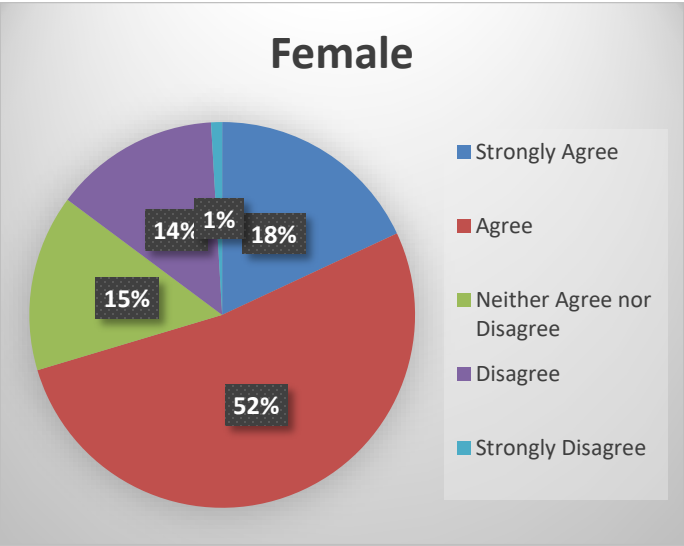


People of all ages

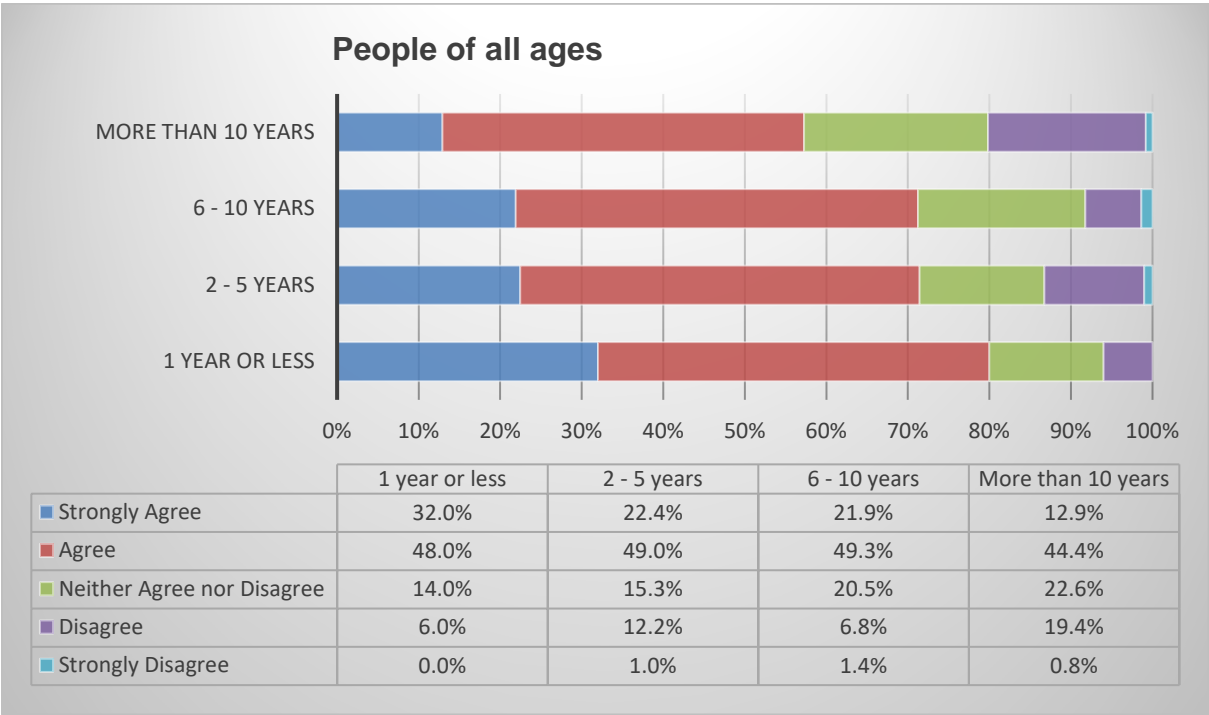
Gender & Response. There was some variation, but no statistically significant difference in response based on gender (p=0.14).

70% of females strongly agree or agree.

67% of males strongly agree or agree.



Years Employed & Response. There was some variation in response but no statistically significant difference in response based on years employed (p=0.19).



People of all races or ethnicities

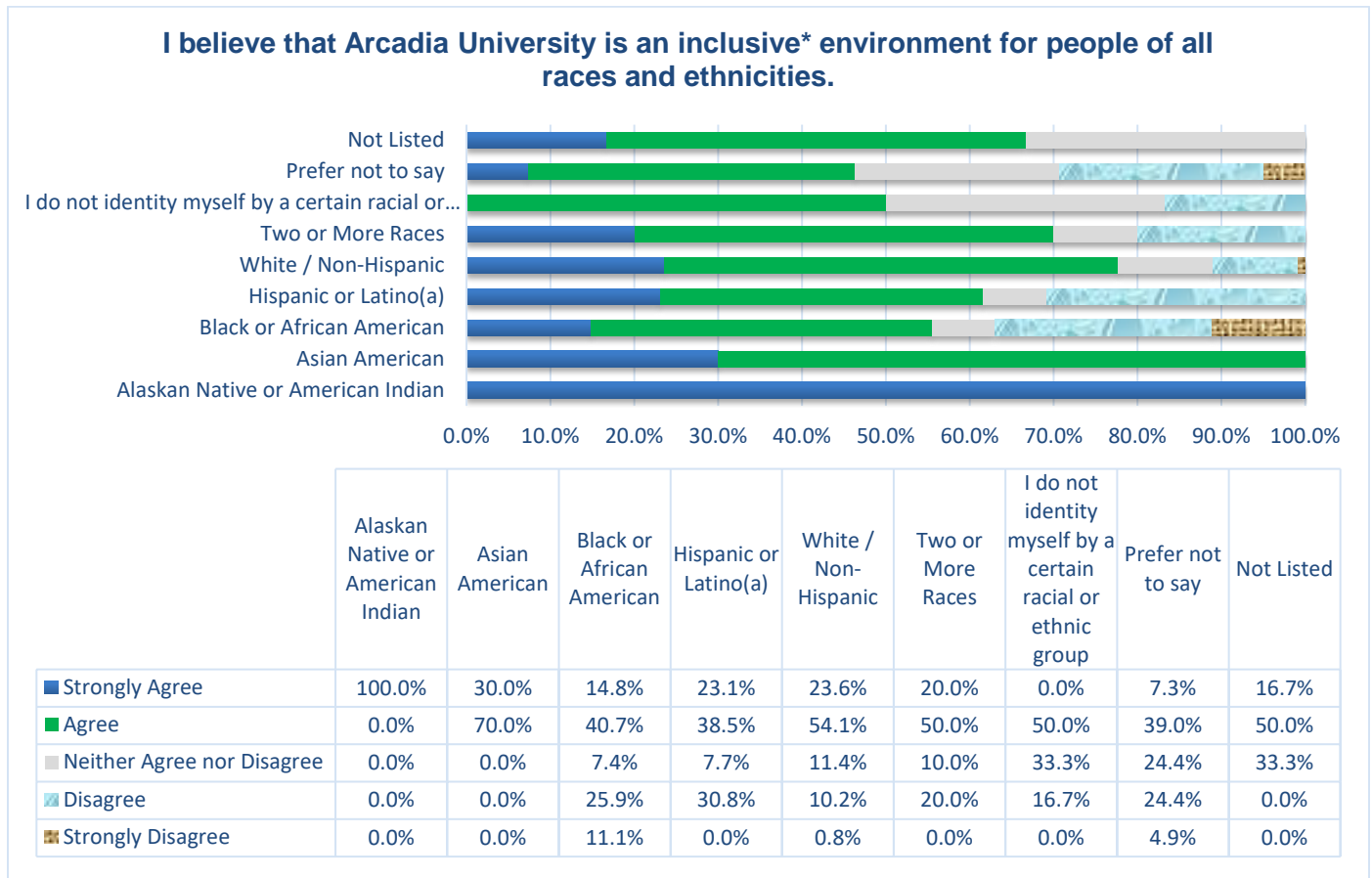
33d

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.61$). There is an **11-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 65% of all faculty strongly agree or agree and 19% disagree or strongly disagree. 16% reported they neither agree nor disagree ($n=116$).
- 76% of all staff strongly agree or agree and 12% disagree or strongly disagree. 12% reported they neither agree nor disagree ($n=229$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this question based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Black or African Americans (37%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and those whose race ethnicity was not listed (both 33%).

Among those who identify, their race/ethnicity was listed and they answered, Black or African Americans had the lowest rate of agreement and the highest rate of disagreement.

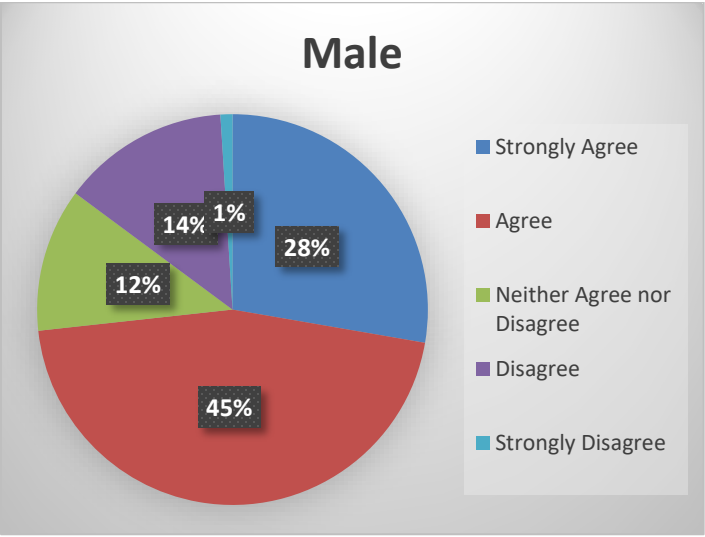
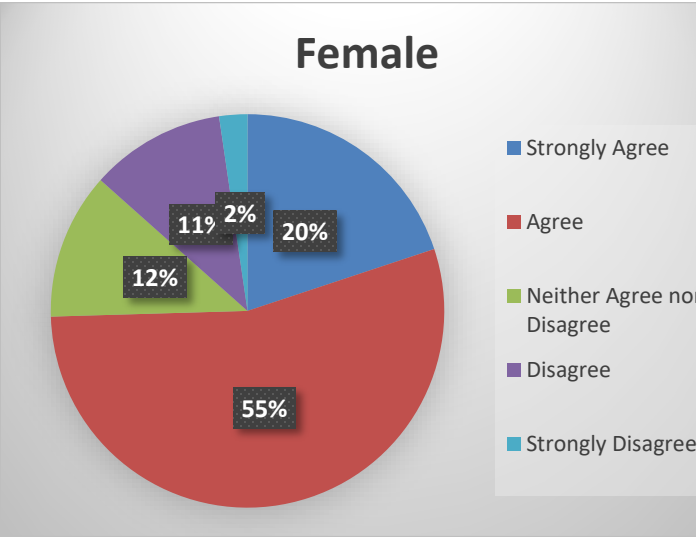


People of all races or ethnicities

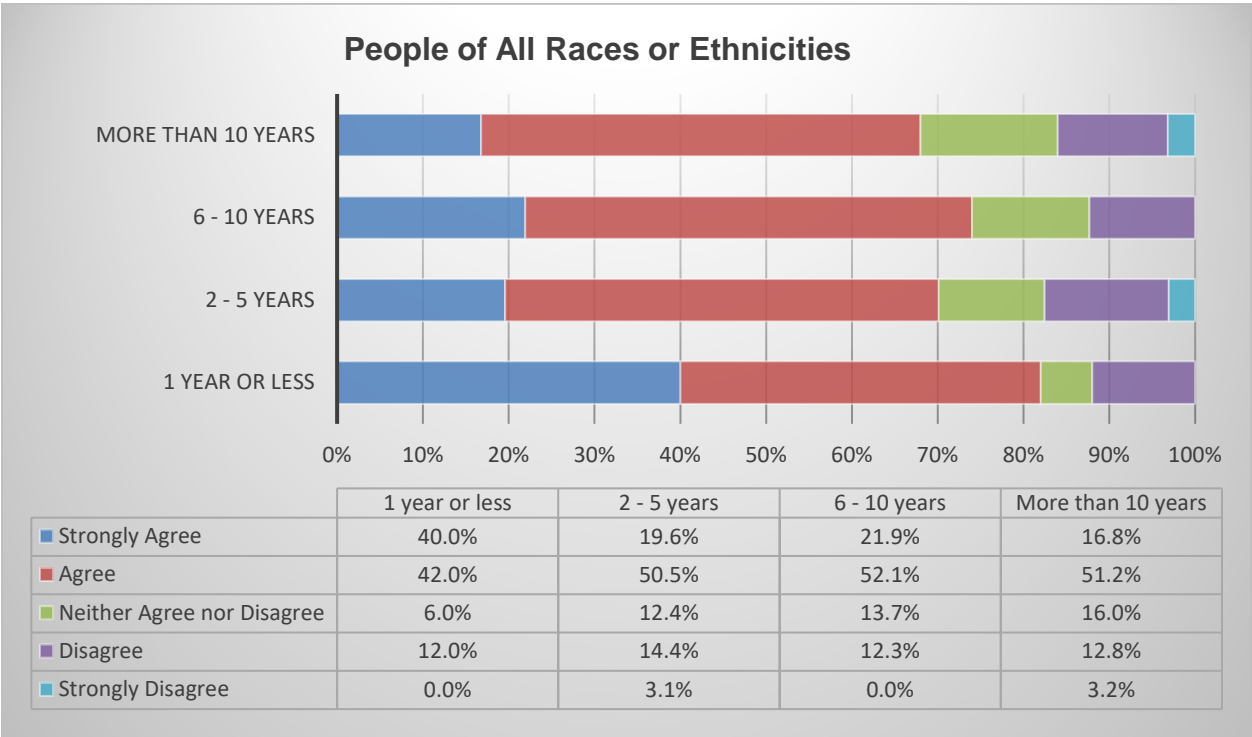
Gender & Response. There was some variation, but no statistically significant difference in response based on gender (p=0.13).

75% of females strongly agree or agree.

73% of males strongly agree or agree.



Years Employed & Response. There was some variation, but no statistically significant difference in response based on years employed at Arcadia University (p=0.30).



People of all sexual orientations

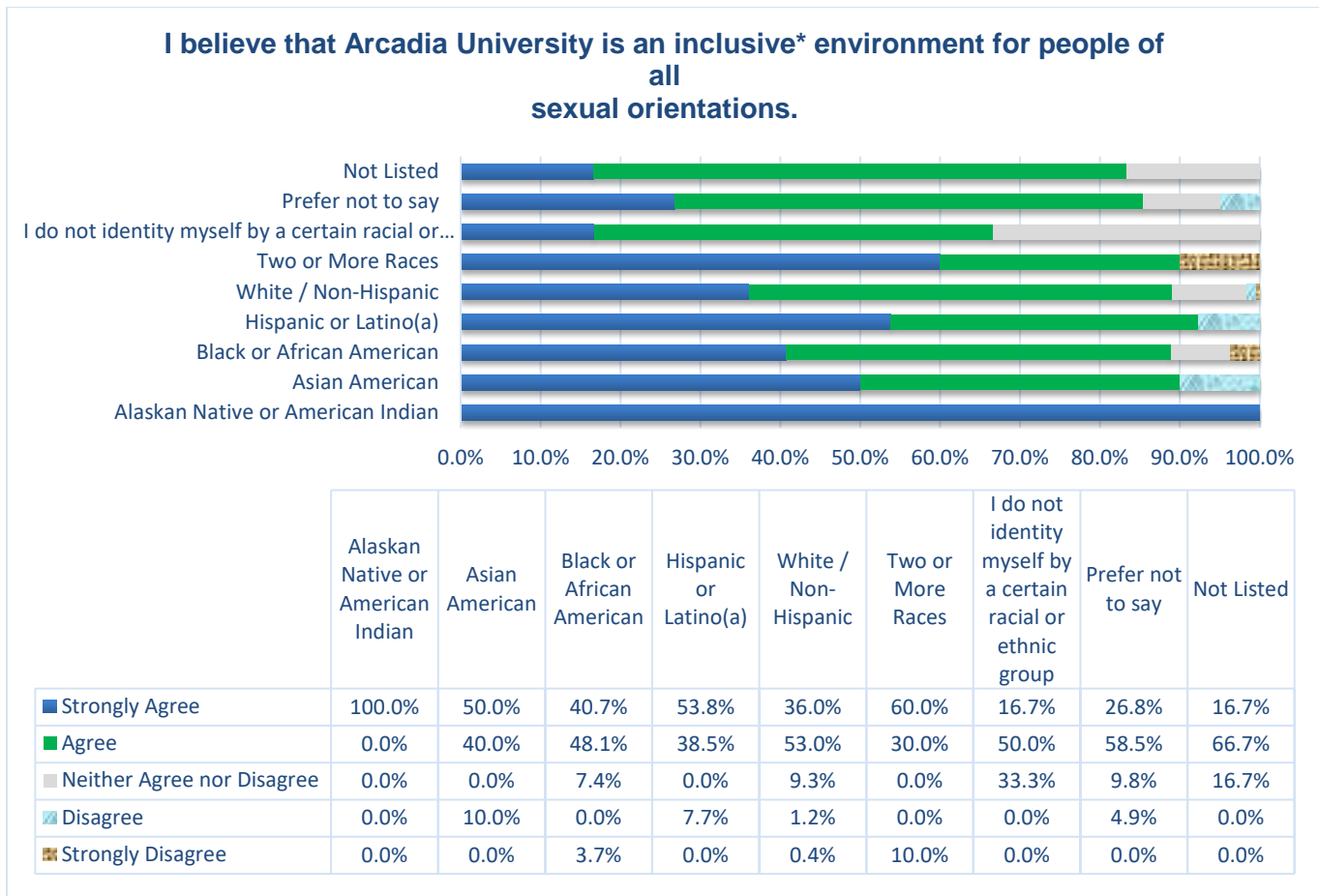
33e

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.08$). There is a **7-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 84% of all faculty strongly agree or agree and 4% disagree or strongly disagree. 12% reported they neither agree nor disagree ($n=116$).
- 91% of all staff strongly agree or agree and 1% disagree or strongly disagree. 8% reported they neither agree nor disagree ($n=230$).

Race/Ethnicity & Response ($n=360$). There were high rates of agreement in response to this question and there was little variation based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who belong to two or more races (10%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify, their race/ethnicity was listed and they answered, rates of agreement were between 89% and 100%. Black or African Americans had the lowest rate of agreement and Asian Americans had the highest rate of disagreement.

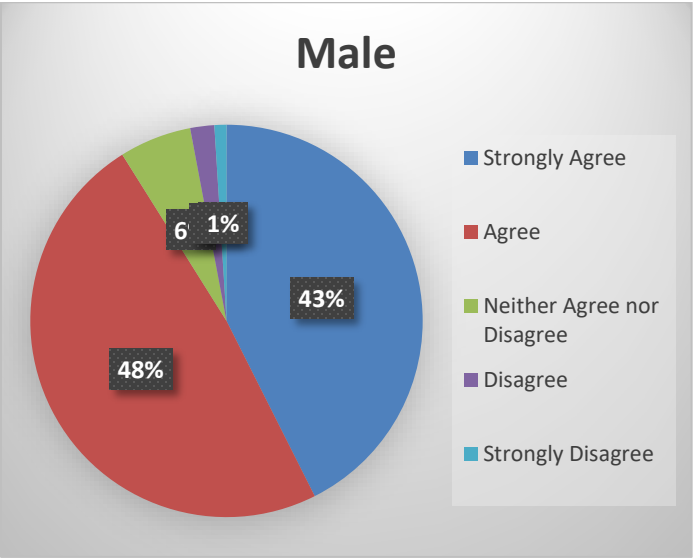
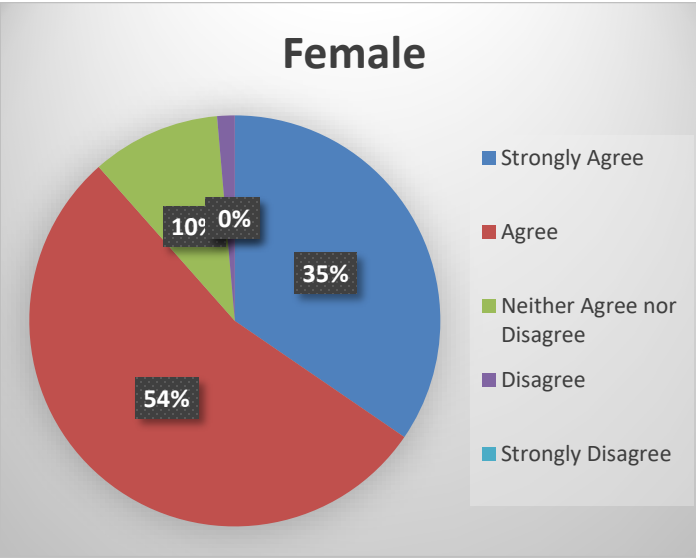


People of all sexual orientations

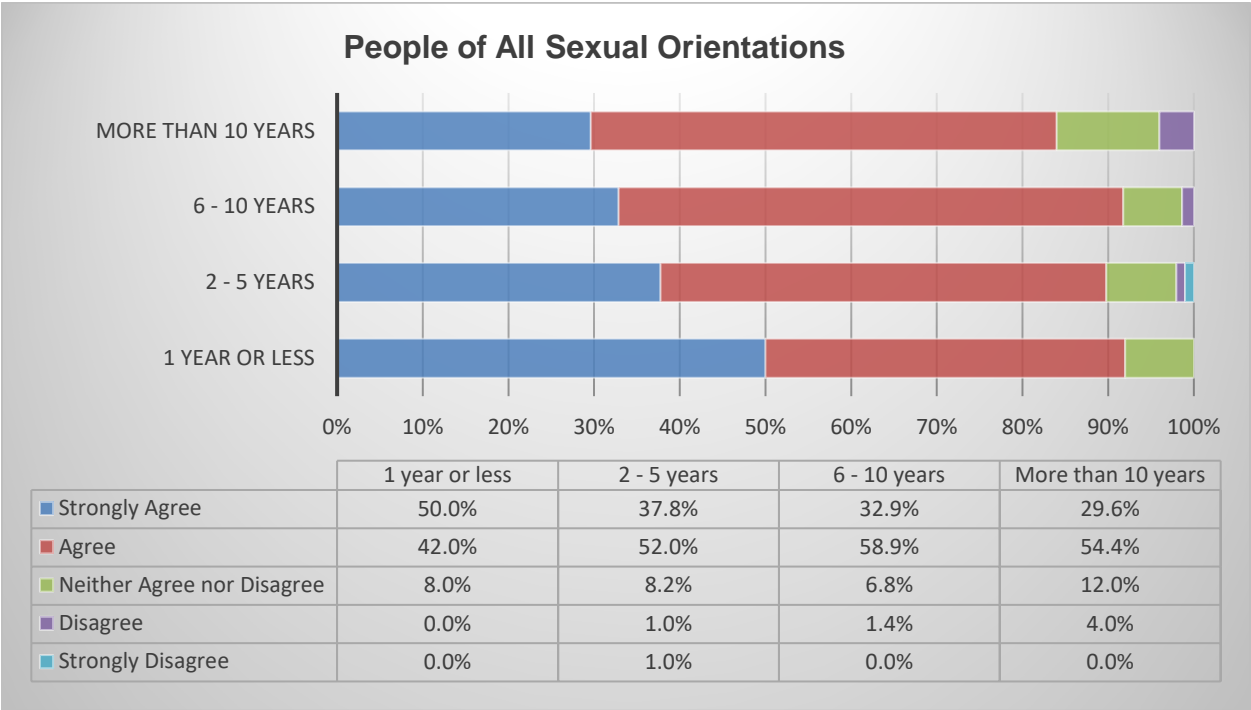
Gender & Response. There was some variation, but no statistically significant difference in response based on gender (p=0.31).

89% of females strongly agree or agree.

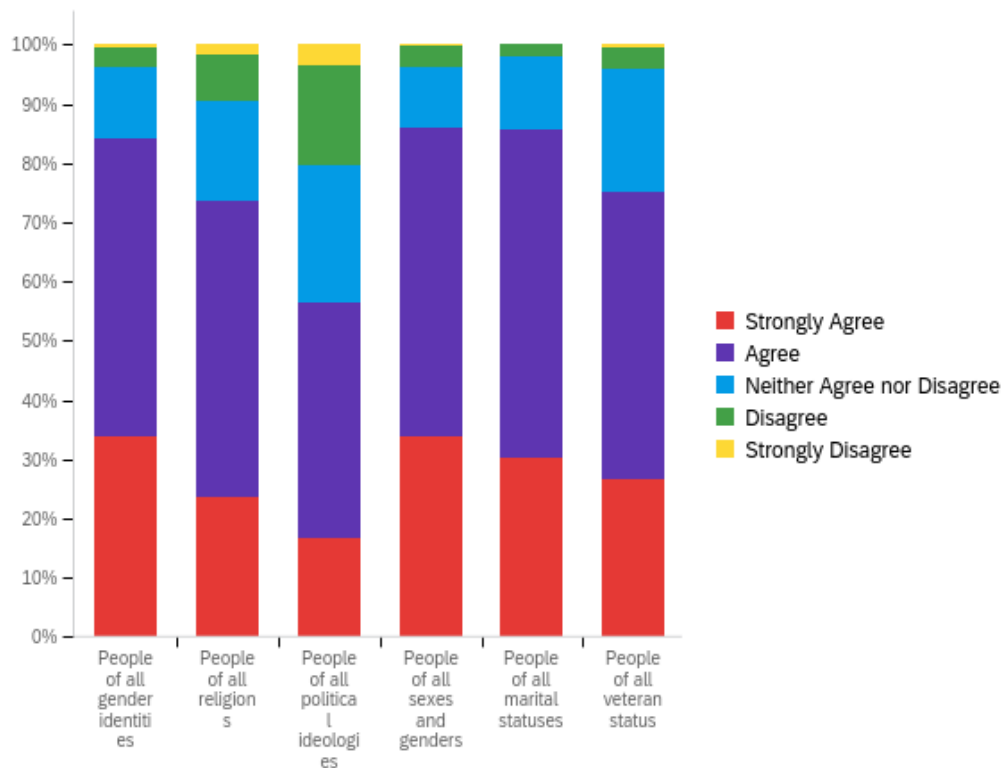
91% of males strongly agree or agree.



Years Employed & Response. There was some variation, but no statistically significant difference in response based on years employed at Arcadia University (p=0.48).



34. I believe that Arcadia University is an inclusive* environment for:



The percentage of all respondents that strongly agreed or agreed with the following statements: I believe that Arcadia University is an inclusive environment for:

- People of all gender identities = 84%

People of all religions = 74%
- People of all political ideologies = 56%

People of all sexes and genders = 86%
- People of all marital statuses = 86%

People of all veteran statuses = 75%

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
People of all gender identities	33.71%	50.56%	11.80%	3.37%	0.56%	356
People of all religions	23.60%	50.00%	16.85%	7.87%	1.69%	356
People of all political ideologies	16.62%	39.72%	23.38%	16.90%	3.38%	355
People of all sexes and genders	33.71%	52.25%	10.11%	3.65%	0.28%	356
People of all marital statuses	30.34%	55.34%	12.36%	1.97%	0.00%	356
People of all veteran status	26.63%	48.44%	20.96%	3.40%	0.57%	353

People of all gender identities

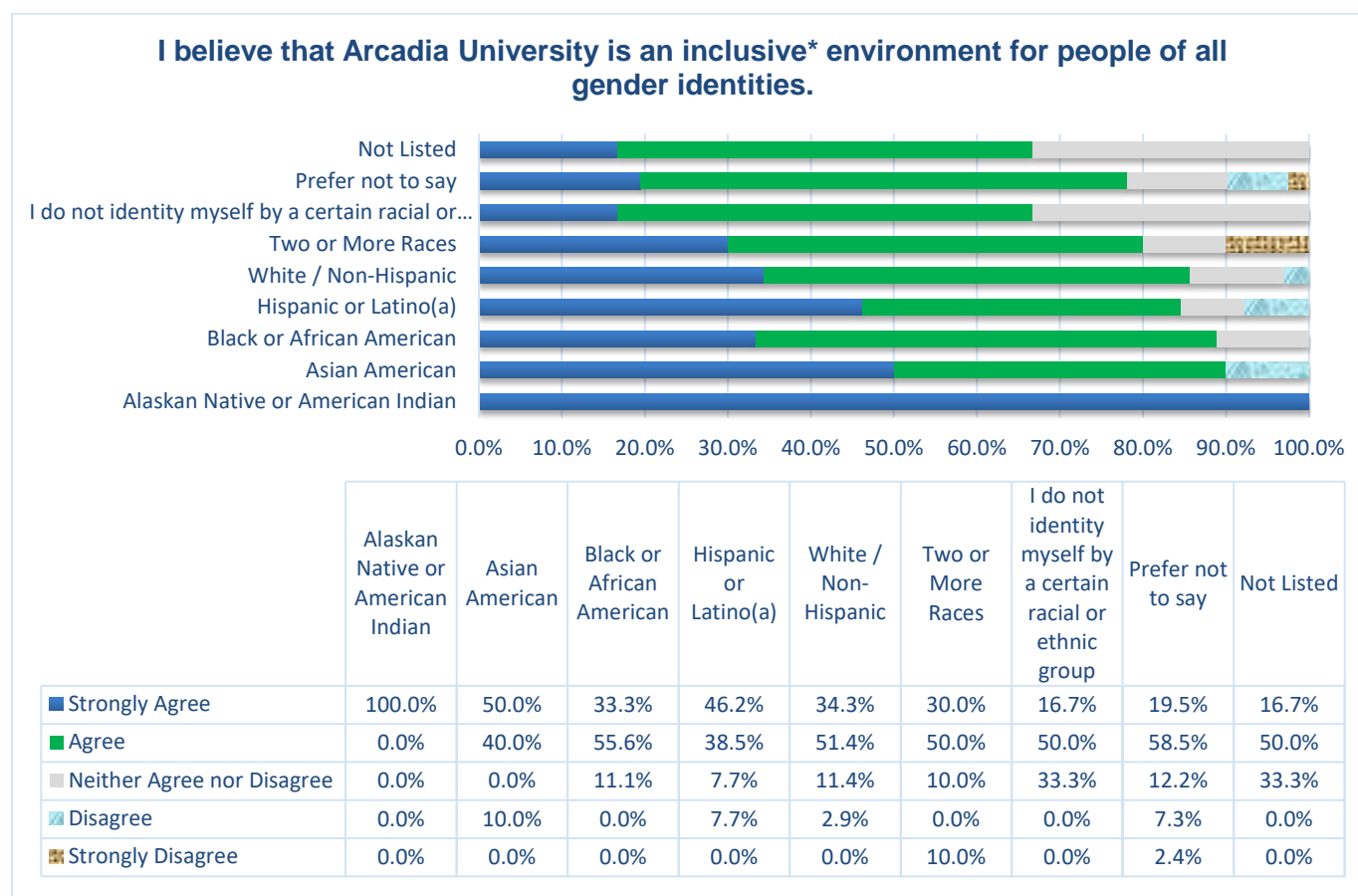
34a

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.20$). There is a **10-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 78% of all faculty strongly agree or agree and 6% disagree or strongly disagree. 16% reported they neither agree nor disagree ($n=116$).
- 88% of all staff strongly agree or agree and 3% disagree or strongly disagree. 9% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There were high rates of agreement in response to this question and there was little variation based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among three groups: those who prefer not to say; those who belong to two or more races; and Asian Americans, each 33%. The highest rate of disagreement was among those who belong to two or more races (10%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, those who belong to two or more races had the lowest rate of agreement and Asian Americans had the highest rate of disagreement.

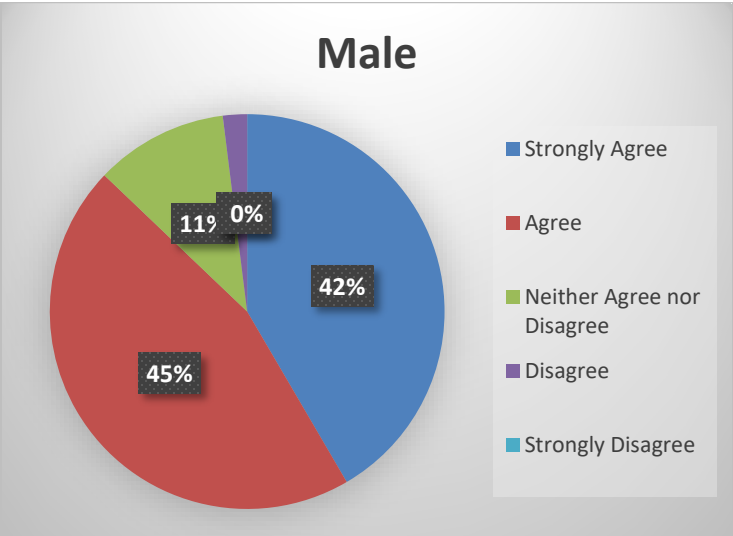
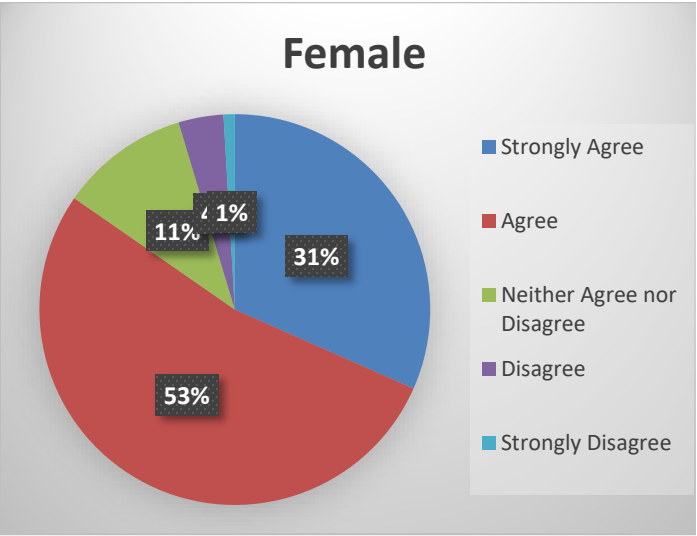


People of all gender identities

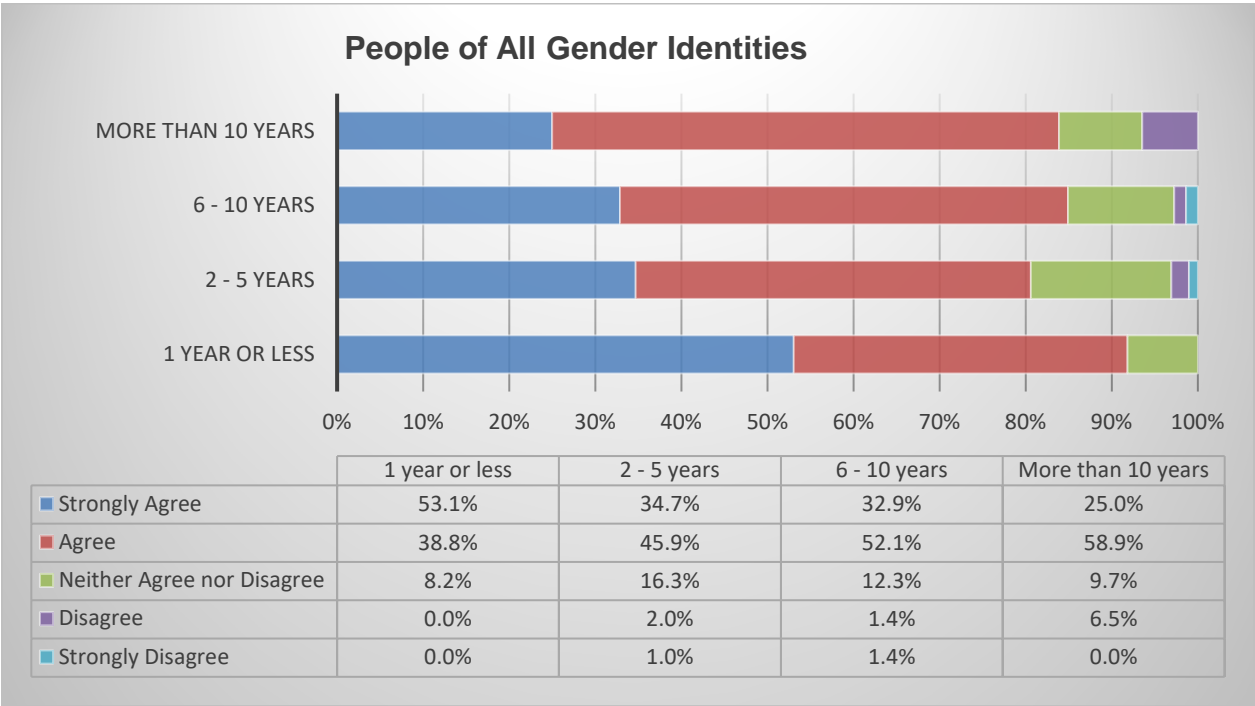
Gender & Response. There was some variation, but no statistically significant difference in response based on gender ($p=0.37$).

84% of females strongly agree or agree.

87% of males strongly agree or agree.



Years Employed & Response. There was variation in response, but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.07$). The rate of strong agreement decreased as the number of year increased.



People of all religions

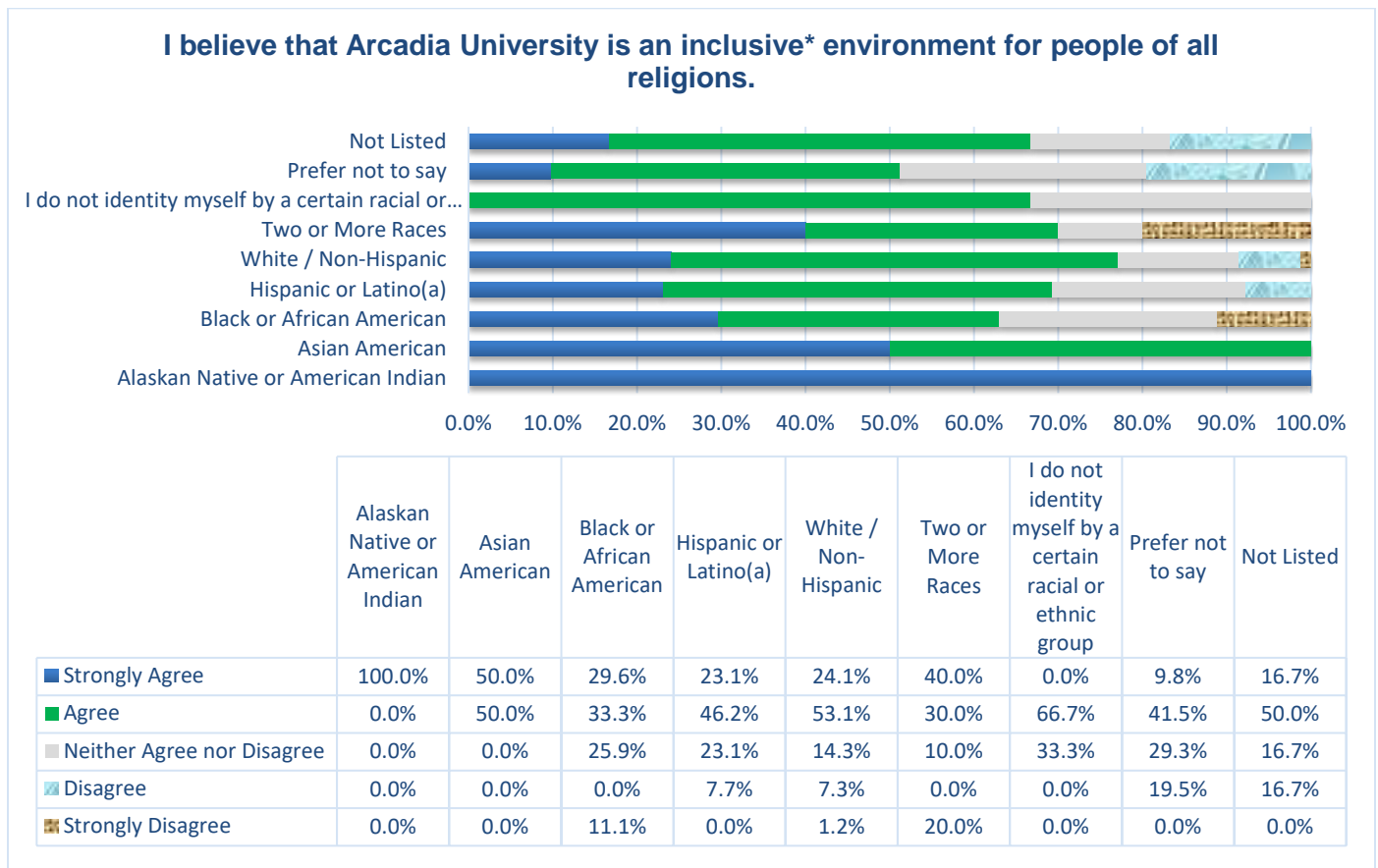
34b

Position Type & Response. There was little variation and no statistically significant difference in response to this statement based on position type ($p=0.72$).

- 73% of all faculty strongly agree or agree and 11% disagree or strongly disagree. 16% reported they neither agree nor disagree ($n=116$).
- 74% of all staff strongly agree or agree and 8% disagree or strongly disagree. 18% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this statement based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). Those who belong to two or more races and those who prefer not to say had the highest rates of disagreement (each 20%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Black or African Americans had the lowest rate of agreement and those who belong to two or more races had the highest rate of disagreement.

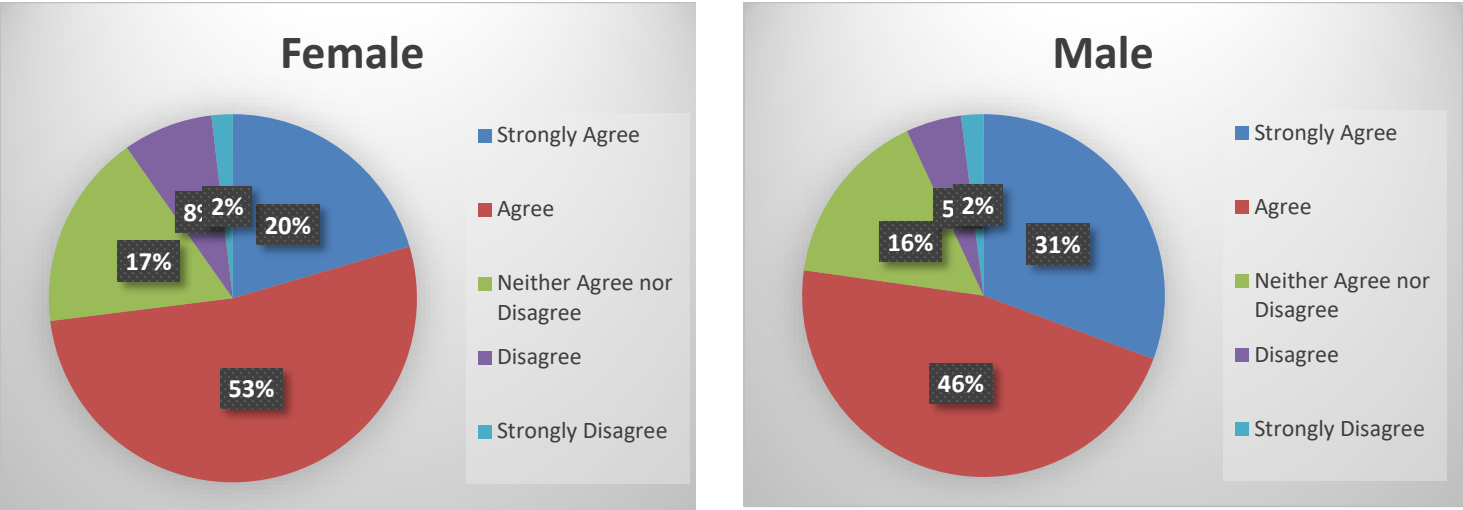


People of all religions

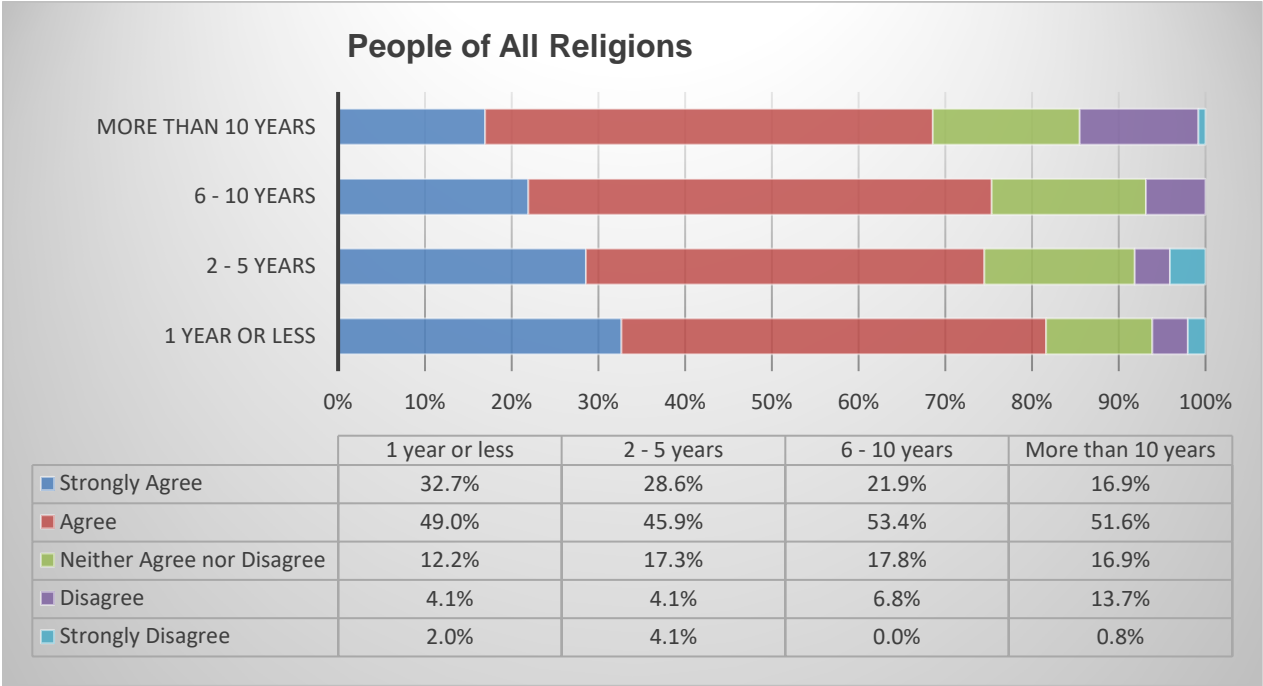
Gender & Response. There was some variation, but no statistically significant difference in response based on gender (p=0.40).

73% of females strongly agree or agree.

77% of males strongly agree or agree.



Years Employed & Response. There was variation in response, but no statistically significant difference in response based on number of length of employment at Arcadia University (p=0.16). The rate of strong agreement decreased and the rate of disagreement increased as the number of year increased.



People of all political ideologies

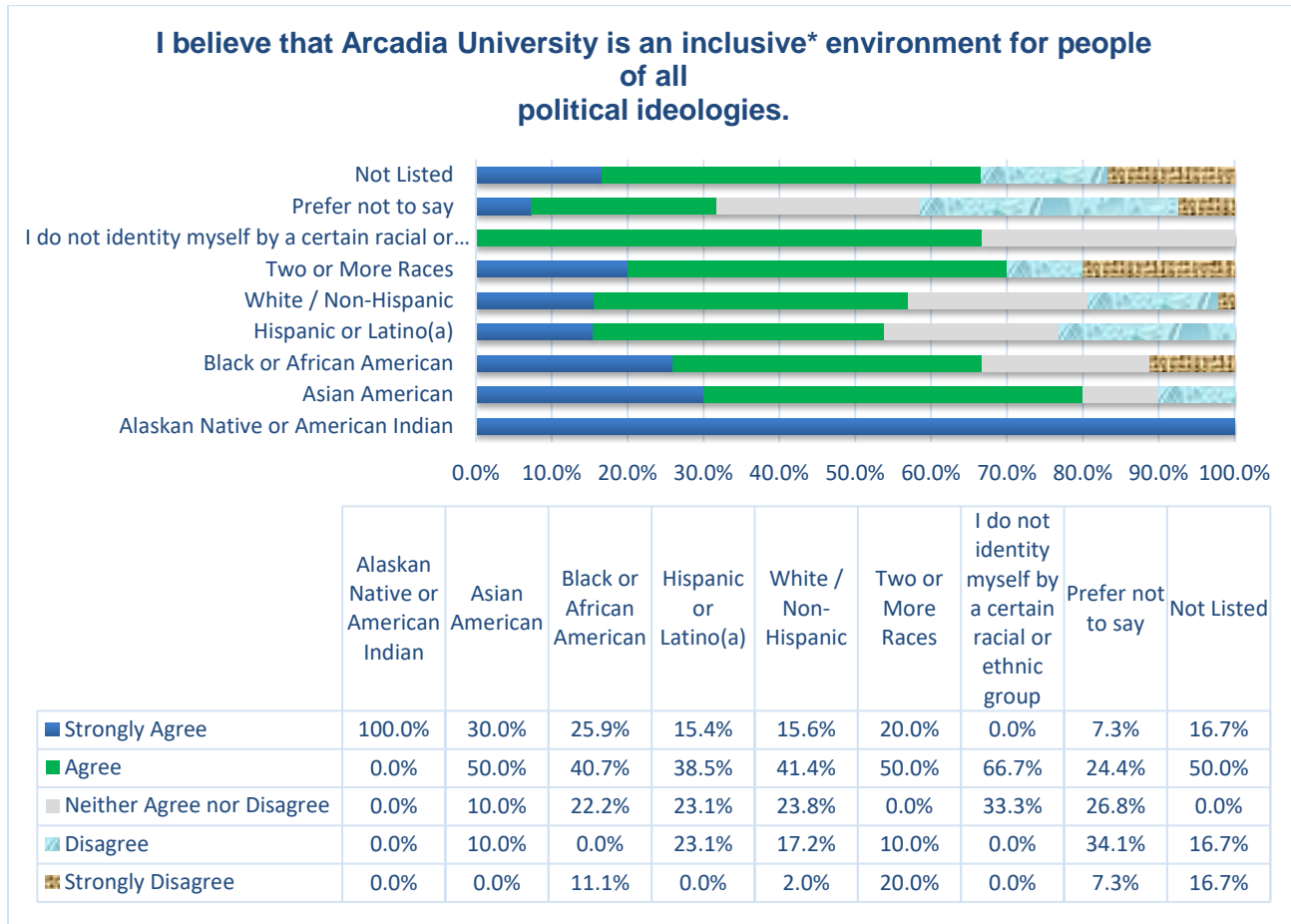
34c

Position Type & Response. There was variation in response but no statistically significant difference in response to this statement based on position type ($p=0.24$). There is a **10-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of neutrality.

- 50% of all faculty strongly agree or agree and 19% disagree or strongly disagree. 31% reported they neither agree nor disagree ($n=116$).
- 60% of all staff strongly agree or agree and 20% disagree or strongly disagree. 20% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this statement based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (41%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Hispanic or Latino(a) had the lowest rate of agreement and the highest rate of disagreement.

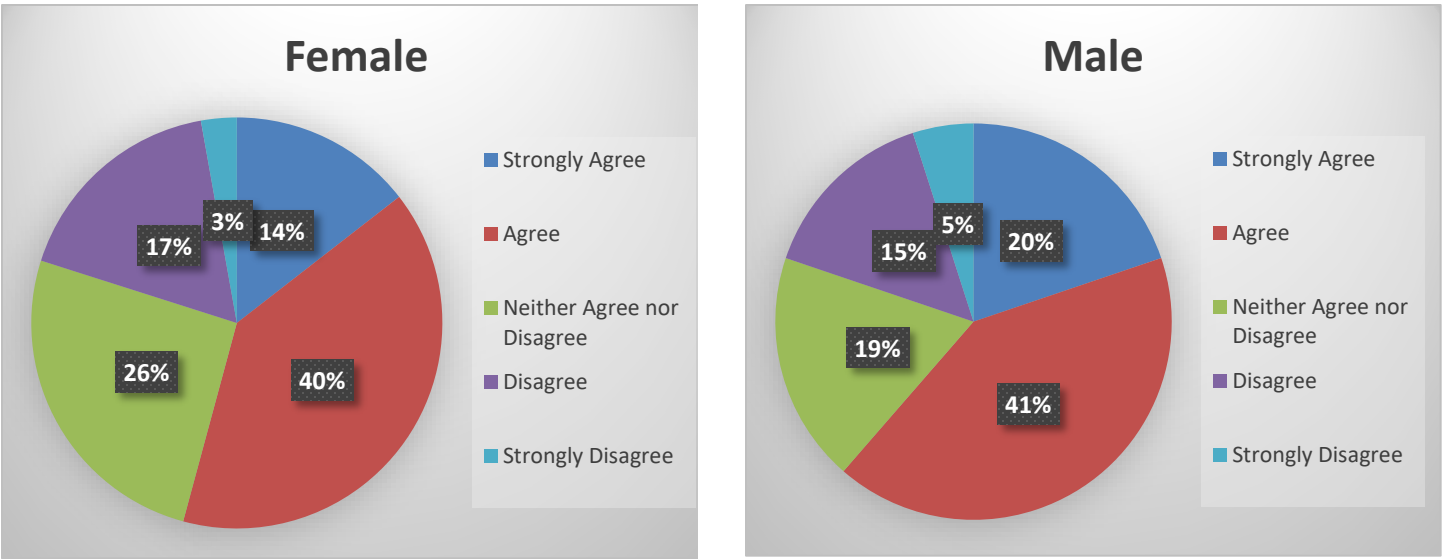


People of all political ideologies

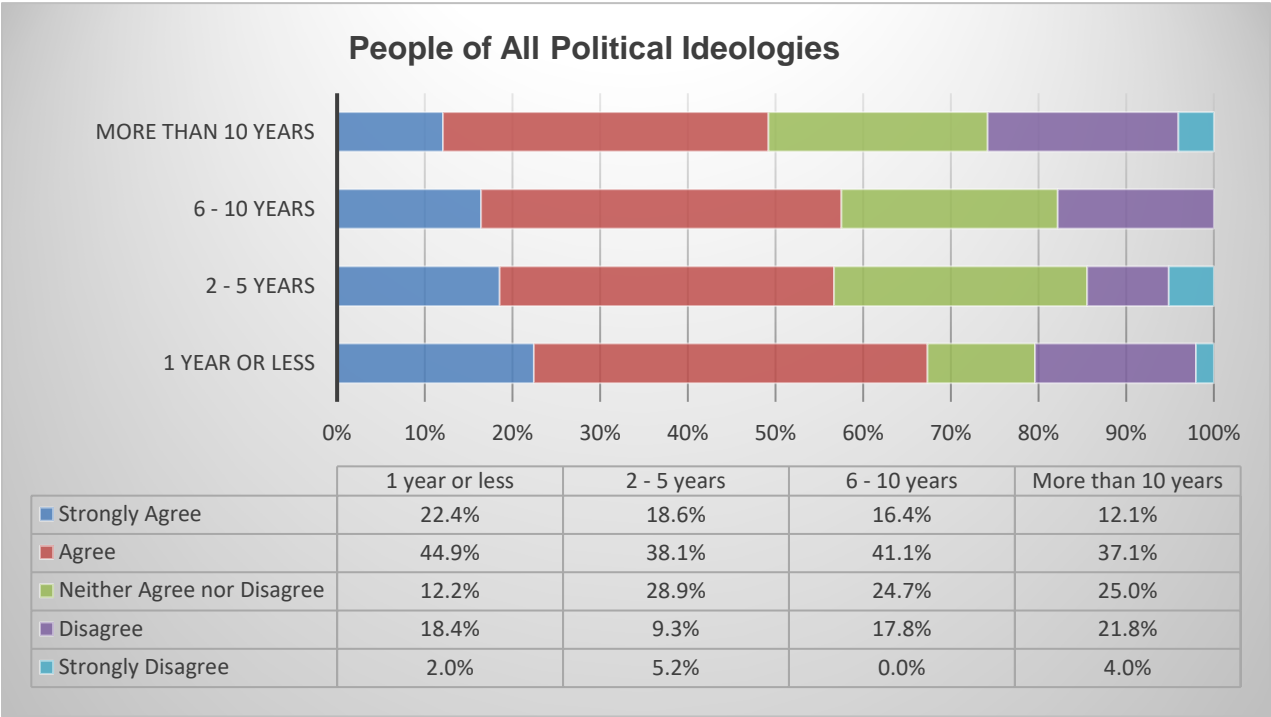
Gender & Response. There was some variation, but no statistically significant difference in response based on gender ($p=0.78$). The rate of agreement was low in both groups. The rate of neutrality was high in both groups, particularly among females.

54% of females strongly agree or agree.

61% of males strongly agree or agree.



Years Employed & Response. There was variation in response, but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.18$). The rate of strong agreement and agreement decreased as the number of year increased.



People of all sexes and genders

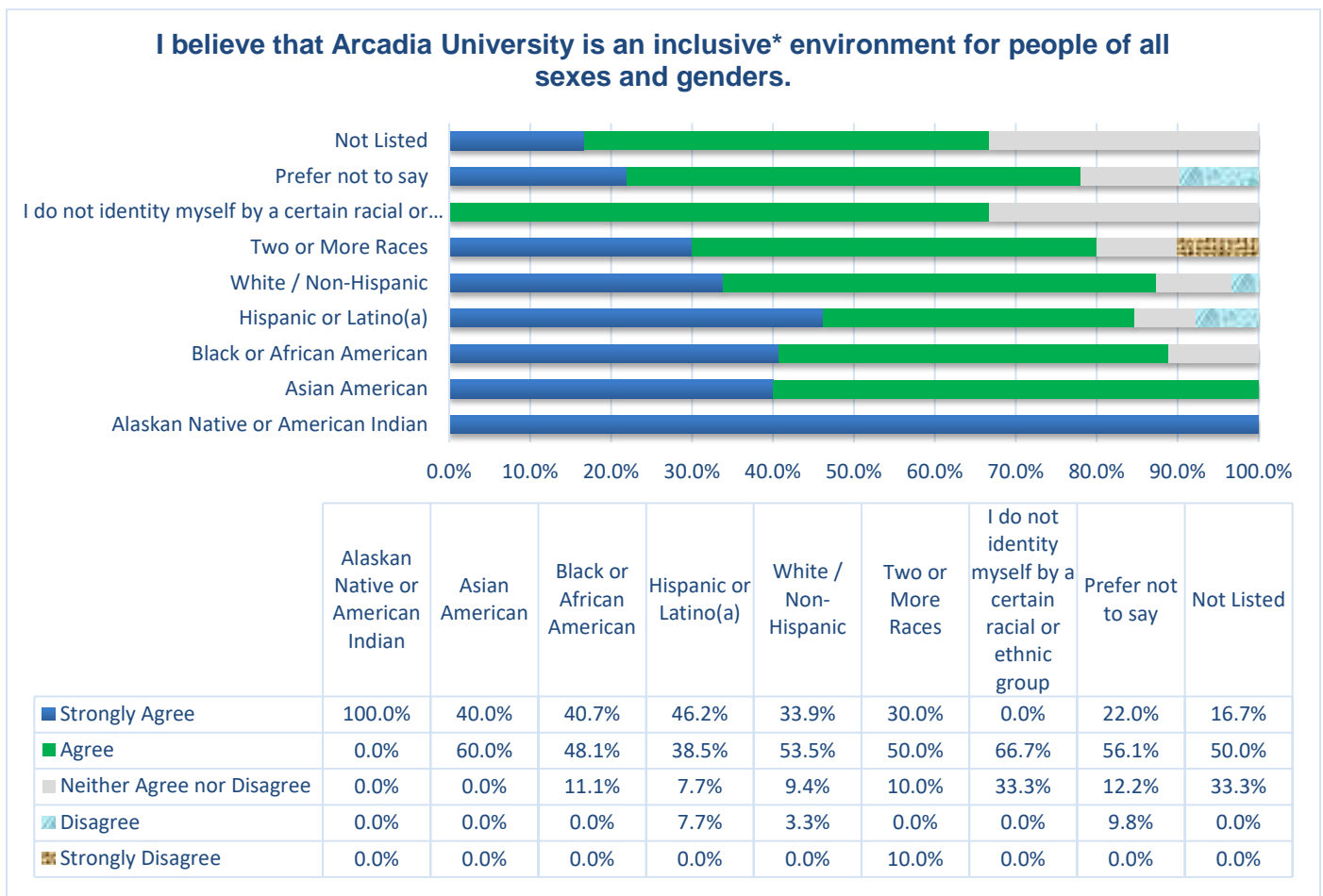
34d

Position Type & Response. There was variation but no statistically significant difference in response to this statement based on position type ($p=0.09$). There is a **9-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 80% of all faculty strongly agree or agree and 7% disagree or strongly disagree. 13% reported they neither agree nor disagree ($n=116$).
- 89% of all staff strongly agree or agree and 3% disagree or strongly disagree. 8% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this statement based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who belong to two or more races (10%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and those whose race ethnicity was not listed (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, there were high rates of agreement and less variation in response. Those who belong to two or more races had the lowest rate of agreement and the highest rate of disagreement.

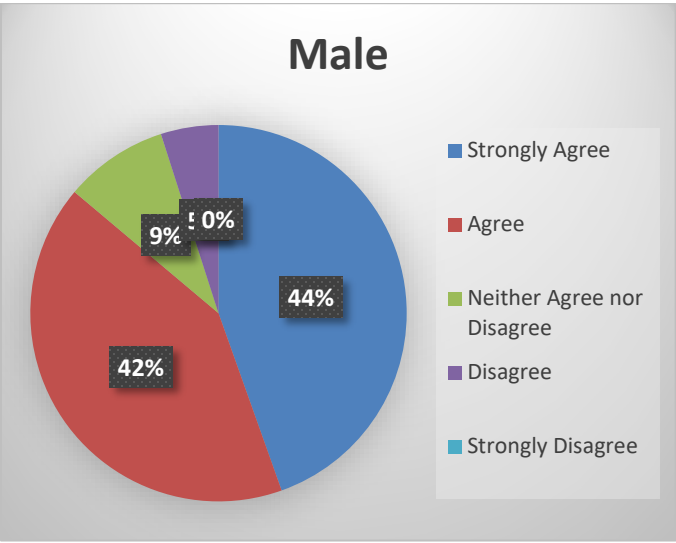
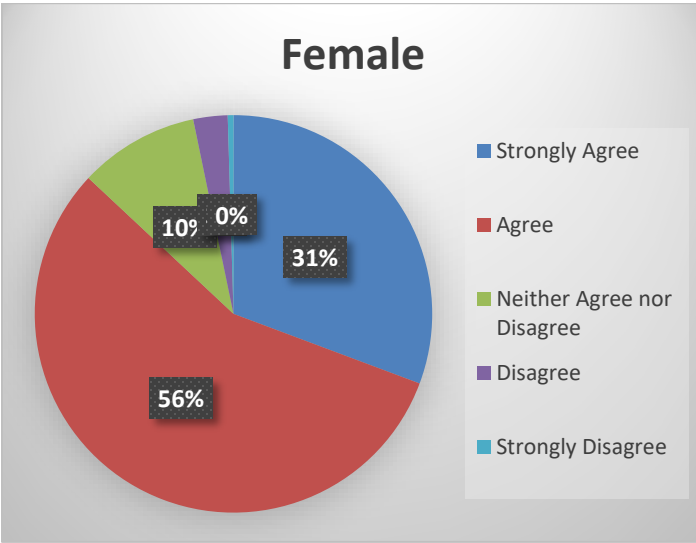


People of all sexes and genders

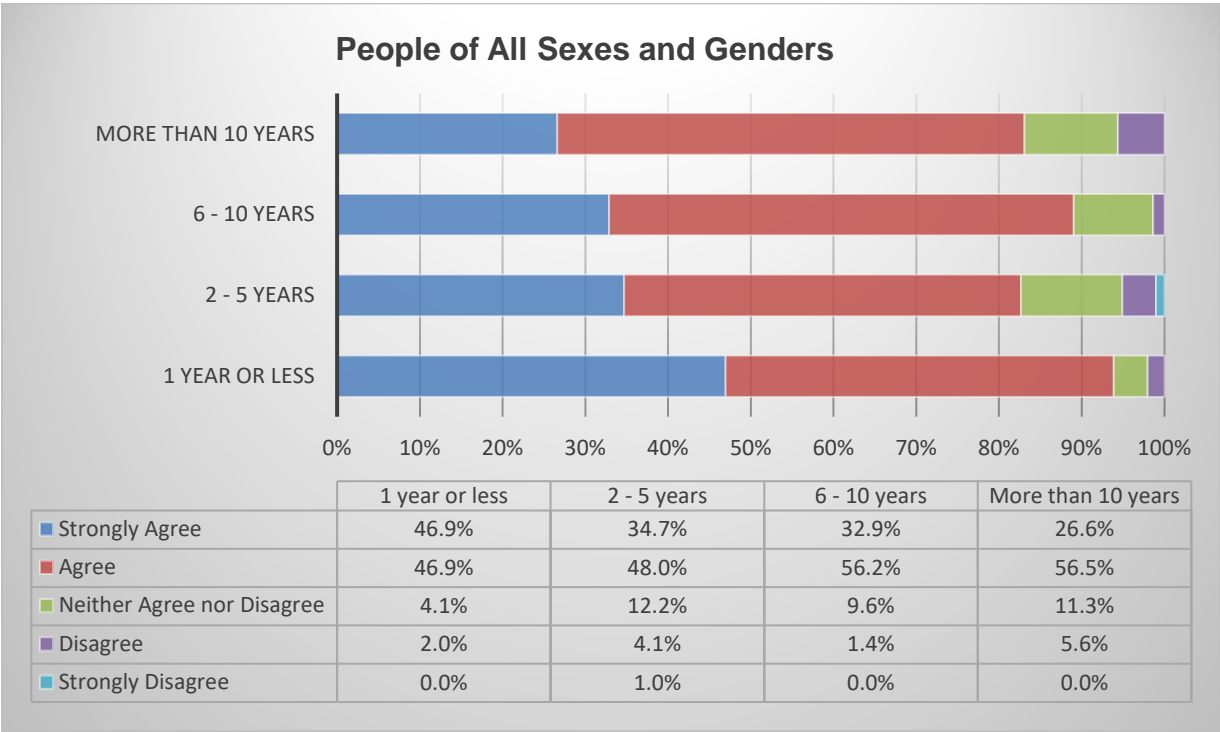
Gender & Response. There was some variation, but no statistically significant difference in response based on gender ($p=0.17$).

86% of females strongly agree or agree.

86% of males strongly agree or agree.



Years Employed & Response. There was variation in response, but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.51$). The rate of strong agreement decreased as the number of year increased.



People of all marital statuses

34e

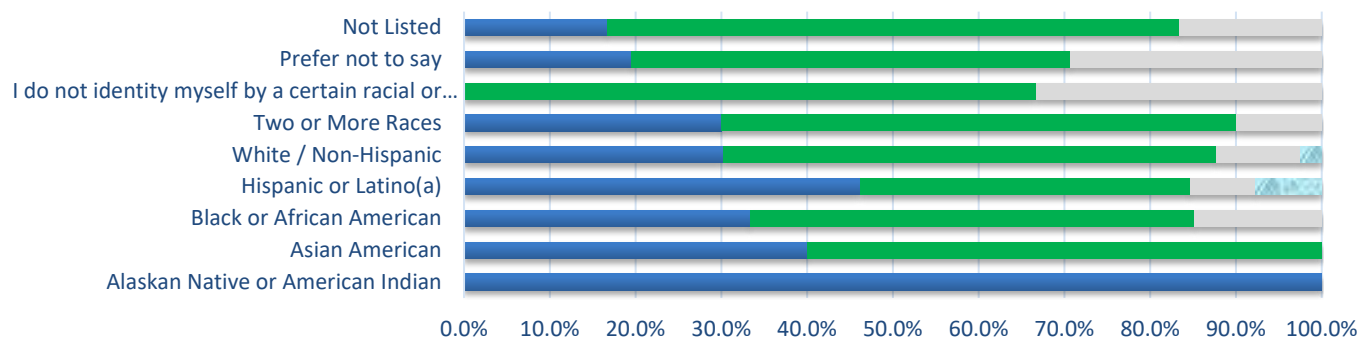
Position Type & Response. There was variation but no statistically significant difference in response to this statement based on position type ($p=0.22$). There is a **9-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 80% of all faculty strongly agree or agree and 4% disagree or strongly disagree. 16% reported they neither agree nor disagree ($n=116$).
- 89% of all staff strongly agree or agree and 1% disagree or strongly disagree. 10% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this statement based on race/ethnicity. While there was little disagreement, the rates of neutrality varied. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among Hispanic or Latino(a)s (8%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, there were high rates of agreement and less variation in response. Black or African Americans and Hispanic or Latino(a)s had the lowest rate of agreement (each 85%). Hispanic or Latino(a)s had the highest rate of disagreement.

I believe that Arcadia University is an inclusive* environment for people of all marital status.



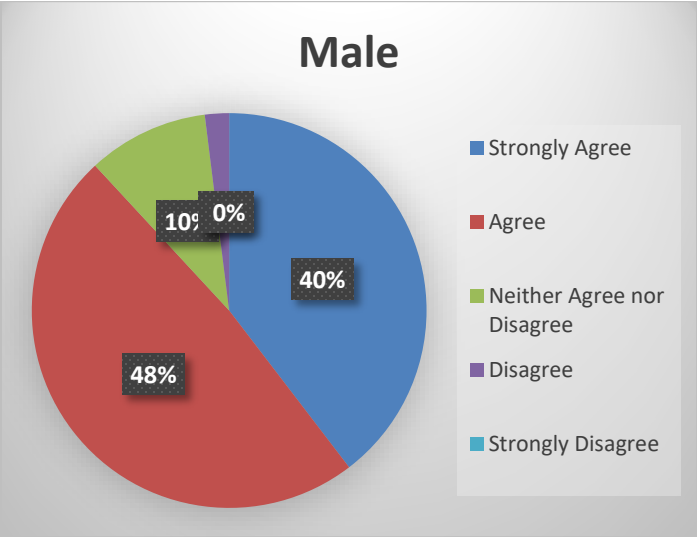
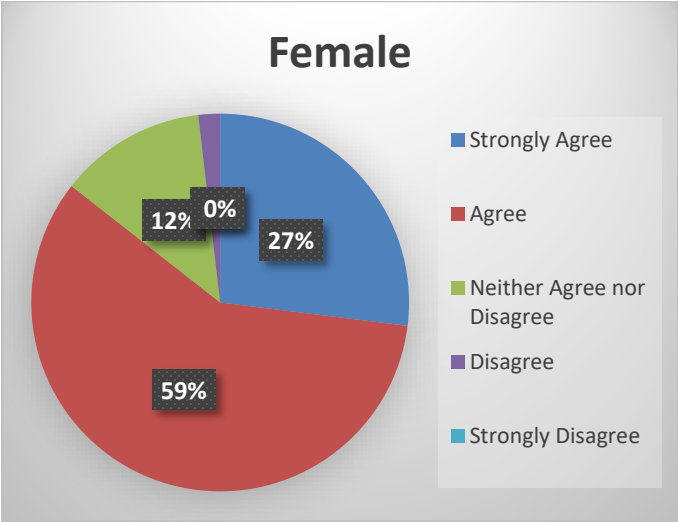
	Alaskan Native or American Indian	Asian American	Black or African American	Hispanic or Latino(a)	White / Non-Hispanic	Two or More Races	I do not identify myself by a certain racial or ethnic group	Prefer not to say	Not Listed
Strongly Agree	100.0%	40.0%	33.3%	46.2%	30.2%	30.0%	0.0%	19.5%	16.7%
Agree	0.0%	60.0%	51.9%	38.5%	57.6%	60.0%	66.7%	51.2%	66.7%
Neither Agree nor Disagree	0.0%	0.0%	14.8%	7.7%	9.8%	10.0%	33.3%	29.3%	16.7%
Disagree	0.0%	0.0%	0.0%	7.7%	2.4%	0.0%	0.0%	0.0%	0.0%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

People of all marital status

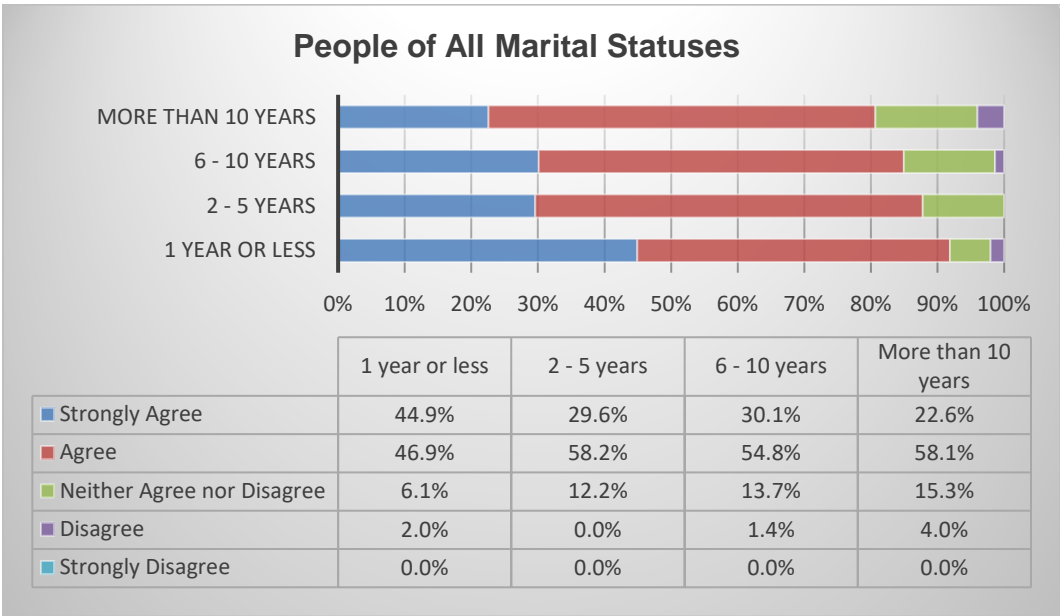
Gender & Response. There was some variation, but no statistically significant difference in response based on gender ($p=0.34$).

86% of females strongly agree or agree.

88% of males strongly agree or agree.



Years Employed & Response. There was some variation in response, but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.08$). The rate of strong agreement and agreement decreased as the number of year increased. The rate of neutrality increased as the number of years increased.



People of all veteran status

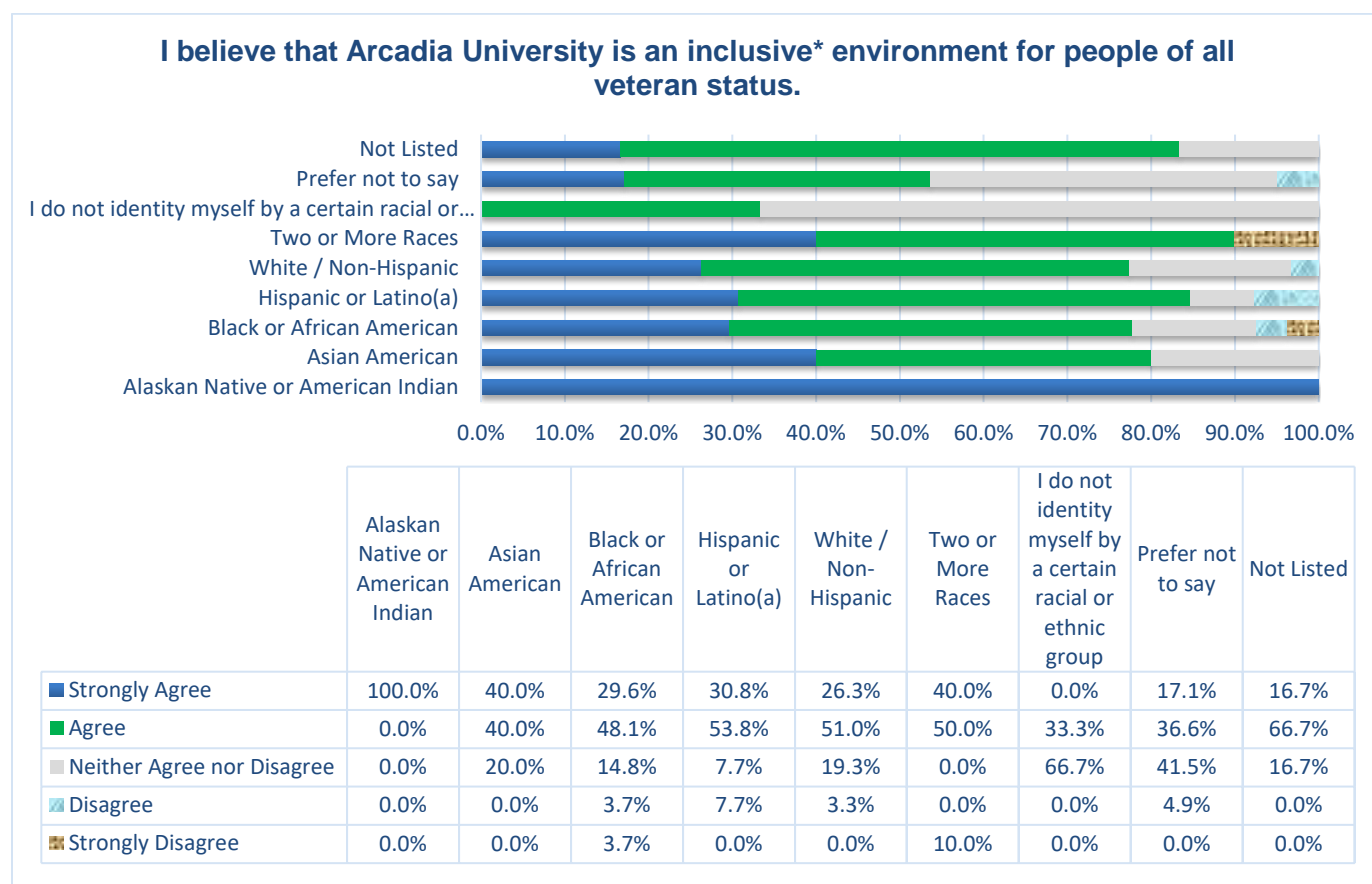
34f

Position Type & Response. There was variation but no statistically significant difference in response to this statement based on position type ($p=0.24$). There is a **10-point difference** in the rate of agreement based on position type. Staff reported higher rates of agreement and lower rates of disagreement and neutrality.

- 68% of all faculty strongly agree or agree and 28% disagree or strongly disagree. 4% reported they neither agree nor disagree ($n=115$).
- 78% of all staff strongly agree or agree and 4% disagree or strongly disagree. 18% reported they neither agree nor disagree ($n=228$).

Race/Ethnicity & Response ($n=360$). There was variation in response to this statement based on race/ethnicity. While there was little disagreement, the rates of neutrality varied. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who belong to two or more races (10%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (67%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, there were high rates of agreement and less variation in response. Black or African Americans had the lowest rate of agreement. Those who belong to two or more races had the highest rate of disagreement.

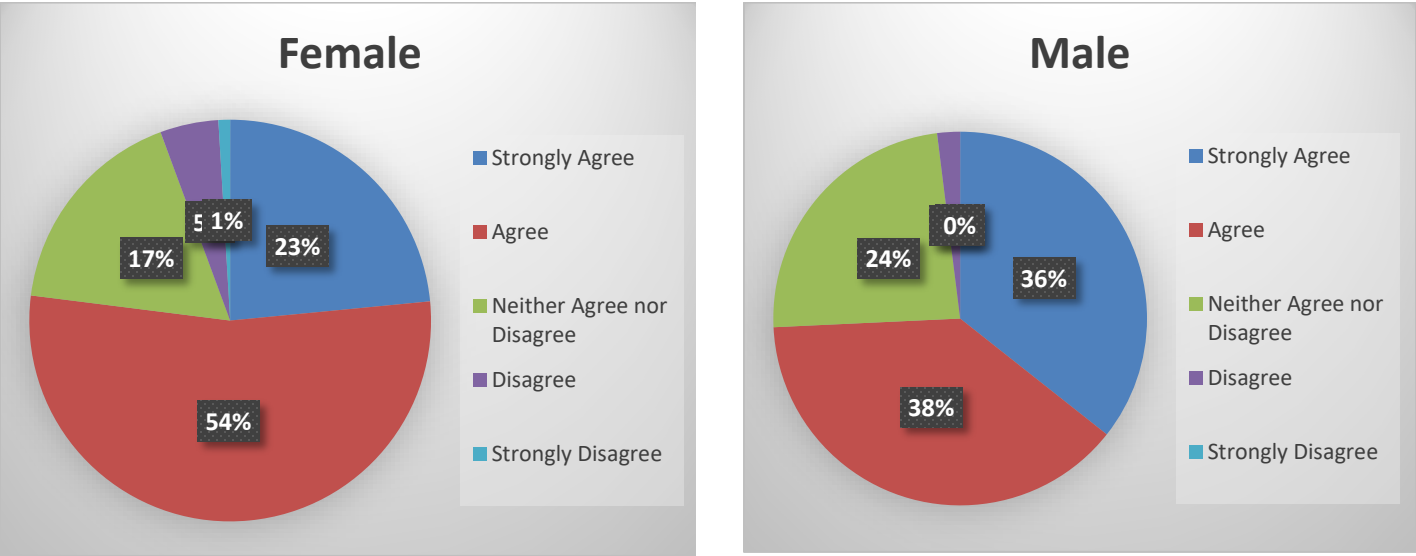


People of all veteran status

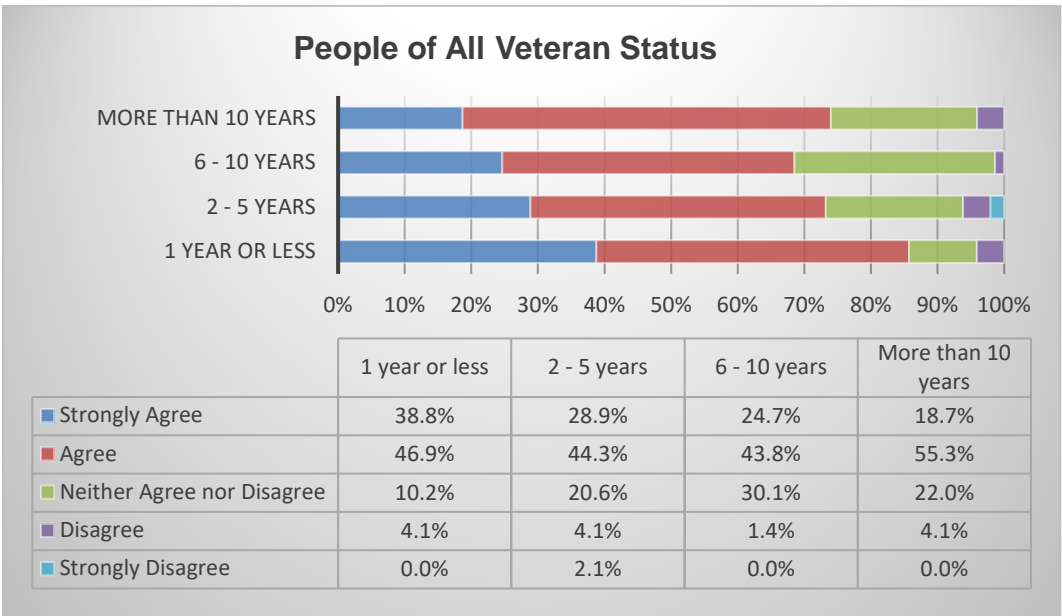
Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.03$). Overall rates of agreement were similar. But, males reported a higher rates of strong agreement and neutrality compared to females.

77% of females strongly agree or agree

74% of males strongly agree or agree

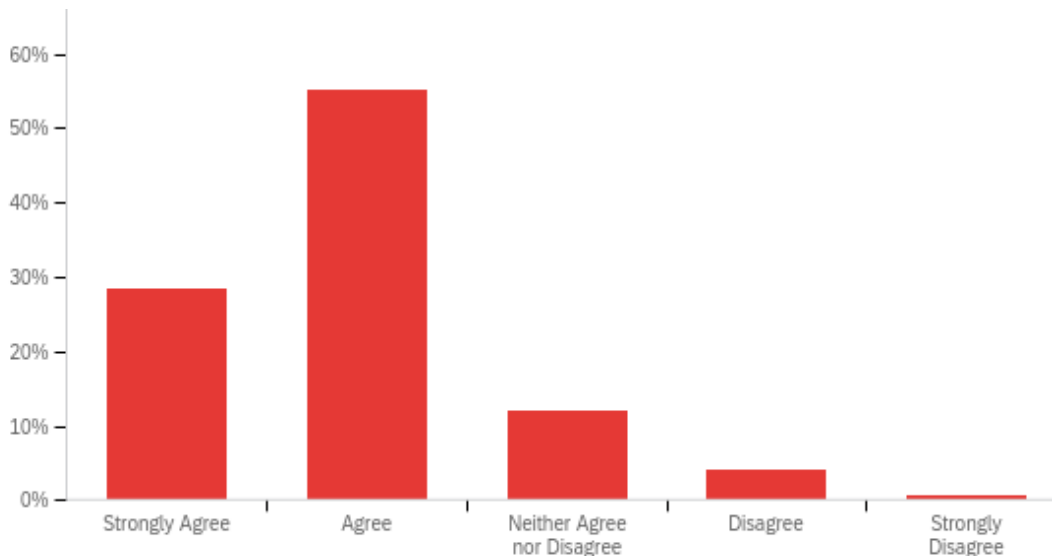


Years Employed & Response. There was a **statistically significant** difference in response based on the number of years employed at Arcadia University ($p=0.05$). The rate of strong agreement decreased as the number of years employed increased.



35. I believe that Arcadia University has a commitment to create a community where everyone has a sense of belonging.

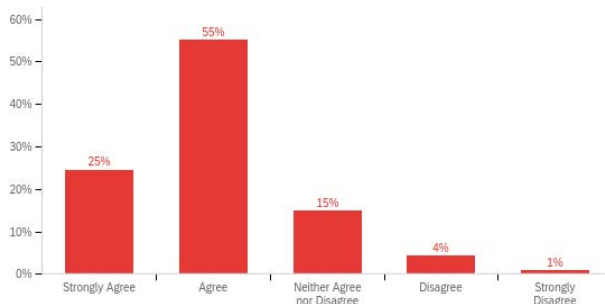
Overall Response. 84% of all respondents strongly agree or agree.



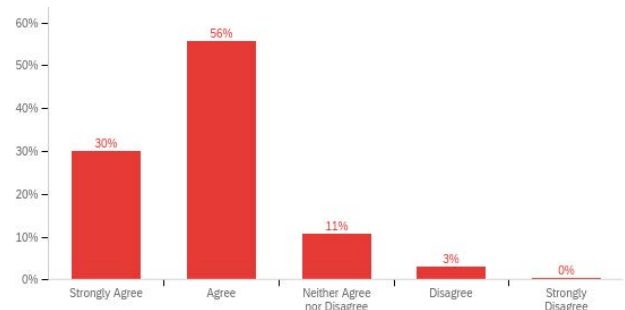
Answer	%	Count
Strongly Agree	28.41%	100
Agree	55.11%	194
Neither Agree nor Disagree	11.93%	42
Disagree	3.98%	14
Strongly Disagree	0.57%	2
Total	100%	352

Position Type & Response. There was small variation but no statistically significant differences in response based on position type ($p=0.40$). Staff responses to this question were slightly more positive, and with lower rates of neutrality compared to faculty responses.

80% of all faculty strongly agree or agree ($n=114$).



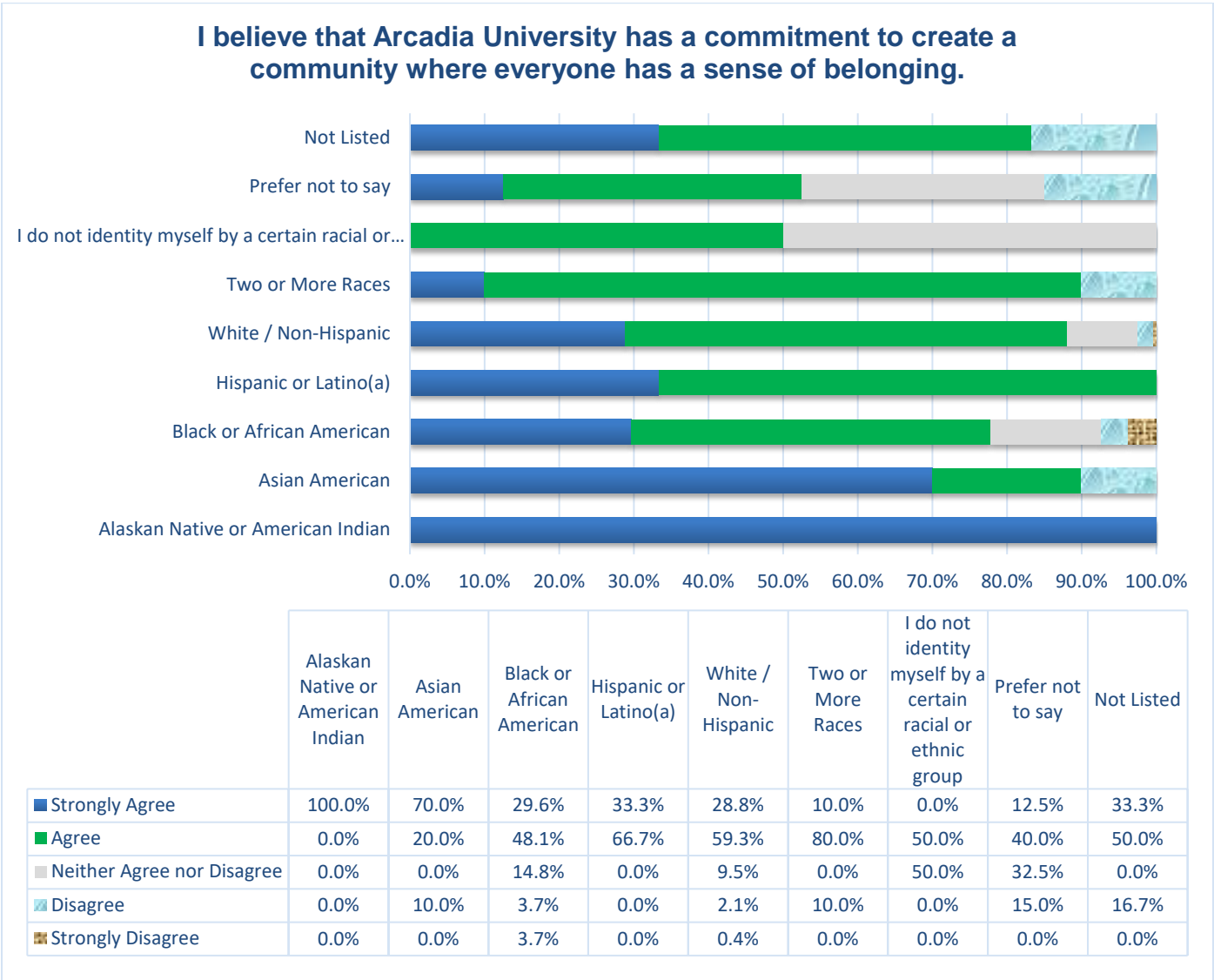
86% of all staff strongly agree or agree ($n=226$).



I believe that Arcadia University has a commitment to create a community where everyone has a sense of belonging.

Race/Ethnicity & Response (n=355). There was variation in response to this statement based on race/ethnicity. While there was little disagreement, the rates of neutrality varied. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those whose race ethnicity was not listed (17%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (50%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Black or African Americans had the lowest rate of agreement. Asian Americans and those who belong to two or more races had the highest rate of disagreement (each 10%).

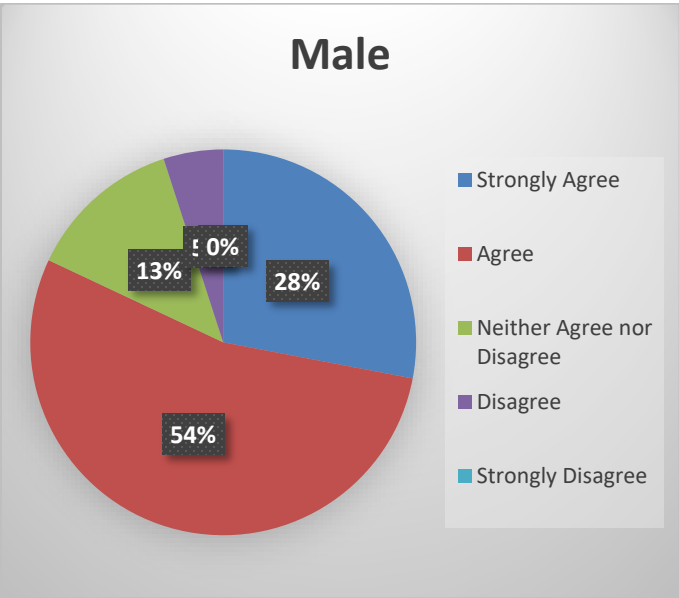
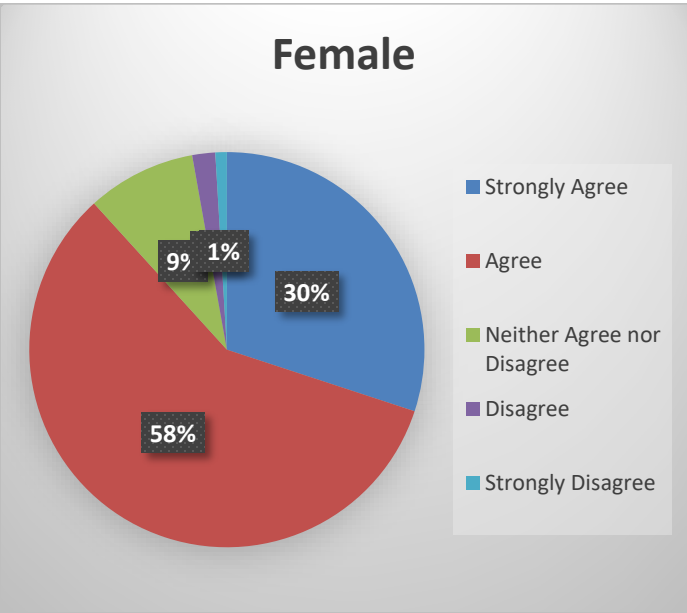


I believe that Arcadia University has a commitment to create a community where everyone has a sense of belonging.

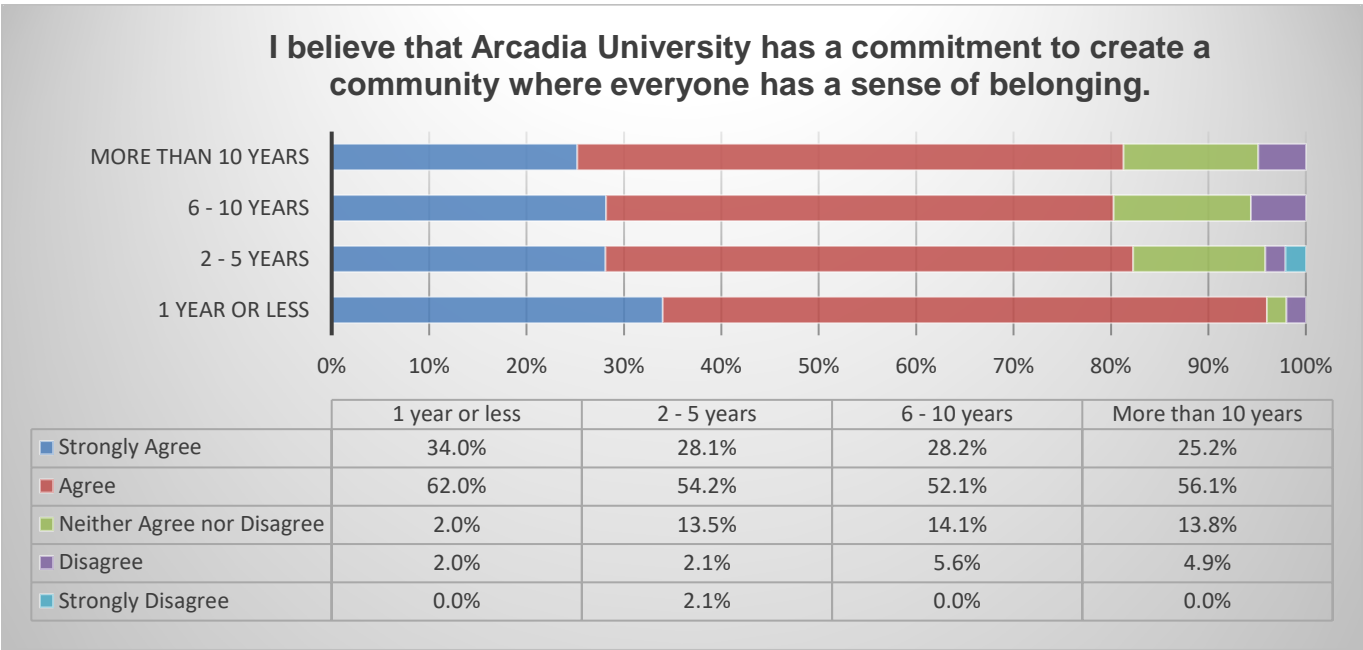
Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.00$). Females reported higher rates of agreement and lower rates of neutrality.

88% of females strongly agree or agree

82% of males strongly agree or agree

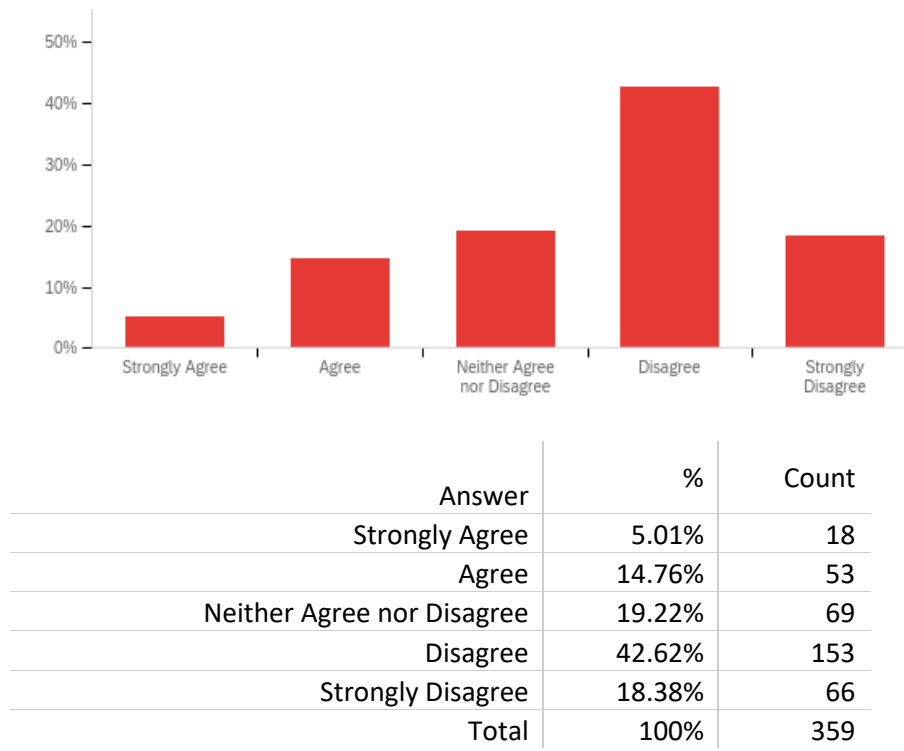


Years Employed & Response. There was little variation in response and no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.46$).



36. I feel the need to de-emphasize (minimize) my identity(ies) in order to get along with others here at Arcadia University.

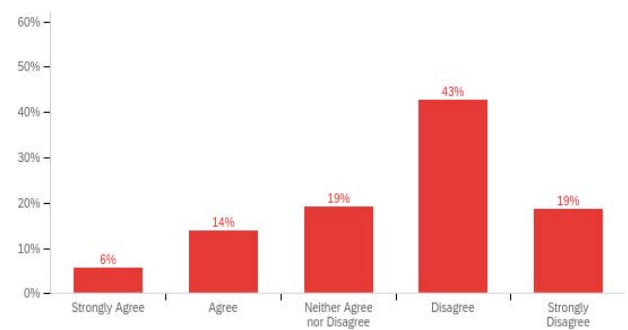
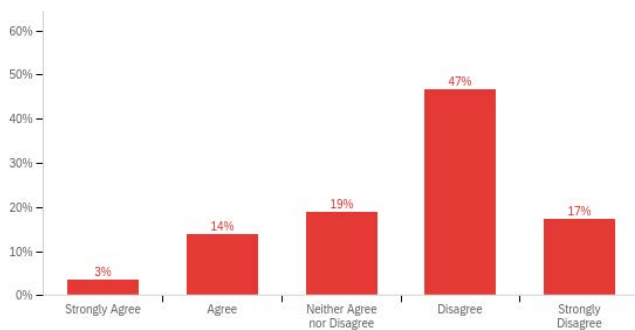
Overall Response. 61% of all respondents **disagree or strongly disagree**.



Position Type & Response. There was little variation and statistically significant difference in response to this question based on position type ($p=0.22$).

64% **disagree or strongly disagree** (n=116).

61% of staff **disagree or strongly disagree** (n=230).

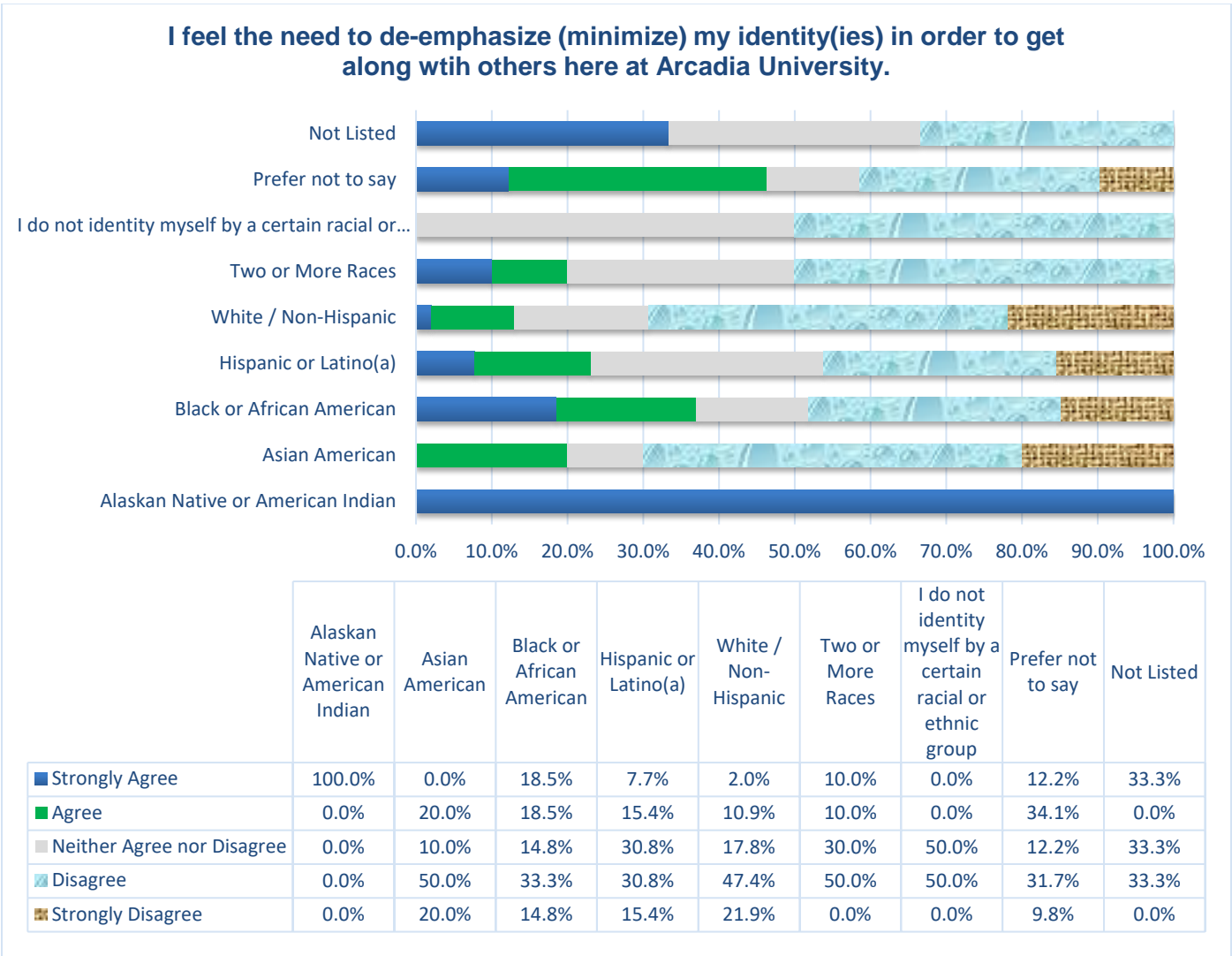


I feel the need to de-emphasize (minimize) my identity(ies) in order to get along with others here at Arcadia University.

Race/Ethnicity & Response (n=361). There was variation in response to this statement based on race/ethnicity. A majority of White non-Hispanics and Asian Americans disagreed or strongly disagreed. 50% of those who do not identify by a certain racial or ethnic group and those who belong to two or more races disagreed. Rates of disagreement were lower for Black or African Americans (48%) and Hispanic or Latino(a)s (46%). The rate of disagreement was lowest among those who prefer not to say (41%) and those whose race ethnicity was not listed (33%).

The rate of agreement was highest among Alaskan Native or American Indians (100%), those whose race ethnicity was not listed (33%), and those who prefer not to say (46%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Black or African Americans and Hispanic or Latino(a)s had the lowest rates of disagreement and the highest rates of agreement. This should be further explored.

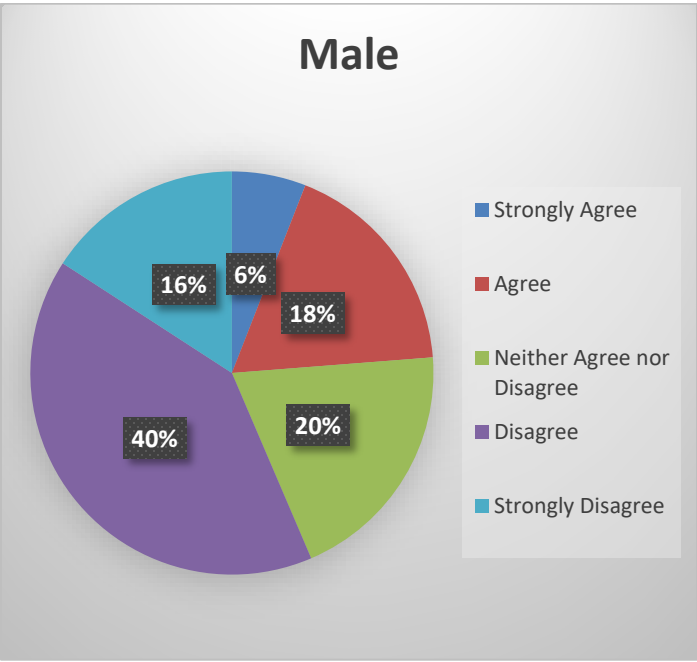
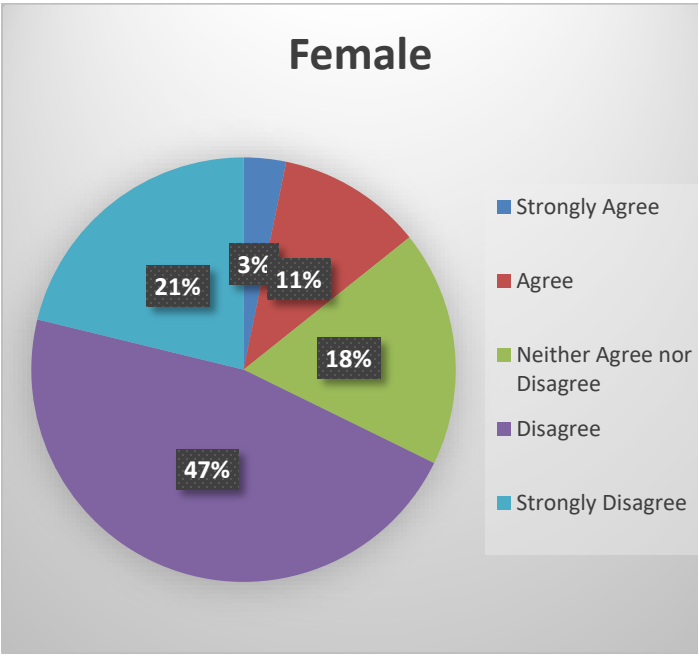


I feel the need to de-emphasize (minimize) my identity(ies) in order to get along with others here at Arcadia University.

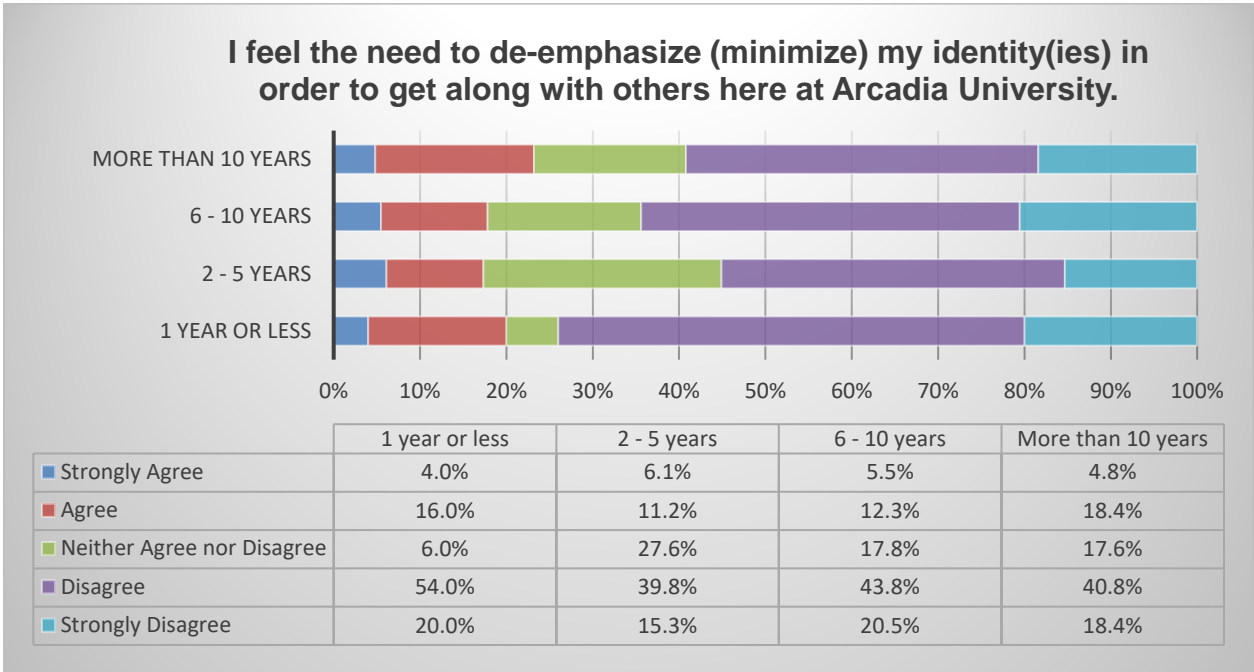
Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.01$). Females reported higher rates of disagreement compared to males.

68% of females disagree or strongly disagree

56% of males disagree or strongly disagree

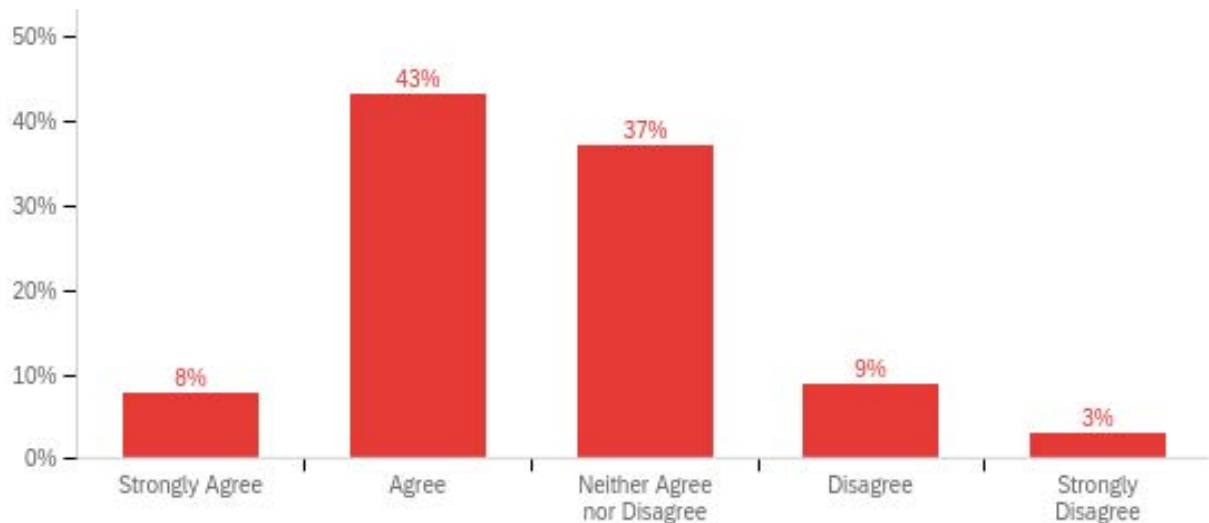


Years Employed & Response. There was some variation but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.47$).



37. The programming, events, and co-curricular activities I have seen or experienced at Arcadia University have represented the population of our students, faculty, and staff.

Overall Response. 51% of all respondents strongly agree or agree.

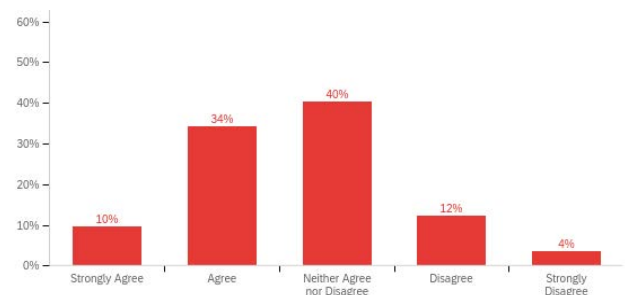
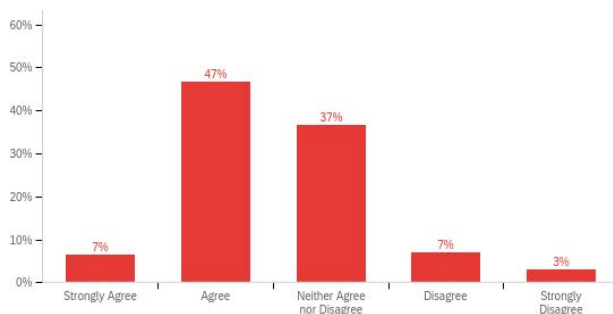


Answer	%	Count
Strongly Agree	7.65%	27
Agree	43.34%	153
Neither Agree nor Disagree	37.11%	131
Disagree	8.78%	31
Strongly Disagree	3.12%	11
Total	100%	353

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.22$). There is a **9-point difference** in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

44% of all faculty strongly agree or agree (n=114).

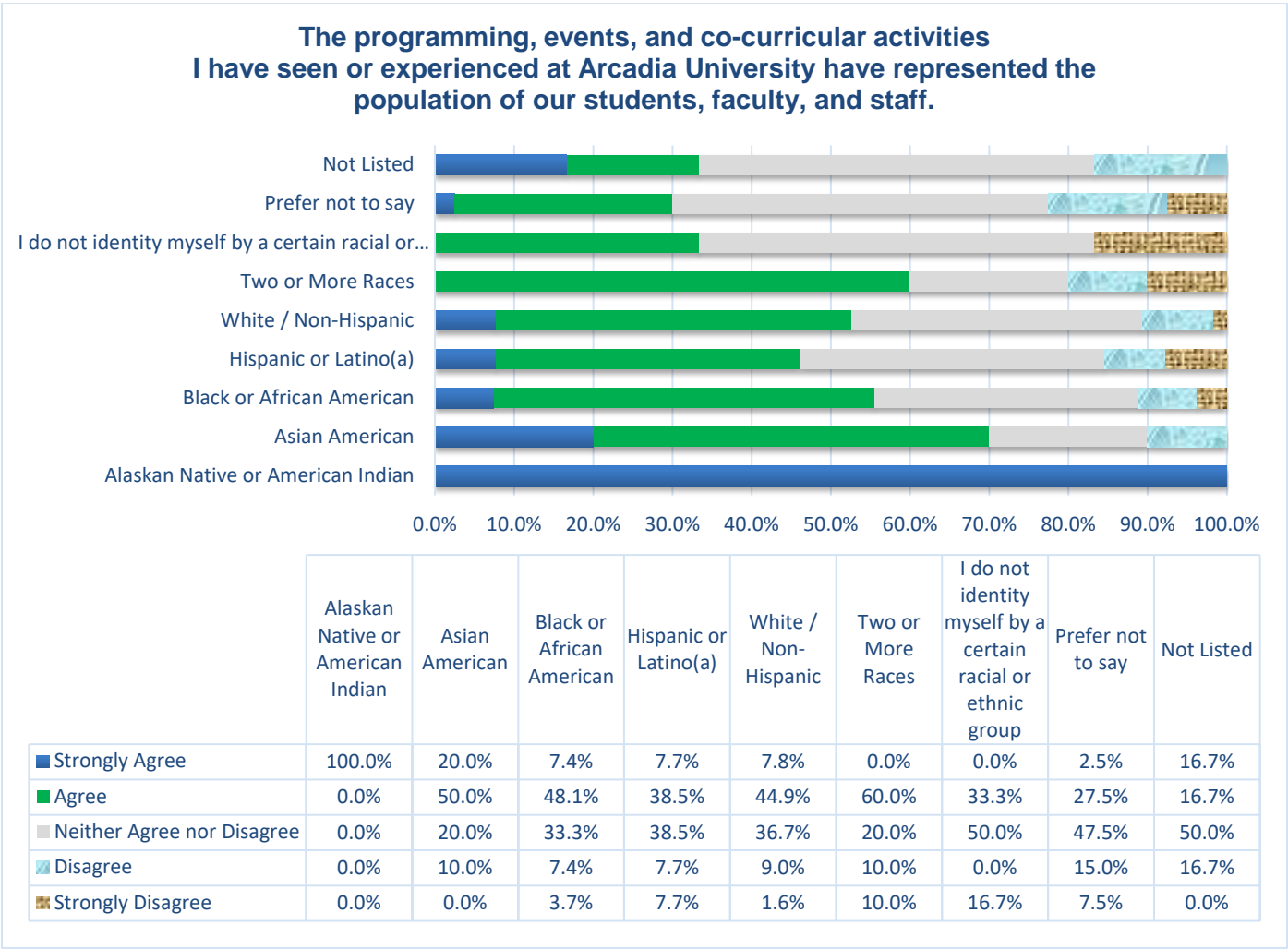
53% of all staff strongly agree or agree (n=229).



The programming, events, and co-curricular activities I have seen or experienced at Arcadia University have represented the population of our students, faculty, and staff.

Race/Ethnicity & Response (n=358). There was variation in response to this statement based on race/ethnicity. The rates of agreement and neutrality varied widely. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (23%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group and those whose race ethnicity was not listed (each 50%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Hispanic or Latino(a)s had the lowest rate of agreement and those who belong to two or more races had the highest rate of disagreement.

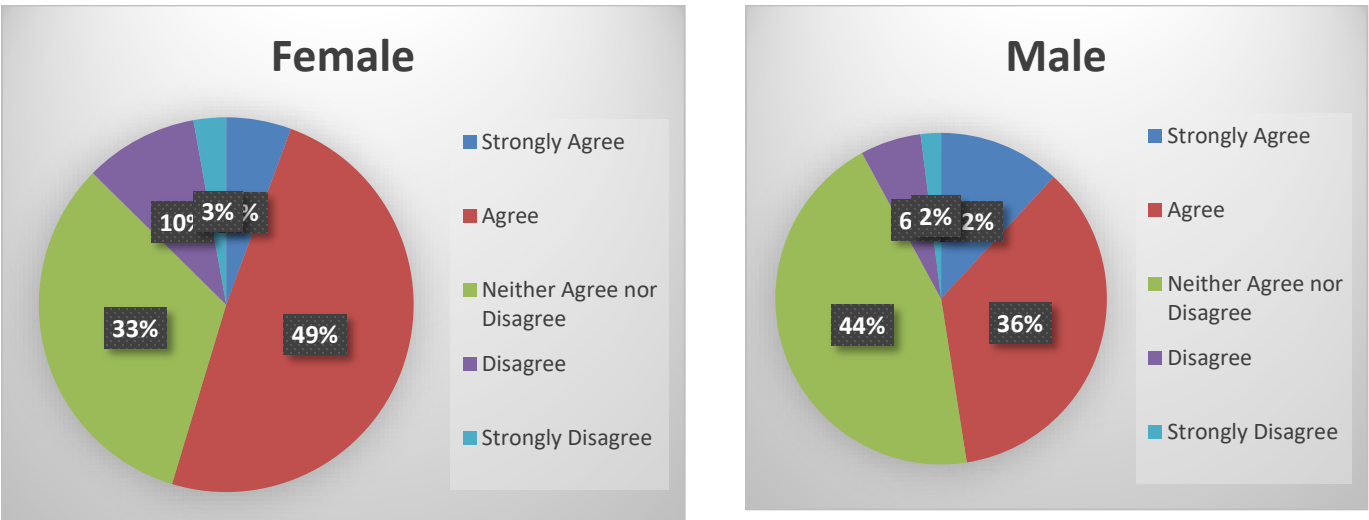


The programming, events, and co-curricular activities I have seen or experienced at Arcadia University have represented the population of our students, faculty, and staff.

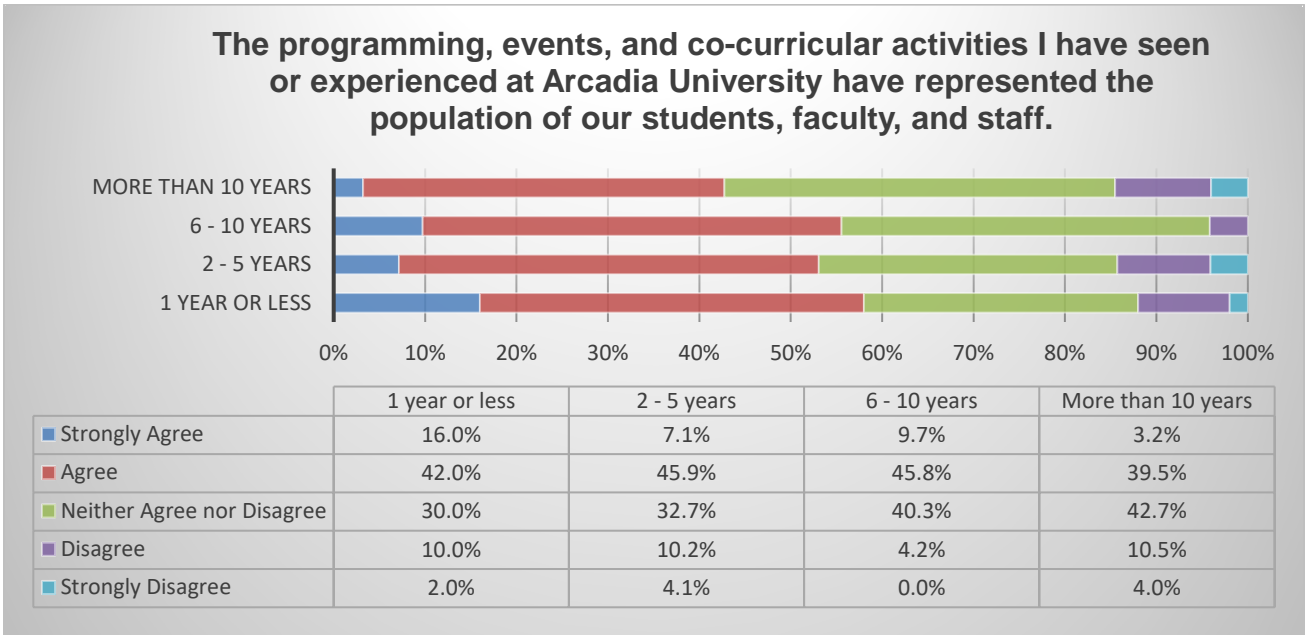
Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.05$). Females reported higher rates of agreement and lower rates of neutrality compared to males.

55% of females strongly agree or agree

48% of males strongly agree or agree

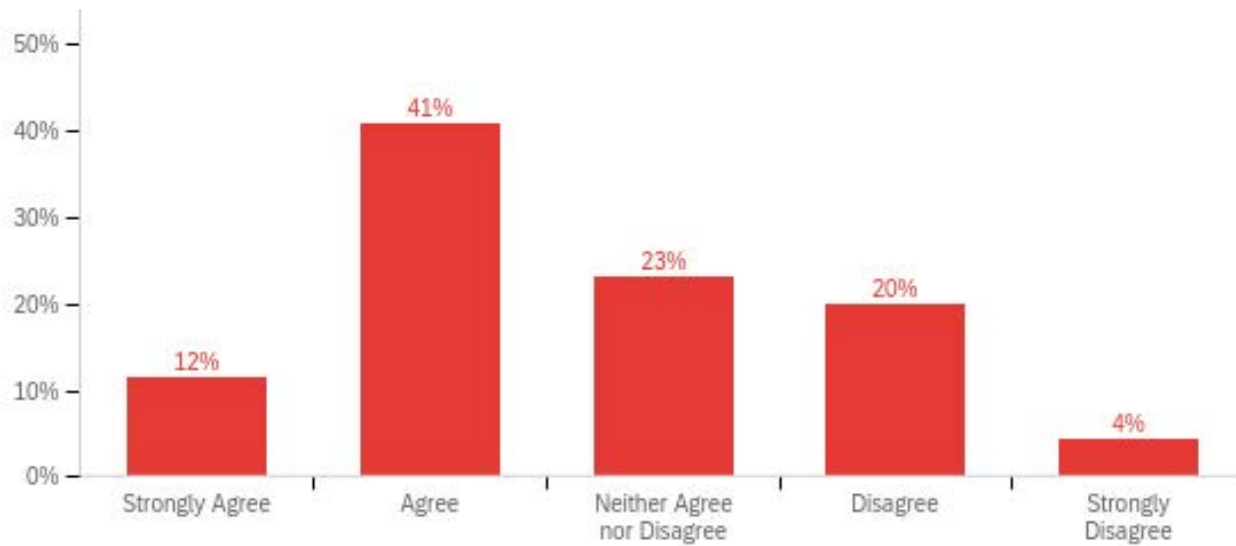


Years Employed & Response. There was variation, but no statistically significant difference in response based on number of length of employment at Arcadia University ($p=0.19$). Generally, rates of agreement fell and rates of neutrality rose as the length of employment increased.



38. I believe that all individuals have the same opportunities on campus regardless of their identities.

Overall Response. 53% of all respondents strongly agree or agree.

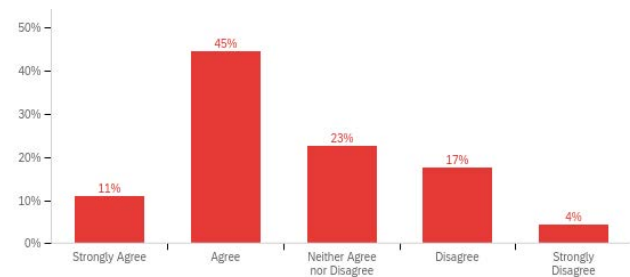
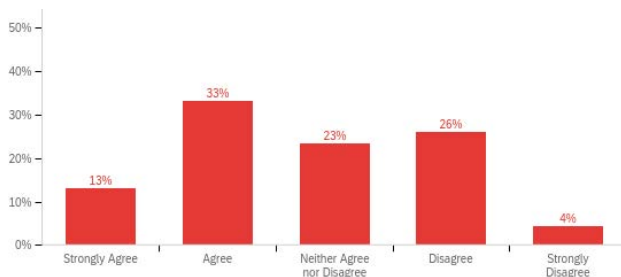


Answer	%	Count
Strongly Agree	11.58%	41
Agree	40.96%	145
Neither Agree nor Disagree	23.16%	82
Disagree	20.06%	71
Strongly Disagree	4.24%	15
Total	100%	354

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.53$). There is a 10-point difference in the rate of agreement between faculty and staff, with staff reporting higher rates of agreement.

46% of all faculty strongly agree or agree (n=115)

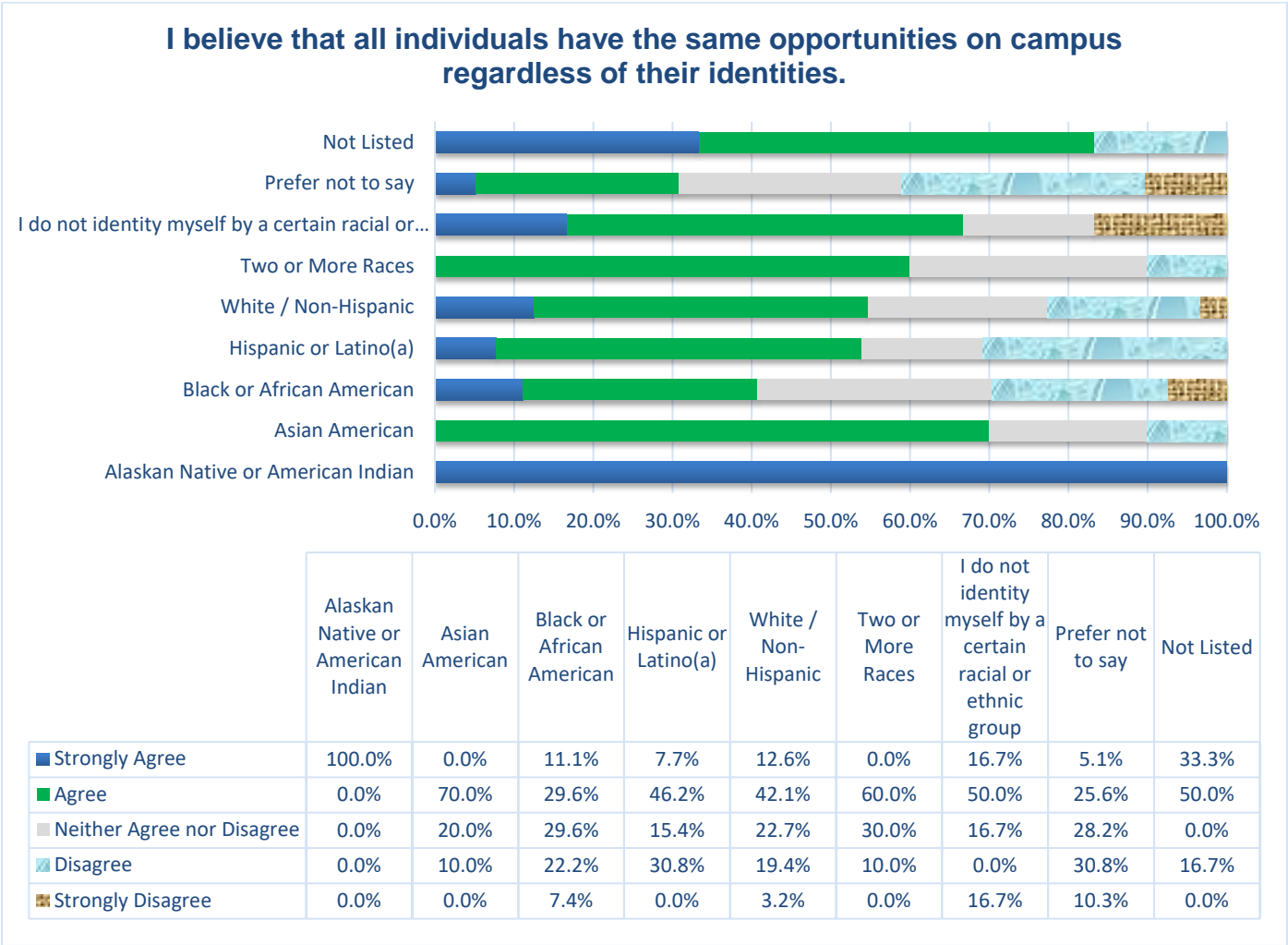
56% of all staff strongly agree or agree (n=229).



I believe that all individuals have the same opportunities on campus regardless of their identities.

Race/Ethnicity & Response (n=359). There was wide variation in response to this statement based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (41%). The highest rate of neutrality was among Black or African Americans and those who belong to two or more races (each 30%).

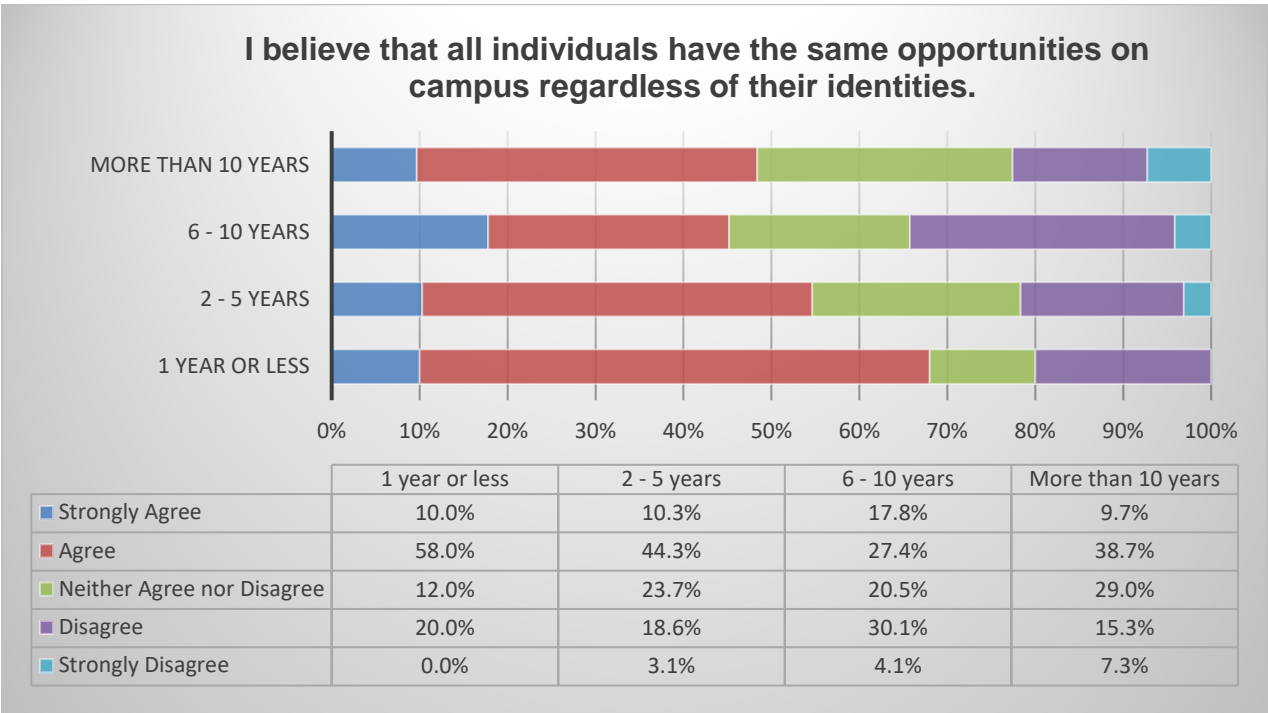
Among those who identify with a racial or ethnic group and their race/ethnicity was listed, Black or African Americans had the lowest rate of agreement. Hispanic or Latino(a)s and Black or African Americans had the highest rate of disagreement, 31% and 30% respectively. This should be further explored.



I believe that all individuals have the same opportunities on campus regardless of their identities.

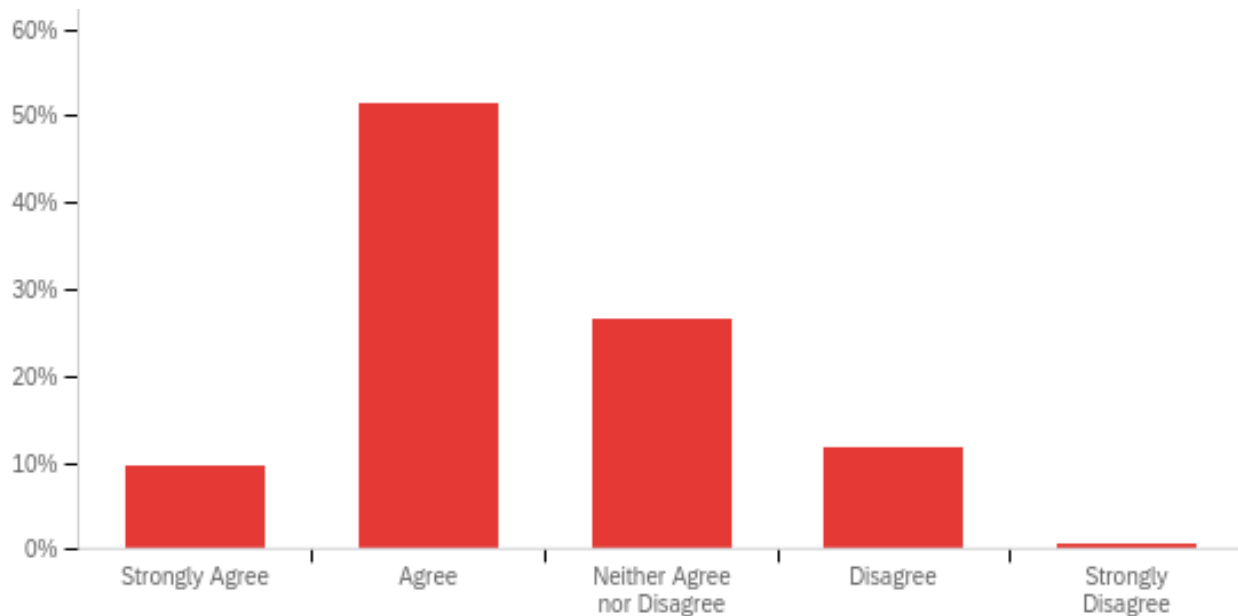
Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.51).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of length of employment at Arcadia University (p=0.05). Generally, rates of agreement fell and rates of neutrality rose as the length of employment increased, with the exception of those employed more than 10 years.



39. I am familiar with the on-campus resources available to serving community members of varied and marginalized identities.

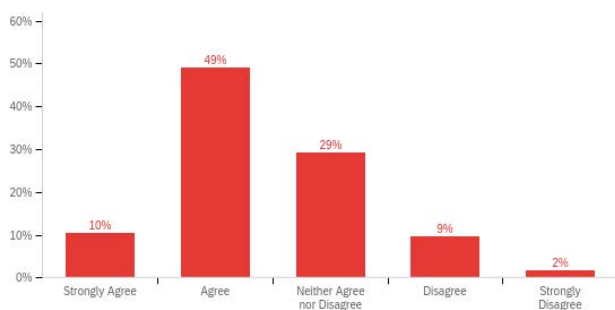
Overall Response. 61% of all respondents strongly agree or agree.



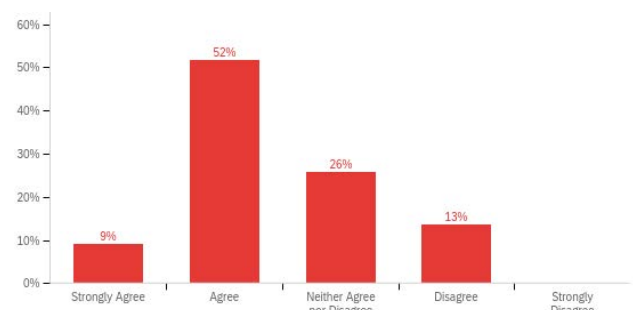
Answer	%	Count
Strongly Agree	9.58%	34
Agree	51.55%	183
Neither Agree nor Disagree	26.48%	94
Disagree	11.83%	42
Strongly Disagree	0.56%	2
Total	100%	355

Position Type & Response. There was very little variation and no statistically significant difference in response based on position type ($p=0.34$).

60% of all faculty strongly agree or agree ($n=116$).



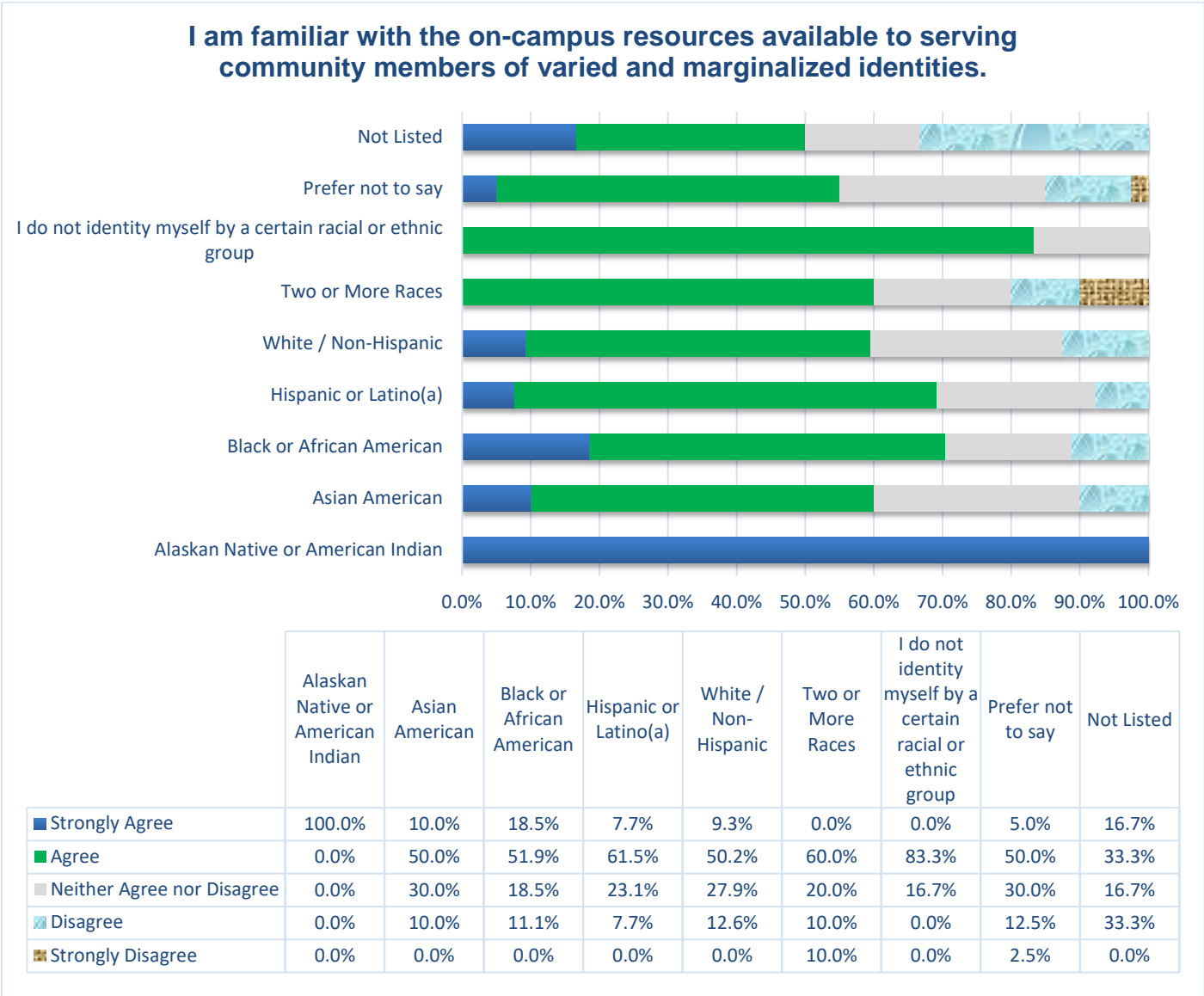
61% of all staff strongly agree or agree ($n=230$).



I am familiar with the on-campus resources available to serving community members of varied and marginalized identities.

Race/Ethnicity & Response (n=360). There was variation in response to this statement based on race/ethnicity. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those whose race ethnicity was not listed (33%). The highest rate of neutrality was among Asian Americans and those who prefer not to say (each 30%).

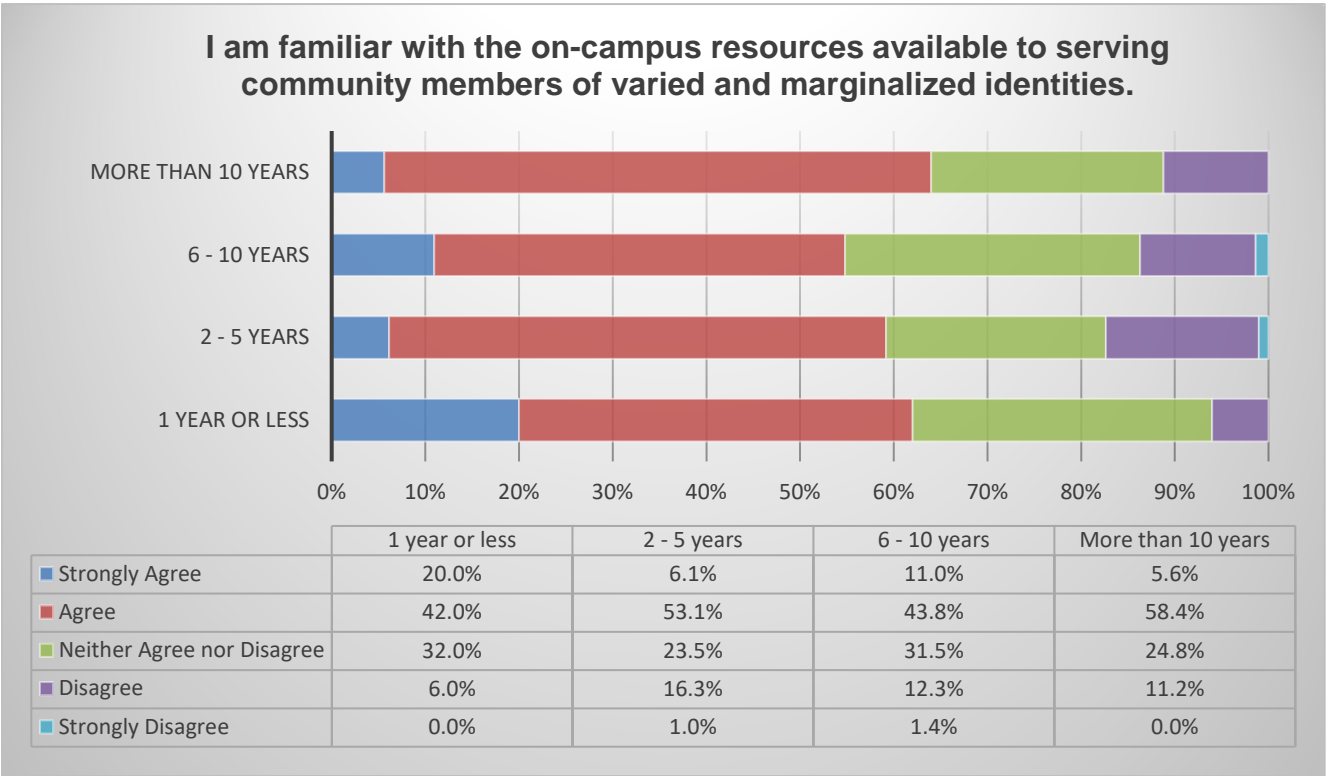
Among those who identify with a racial or ethnic group and their race/ethnicity was listed, three groups had 60% agreement: Asian Americans, White non-Hispanics, and those who belong to two or more races. Those who belong to two or more races had the highest rate of disagreement, (20%). This should be further explored.



I am familiar with the on-campus resources available to serving community members of varied and marginalized identities.

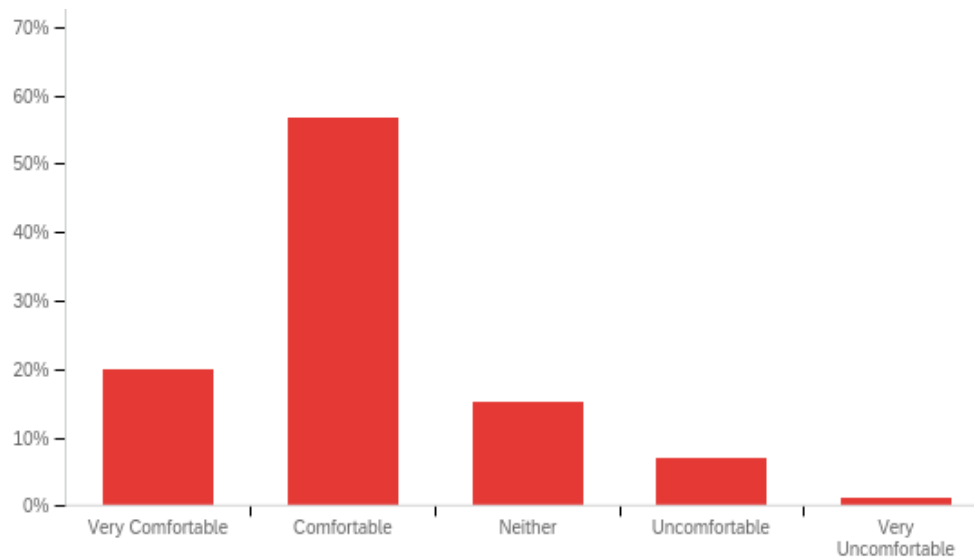
Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.60).

Years Employed & Response. There was variation and a **statistically significant** difference in response based on number of length of employment at Arcadia University (p=0.04). Generally, rates of agreement fell as the length of employment increased, with the exception of those employed more than 10 years.



40. On a scale of 1-5, 5 being extremely comfortable and 1 being not comfortable at all, how equipped do you feel to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?

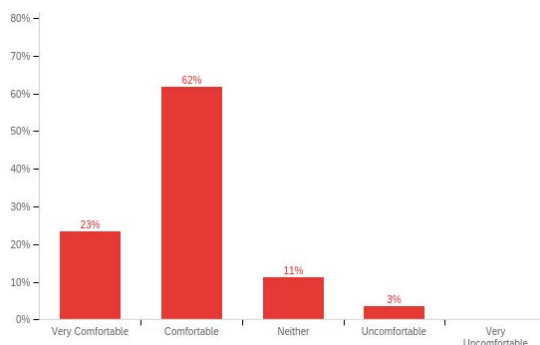
Overall Response. 77% of all respondents reported being very comfortable or comfortable.



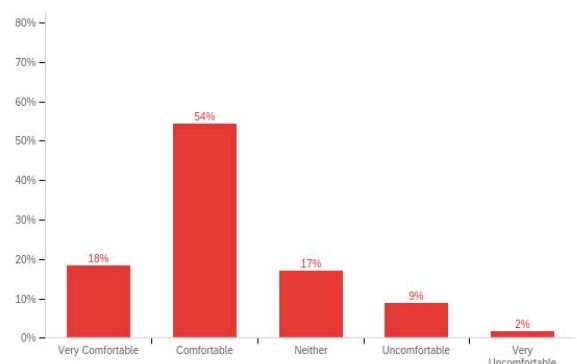
Answer	%	Count
Very Comfortable	19.83%	70
Comfortable	56.66%	200
Neither	15.30%	54
Uncomfortable	7.08%	25
Very Uncomfortable	1.13%	4
Total	100%	353

Position Type & Response. There was variation but no statistically significant difference in response based on position type ($p=0.29$). There is a **12-point difference** in the rate of agreement between faculty and staff, with faculty reporting higher rates of comfort.

85% of all faculty report being very comfortable or comfortable ($n=115$).



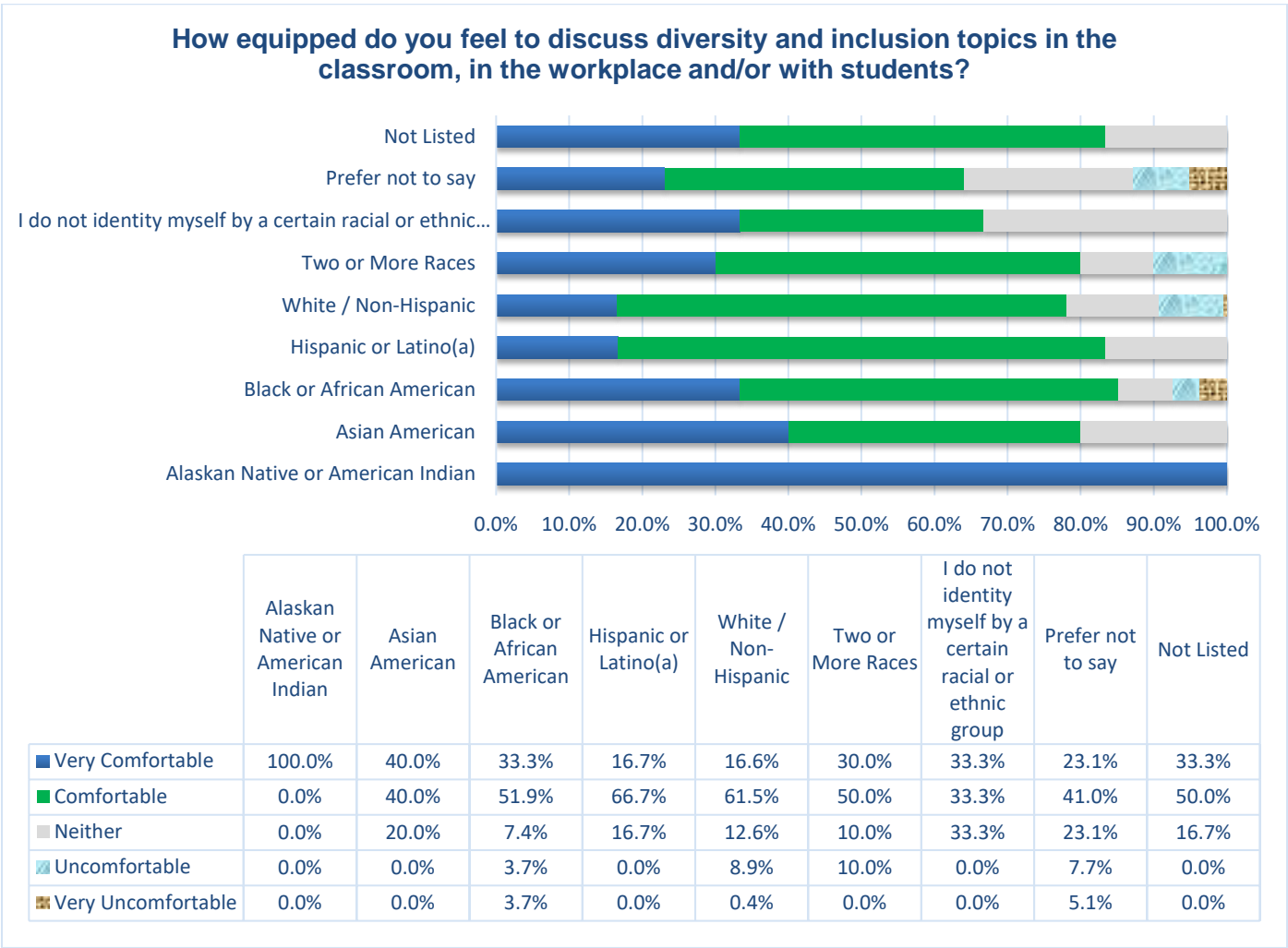
73% of all staff report being very comfortable or comfortable ($n=230$).



On a scale of 1-5, 5 being extremely comfortable and 1 being not comfortable at all, how equipped do you feel to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?

Race/Ethnicity & Response (n=358). There was variation in response to this statement based on race/ethnicity. While there was little disagreement, the rates of neutrality varied. The highest rate of agreement was among Alaskan Native or American Indians (100%). The highest rate of disagreement was among those who prefer not to say (13%). The highest rate of neutrality was among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, White non-Hispanics had the lowest rate of agreement. Those who belong to two or more races and White non-Hispanics had the highest rate of disagreement, 10% and 9% respectively.

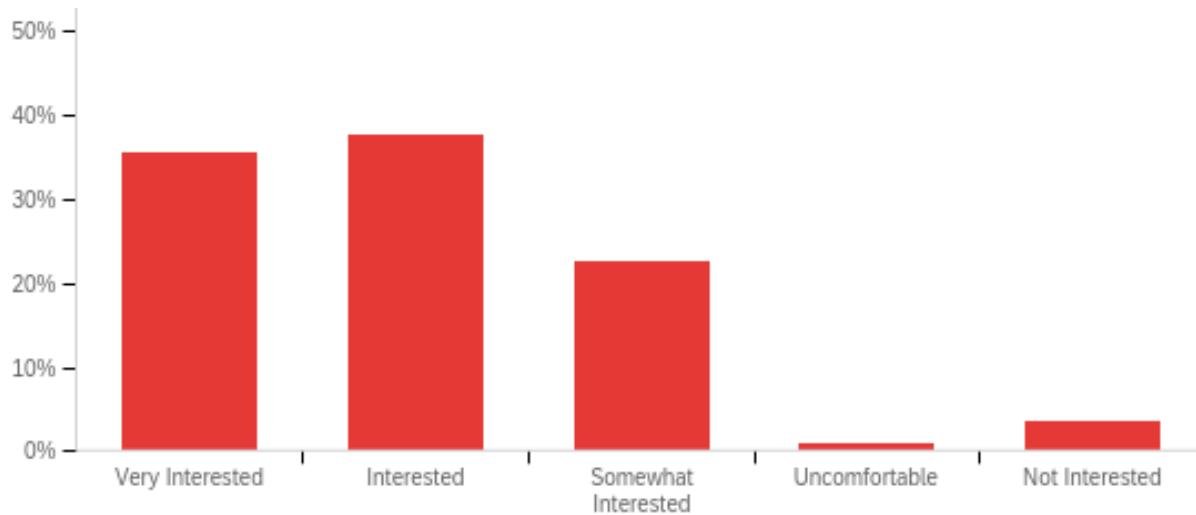


Gender & Response. There was little variation and no statistically significant difference in response based on gender (p=0.30).

Years Employed & Response. There was little variation and no statistically significant difference in response based on years employed at Arcadia University (p=0.22).

41. On a scale of 1-5, 5 being extremely interested and 1 being not interested at all, how interested are you in learning to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?

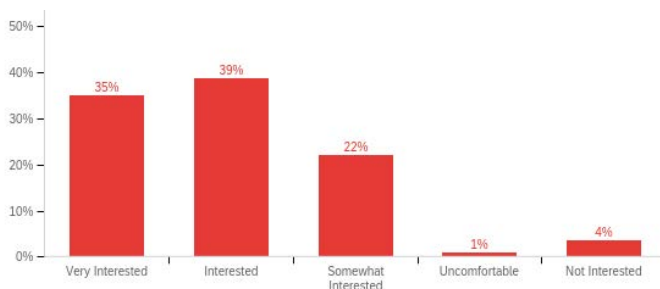
Overall Response. 73% of all respondents reported they were very interested or interested.



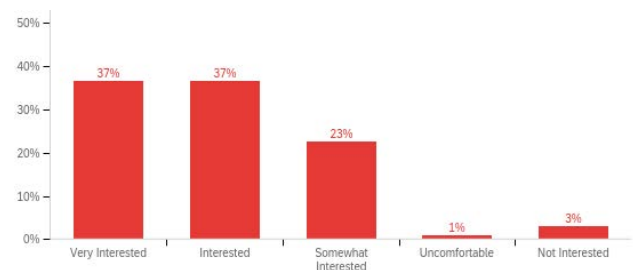
Answer	%	Count
Very Interested	35.61%	125
Interested	37.61%	132
Somewhat Interested	22.51%	79
Uncomfortable	0.85%	3
Not Interested	3.42%	12
Total	100%	351

Position Type & Response. There was little variation and no statistically significant difference in response based on position type ($p=0.87$).

74% of all faculty reported being very interested or interested ($n=114$).



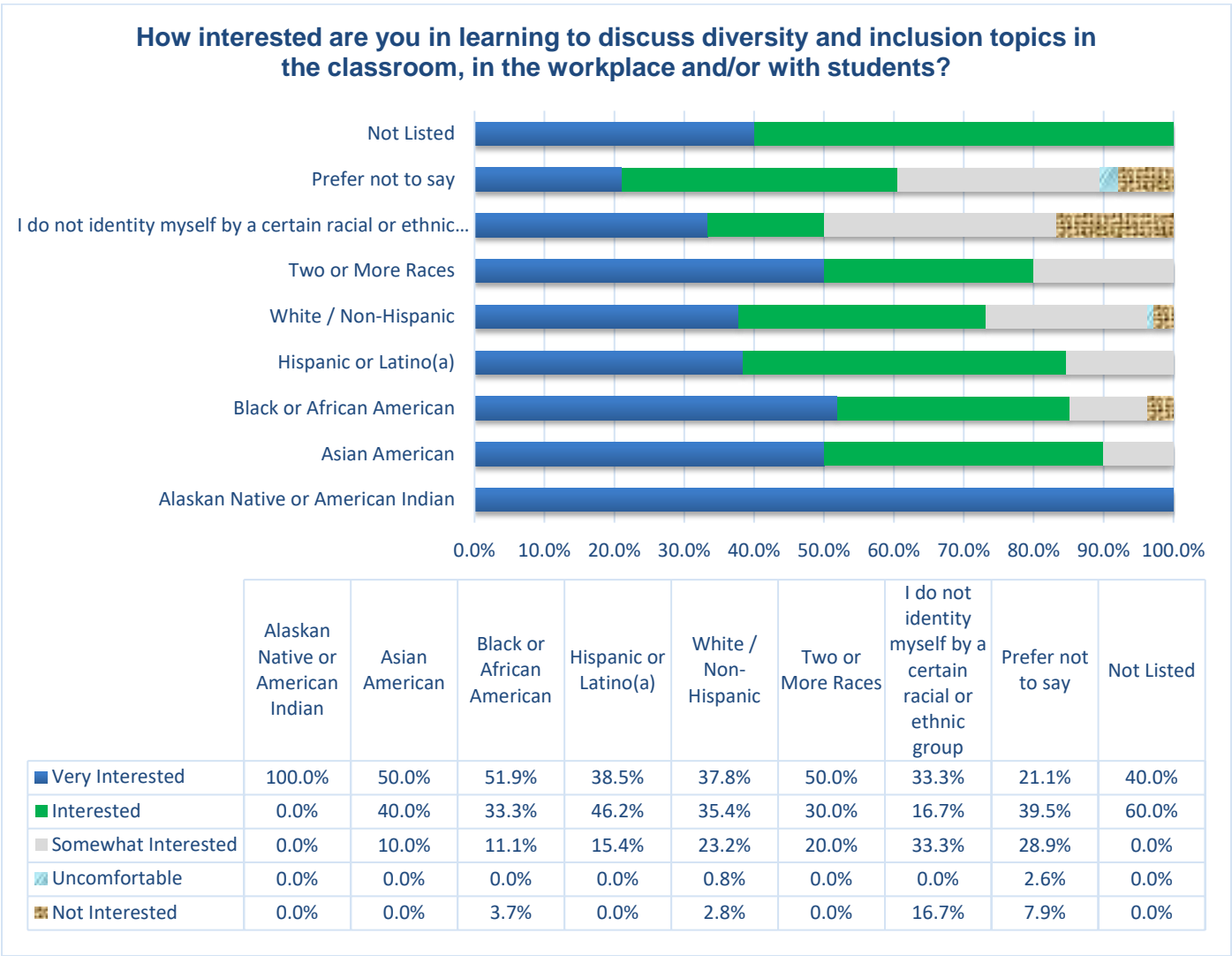
73% of all staff reported being very interested or interested ($n=229$).



On a scale of 1-5, 5 being extremely interested and 1 being not interested at all, how interested are you in learning to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?

Race/Ethnicity & Response (n=356). There was variation in response to this statement based on race/ethnicity. The highest rate of interest was among Alaskan Native or American Indians (100%). The highest rate of not interested was among those who do not identify by a certain racial or ethnic group (17%). The highest rate of neutrality was also among those who do not identify by a certain racial or ethnic group (33%).

Among those who identify with a racial or ethnic group and their race/ethnicity was listed, White non-Hispanics had the lowest rate of interest. White Non-Hispanics and Asian Americans had the highest rate of not interested.

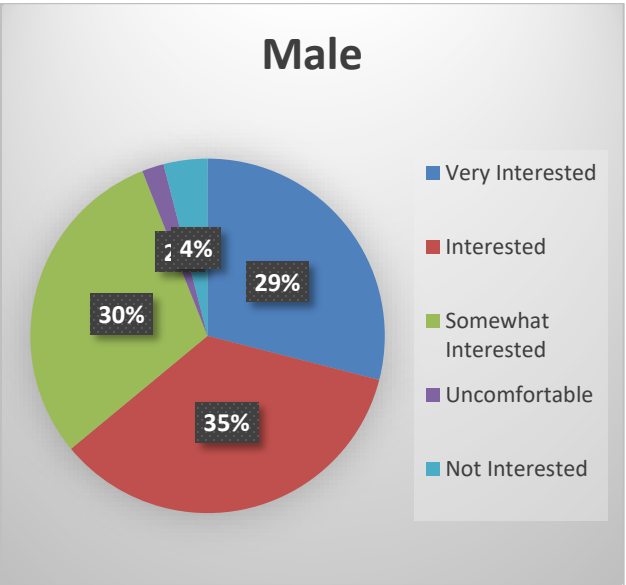
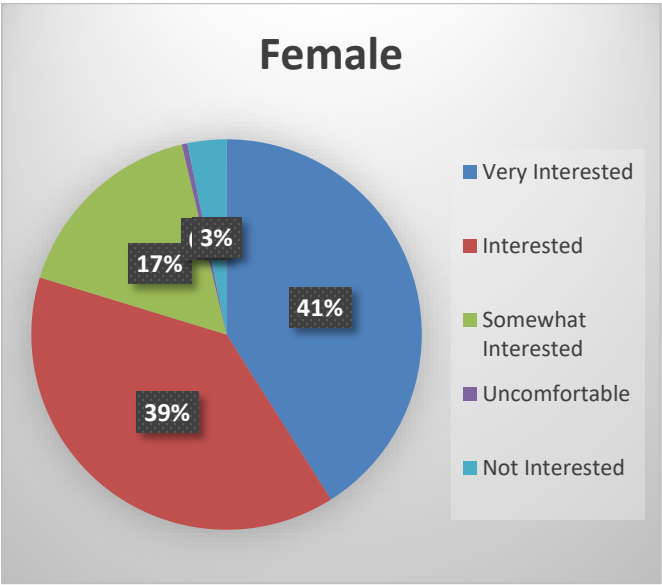


On a scale of 1-5, 5 being extremely interested and 1 being not interested at all, how interested are you in learning to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?

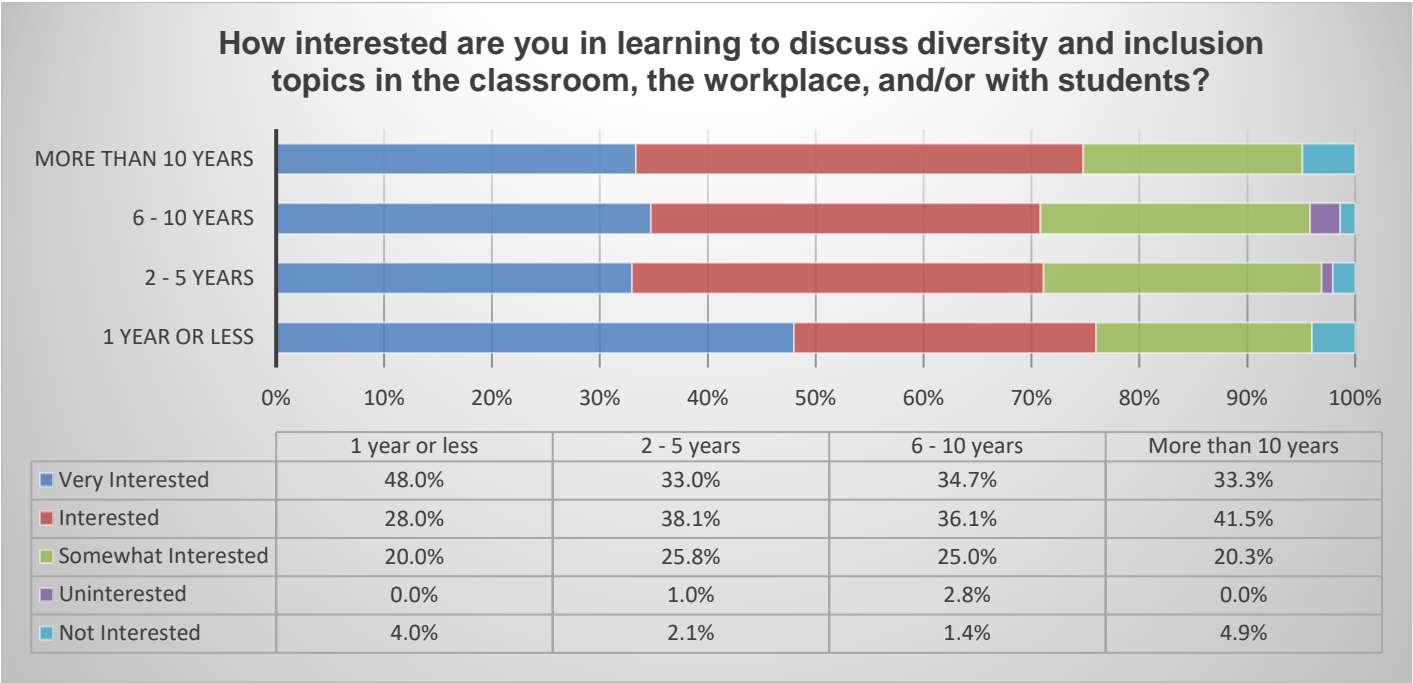
Gender & Response. There was a **statistically significant** difference in response based on gender ($p=0.05$). Females reported higher rates of interest and lower rates of neutrality compared to males.

80% of females strongly agree or agree

64% of males strongly agree or agree



Years Employed & Response. There was little variation and no statistically significant difference in response based on years employed at Arcadia University ($p=0.56$).



42. Using the definition of diversity from earlier in this survey (ethnicity, national origin, ancestry, race, color, religion, creed, sex/gender, marital status, affectional or sexual orientation, age, gender identity, military or military veteran status, disability, family medical or genetic information), is there any terminology that you would like clarification on?

89% of respondents who answered this question answered “No” or “NA”. Below is a summary of the responses of the provided by the 17 respondents who answered “Yes.” A total of 154 responses were received, 137 responses were “No” or “NA”. A majority of those who answered positively named more than one term they would like clarification on.

Terminology Respondents Would Clarified
Family medical or genetic information (9)
Military or Military Veteran (2)
Disability (1)
institutional racism vs racism vs prejudice vs. bigotry (1)
Creed (1)
Gender expression (1)
Ancestry (2)
National origin (1)
class/income/employment status (1)

	Part-time Staff (n=6)	Full-time Staff (n=97)	Part-time Faculty (n=17)	Full-time Faculty (n=33)
YES	0	10	1	6
NO	6	87	16	27

One respondent who did not report position type answered this question “No.”

Faculty Responses

Class/income/employment status
 Ancestry
 Disability
 Family medical or genetic information
 Institutional racism vs racism vs prejudice vs. bigotry
 National origin
 Family medical or genetic information
 Gender expression
 Creed

Staff Responses

Family medical or genetic
 Military or Military Veteran
 National origin
 Creed
 Gender expression
 Military or Military Veteran

43. While completing this survey, were any questions or concerns raised in your mind about meaningful inclusion and diversity at Arcadia University?

A total of 171 responses were received. 96 responses were comments that centered on concerns about issues related to diversity and inclusion on campus, suggestions for improvement, and institutional strengths. 75 respondents stated they had no questions or concerns. There was a high degree of overlap in faculty and staff responses. Below is a summary of the comments provided in response to this question.

Type	Theme	Comments	#
Areas of Concern	Political	Political Differences should be respected. What about diversity of ideas?	10
	How diversity & inclusion are talked about and addressed	Concern about how to do this in a meaningful way, there is need to be diverse not market that we are, faculty and staff don't have the capacity to tackle issues of inclusion, we talk about diversity and inclusion but actions are often an afterthought and students still fall through the cracks	8
	Race & Ethnicity	We have a lot of work to do with regard to race & ethnicity, still have issues to address. Students need support to address racism.	5
	Differences between / Issues in Departments	Departmental issues should be addressed, department leaders are sometimes a barrier to other voices, training for department chairs, very different experiences based on department	4
	Differences in Understandings or Philosophy	Some don't see the problem, or don't think it's a problem. Question how do we bring those who don't see the problem into the conversation?	4
	Campus Diversity	Diversity of student body, faculty & staff, leadership	4
	Gender	We have made progress on gender & gender identity, faculty and staff need to show respect for nonbinary gender identity, sexual orientation is more of a priority because it has the loudest voices	4
	Class	AU is hierarchical institution, not horizontal. Staff are not treated equally - no attention to accomplishments, no job security.	4
	Physical Ability	Question equity regarding physical abilities and the inaccessibility of some classrooms and offices	4
	Religion	Acknowledgement and Respect for religious differences	4
	Age	Age & the fact that everything on campus is directed toward undergraduates; AU treatment of those over 50 should be examined	3
	Income / Economics	SES and economic diversity should be considered.	3
	Existing Resources	Empower Diversity Office and leverage JEDI	3

	Acceptance is Uneven	Acceptance for some not all. Some have different experiences because of who they are or know.	3
Continue AU's History of Positive Change	Embrace AU History and Experts	AU has a history with diversity and inclusion and should preserve and embrace it, AU is a leader in this area	5
	AU has made Positive Strides	AU has made positive strides, environment has improved under new leadership	4
Suggestions for Improvement	More student input and feedback	We need to hear more from students about their experiences, we should empower students to use their voices for change.	10
	Shift from deficit minded to equity minded development opportunities	Collective knowledge development rather than training to address perceived deficits would build community in a positive way and provide opportunities for knowledge sharing. We want to feel empowered not scolded. We should use storytelling as a way to talk about diversity at AU.	5
	Celebration of Diversity	Question why is there no celebration of diversity on this campus? Why is there no Black History month or Women's History celebration? We should change that.	3
	Establish Visible Goals	Need to make the goal of diversity and inclusion a visible reality. Clarify what we are trying to accomplish and for who?	2

44. What resources, if any, would help you feel better equipped to discuss diversity and inclusion topics?

A total of 129 responses were received. 74 responses were comments about the resources they would like to have access to for themselves and/or others. Of them, eight respondents reported that the campus has adequate resources and the community needs to take advantage of them. 47 respondents stated that there were no resources they needed. Again, there was a high degree of overlap in faculty and staff responses. Below is a summary of the comments provided in response to this question.

Type of Resource Needed to Feel Better Equipped to Discuss Diversity and Inclusion Topics	Number
Workshops and development opportunities available to all, AORTA diversity and inclusion workshops (1)	32
Annual mandatory development on diversity and inclusion, best practices, inclusive pedagogy for all employees with specific focus as applicable	18
Small group trainings and discussion groups, faculty forum	15
Library of resources on best practices in diversity and inclusion and inclusive pedagogy in a specific place and available online	14
Opportunities to build community and interpersonal bonds to enable discussions necessary	10
Guest speaker and/or Lecture series	8
We have the resources, we need people to use them	8
Data and statistics	3
Student exposure to JEDI concepts in first year seminar or someplace else in first year	2
A way to discuss concerns without having to use the whistleblower option or risk retaliation by supervisor.	2
Center for Teaching & Learning	1
Comprehensive diversity resources such as a black cultural center, a center for queer resources	1
Full day of diversity and inclusion discussions and workshops	1
Embed diversity & inclusion in everything we do on campus	1
Hiring that aligns with values	1
Increased diversity among faculty	1
Newsletter	1
Mentorship	1
Book club	1

45. Please share specific ideas you have for ways to increase learning, discussion and action around diversity and meaningful inclusion.

A total of 109 responses were received. 92 responses were comments about ideas for ways to increase learning, discussion and action around diversity and meaningful inclusion (26 faculty and 55 staff). 17 responses were comments indicating the respondent had no suggestions or no suggestions other than those provided in the previous survey response (9 faculty and 8 staff). Again, there was a high degree of overlap in faculty and staff responses. Below is a summary of the comments provided in response to this question.

Ideas	Description	Number
Increase Training Opportunities to Increase Personal Knowledge and Promote Campus Culture	<p>Mandatory training; Optional training; guest speakers, experts and lectures; onboarding, orientation and regular training; training on inclusive pedagogy; scenario training; conferences; make web-based resources available to all; badging or certification program for employees focused on JEDI that anyone can participate in and includes events and builds advocacy, leadership and community; mentoring from senior leadership for those who see JEDI as "unrelated" to their work; maximize use and benefit of resources we already have such as Safe Colleges and diversity forums.</p> <p>Training specifically for faculty, staff, students, coaches & teams.</p> <p>Training on specific topics: political discourse; unconscious bias; theory & best practice; white privilege; veteran-related topics.</p>	54
Discussion-based Shared Knowledge Development	Create opportunities for discussion based shared knowledge development; discussion series; panel discussions; regular opportunities for faculty, staff and students to engage on the topic of diversity and inclusion; small discussion based learning and knowledge sharing opportunities; discussion series led by senior leadership; president; provost; AVPs; Deans; board members; open forums; town halls; hear student stories and discuss; affinity groups; communication of goals, progress toward goals and problems; build dialogue not judgment.	24
Events to Celebrate Diversity & Inclusion	Celebrate diversity through campus events; bring back the Celebration of Cultures and make it a well-publicized open inclusive celebration of religion, race, ethnicity, gender; speaker series that is part of the calendar; celebration and events surrounding Black History Month, Women's History Month, etc.; student presentations, invited guests, workshops, faculty and staff panels, etc.; specific cultural events that include film screenings, poetry, etc.	15

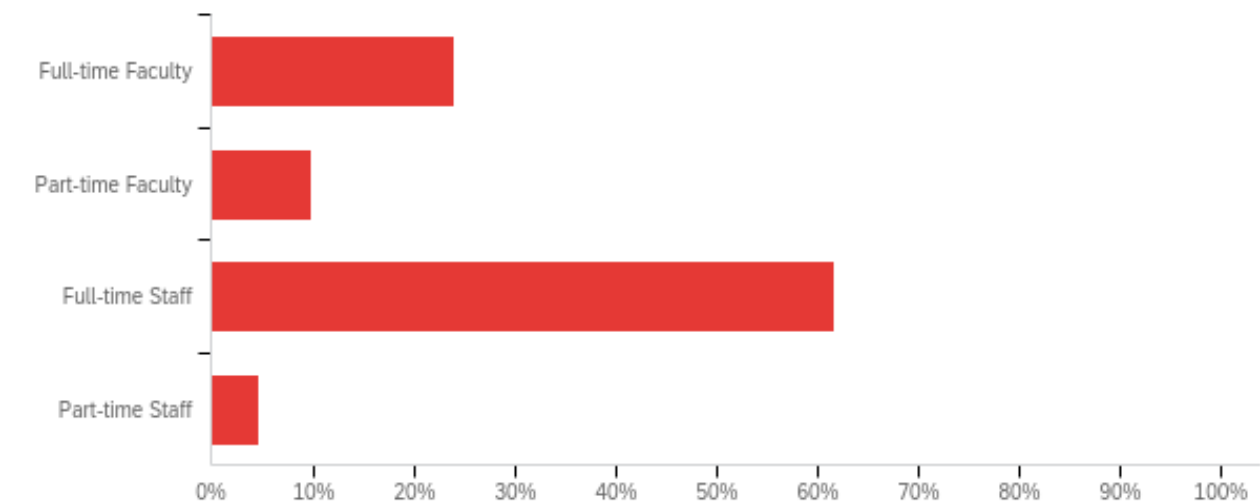
Ideas	Description	Number
Empower Campus Experts	We have offices who do this work, let's get out of their way and let them do it. Let them be the leaders in the areas where they are the experts.; Brown bag series with campus experts; Make OID a hub for all resources, training and programming; strong link between OID and CTL; move to Commons so it's centrally located; expand OID to include individuals or offices dedicated to specific marginalized populations.	5
Clarity	Define JEDI and the differences between terms; hiring guidelines; clarity about which trainings and events are for who.	4
Leadership	University-wide support and direction from leadership; departmental leadership to improve the racial climate; less talk, more walk; support diversity and inclusion by partnering with institutions that do and finding ways to support the bottom line while supporting diversity and inclusion.	4
Accessibility of Facilities	Continue to improve accessibility of the campus; hold events in accessible locations	3
Survey	Shorter more focused survey; survey faculty, we need to hear more from students; survey staff and students about their negative experiences and lack of understanding they have experienced and discuss as a community how the outcome could have been better Enlighten our thought processes with inclusion and diversity situations	3

Demographics

46.Faculty or Staff

34% of all respondents report they are faculty; 24% full-time and 10% part-time.

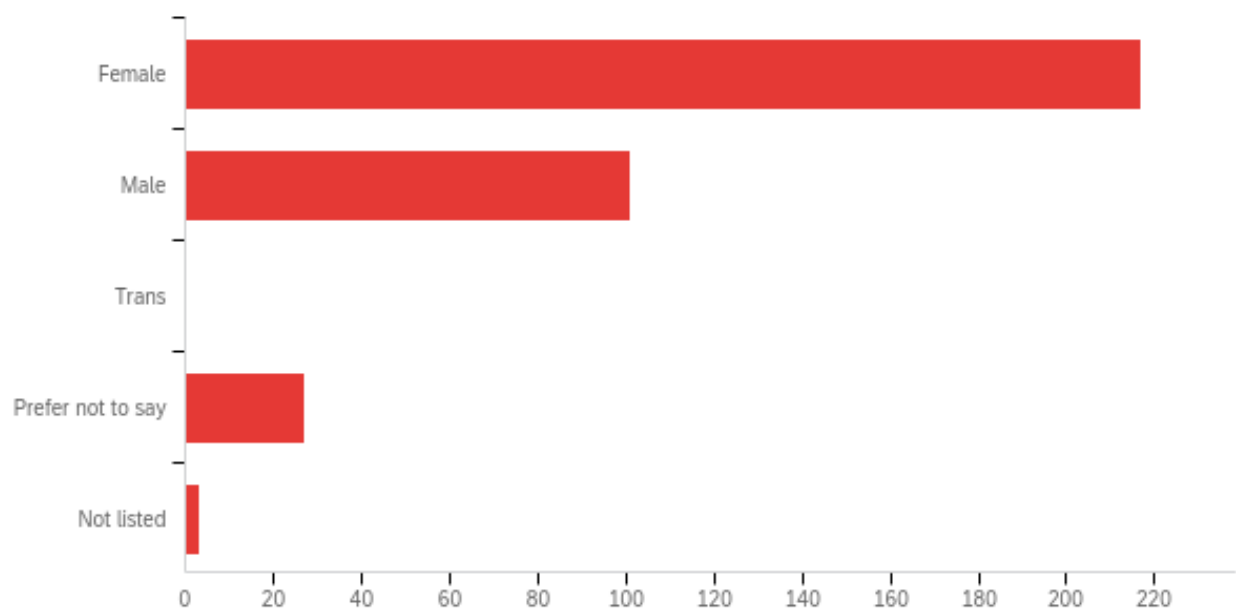
66% of all respondents report they are staff; 62% full-time and 5% part-time.



Answer	%	Count
Full-time Faculty	23.92%	83
Part-time Faculty	9.80%	34
Full-time Staff	61.67%	214
Part-time Staff	4.61%	16
Total	100%	347

47.To which gender identity do you most identify?

62% of all respondents report they are female.



Answer	%	Count
Female	62.36%	217
Male	29.02%	101
Trans	0.00%	0
Prefer not to say	7.76%	27
Not listed	0.86%	3
Total	100%	348

Please specify the gender to which you most identify.

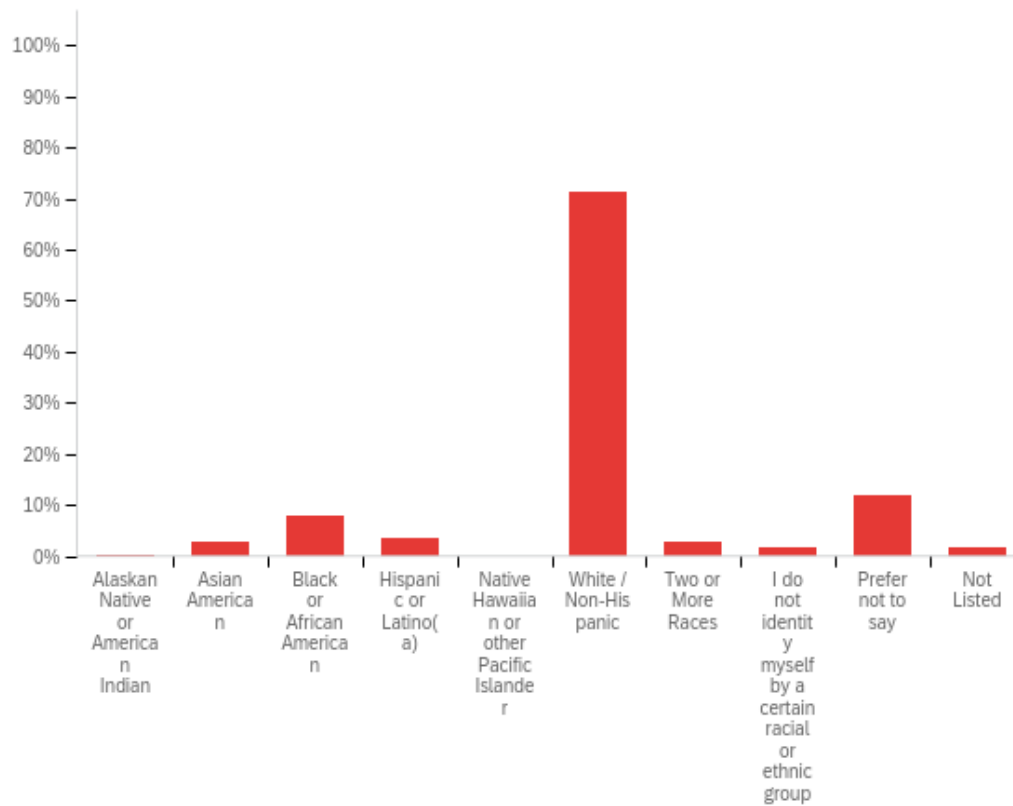
Two open-ended responses received.

Non-binary transgender = 1

Nonbinary = 1

48. **Race Ethnicity.** Select one or more categories with which you identify.

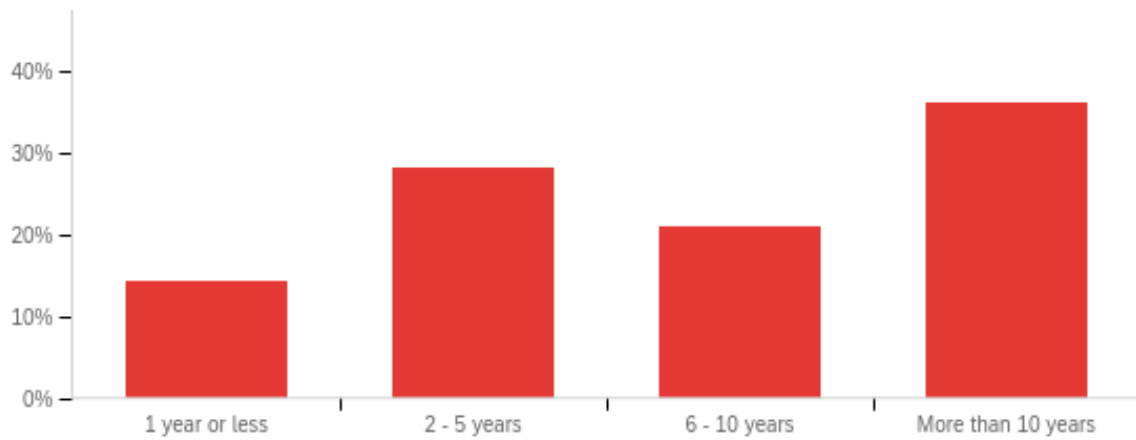
68% of all respondents reported they are White/Non-Hispanic.



Answer	%	Count
Alaskan Native or American Indian	0.28%	1
Asian American	2.77%	10
Black or African American	7.48%	27
Hispanic or Latino(a)	3.60%	13
Native Hawaiian or other Pacific Islander	0.00%	0
White / Non-Hispanic	68.42%	247
Two or More Races	2.77%	10
I do not identity myself by a certain racial or ethnic group	1.66%	6
Prefer not to say	11.36%	41
Not Listed	1.66%	6
Total	100%	361

49.How many years have you been working at Arcadia University?

43% of all respondents have been working at Arcadia University for 5 years or less.



Answer	%	Count
1 year or less	14.45%	50
2 - 5 years	28.32%	98
6 - 10 years	21.10%	73
More than 10 years	36.13%	125
Total	100%	346