

Executive Summary

College campuses are complex social systems. They are defined by the relationships between faculty, staff, students, and alumni; bureaucratic procedures embodied by institutional policies; structural frameworks; institutional missions, visions, and core values; institutional history and traditions; and larger social contexts (Hurtado, Milem, Clayton-Pederson, & Allen, 1998).

Organizational missions suggest that higher education values multicultural awareness and understanding within an environment of mutual respect and cooperation. Academic communities and organizations expend a great deal of effort fostering climates that nurture their missions with the understanding that climate has a profound effect on the academic community's ability to excel in teaching, research, and scholarship.

Organizational strategic plans advocate creating welcoming and inclusive climates that are grounded in respect, nurtured by dialogue, and evidenced by a pattern of civil interaction.

The climate in higher education not only affects the creation of knowledge, but also affects members of the academic community who, in turn, contribute to the creation of the organizational climate. Several national education association reports and higher education researchers advocate creating a more inclusive, welcoming climate on college campuses (Boyer, 1990; AAC&U, 1995; Milem, Chang, & Antonio, 2005; Ingle, 2005; Harper & Hurtado, 2007).

The University of Wisconsin System has a long history of supporting diversity initiatives¹ as evidenced by the System's support and commitment to this project. In 2005, a taskforce committee of the UW System Inclusivity Initiative was formed to search for consulting firms that conduct climate assessments in higher education. Rankin

¹ For more information on UW System diversity initiatives see <http://www.uwsa.edu/vpacad/diversity.htm>

& Associates (R&A) was identified as leader in conducting multiple identity studies in higher education. In 2006, R&A presented a proposal to the UW System Provosts and various constituent groups, which resulted in the formation by UW System administrators of the *Climate Study Working Group (CSWG)*² and subsequent contract with R&A to facilitate a system-wide climate assessment.

Because of the inherent complexity of the topic of diversity, it is crucial to examine the multiple dimensions of diversity in higher education organizations. The conceptual model used as the foundation for this assessment of climate was developed by Smith (1999) and modified by Rankin (2002).

Fact-finding groups were held in September 2007 to discuss with University of Wisconsin System students, staff, and faculty their perceptions of the UW System campus /organizational climates. Informed by these fact-finding groups and by previous work of R&A, the CSWG developed the final survey instrument template that would be administered to the five participating campuses in spring 2008.

Five institutions (UW Colleges, UW-La Crosse, UW- Oshkosh, UW-Milwaukee, and UW-Stevens Point) volunteered to participate in the first year, 2007-2008. The Tier II institutions who participated in 2008-2009 included UW-Eau Claire, UW-Parkside, UW-River Falls, and UW-Whitewater. UW Extension was one of the Tier III institutions that participated in 2010-2011. The other Tier III institutions included UW-Green Bay, UW-Madison (CALs), UW-Superior, UW-Platteville, and UW-Stout.

A Climate Survey Committee (CSC) was created at UW Extension to assist in coordinating the survey effort. The CSC reviewed the survey template and revised the instrument to better match the context at UW Extension. The final survey contained 74 questions, including open-ended questions for respondents to provide commentary. This

² The CSWG included 2 representatives from each of the five participating institutions. The provost from each institution was requested to appoint the two representatives.

report provides an overview of the UW Extension specific findings of the internal assessment, including the results of the organization-wide survey and a thematic analysis of comments provided by survey respondents.

All members of the UW Extension (e.g., faculty, academic staff, and classified staff) were invited to participate in the survey. The survey was designed for respondents to provide information about their personal experiences with regard to climate issues, their perceptions of the climate, employee satisfaction, and respondents' perceptions of organizational actions, including administrative policies and academic initiatives regarding climate issues and concerns within the organization. A summary of the demographic findings are presented in bullet form below.

Sample Demographics

577 surveys were returned representing the following:

- 35% response rate
- 184 faculty (32%), and 368 staff (66%)
- 60 people in Broadcasting and Media Innovations (17% response rate); 53 people in Continuing Education, Outreach and E-Learning (46% response rate); 399 people in Cooperative Extension (43% response rate); 7 people in Entrepreneurship and Economic Development (33% response rate); 19 people in Extension Conference Centers (11% response rate); 18 people in General Education Administration Services (17% response rate); 13 people in General Education Administration (45% response rate).
- 40 People of Color³ (7%); 523 White respondents (91%)
- 503 people who do not have disabilities (87%); 63 people who have disabilities (11%)
- 530 heterosexual respondents (92%); 22 people who identified as lesbian, gay, bisexual, or queer (4%); 2 who were questioning their sexuality
- 411 women (71%); 160 men (28%); 0 transgender⁴

³ While recognizing the vastly different experiences of people of various racial identities (e.g., Chicano(a) versus African-American or Latino(a) versus Asian-American), and those experiences within these identity categories (e.g., Hmong versus Chinese), Rankin and Associates found it necessary to collapse some of these categories to conduct the analyses due to the small numbers of respondents in the individual categories.

⁴ "Transgender" refers to identity that does not conform unambiguously to conventional notions of male or female gender, but combines or moves between these (Oxford English Dictionary 2003). [OED Online](http://dictionary.oed.com/cgi/entry/00319380). March 2004. Oxford UW Press. Feb. 17, 2006 <<http://dictionary.oed.com/cgi/entry/00319380>>.

- 362 people who identified as Christian (58%); 120 people who identified their spiritual affiliation as other than Christian (including those who are spiritual, but with no religious affiliation) (19%); 116 identified as having no spiritual affiliation (no affiliation, atheist, agnostic)

Due to the small number of participants and/or low response rates in several Divisions within UW Extension the data presented in this report is aggregate data (combining the responses from all Divisions within UW Extension). This decision was made for all participating institutions in this project by UW System (OPAR). The decision mirrors similar projects and was implemented in order to protect the anonymity of the participants.

Quantitative Findings

Personal Experiences with Organizational Climate⁵

- **Some of respondents believed⁶ they had personally experienced offensive, hostile, exclusionary, or intimidating conduct that interfered unreasonably with their ability to work or learn (hereafter referred to as harassment)⁷ within the past two years. UW Extension status⁸ was most often cited as the reason given for the perceived harassment. People of Color and sexual minorities⁹ perceived such harassment more often than White people and heterosexual respondents, and many of them felt it was due to their race or sexual orientation. Perceived harassment largely went unreported.**
 - 26% of respondents (n = 150) believed they had personally experienced offensive, hostile, exclusionary, or intimidating conduct that interfered unreasonably with their ability to work or learn. The percentage of respondents experiencing harassment at UW Extension was similar than the percentage of respondents who experienced harassment in studies of other institutions.¹⁰
 - The perceived conduct was most often based on the respondents' institutional status (36%, n = 54), gender (25%, n = 38), age (23%, n = 35), and educational level (19%, n = 28).
 - A higher percentage of Respondents of Color (30%, n = 12) believed they had experienced this conduct than did White respondents (25%, n = 129).
 - Of those respondents who believed they had experienced the conduct, 25% of Respondents of Color (n = 3) said it was based on their race, while only 2% of White respondents (n = 2) thought the conduct was based on race.

⁵ Listings in the narrative are those responses with the greatest percentages. For a complete listing of the results, the reader is directed to the tables in the narrative and Appendix B.

⁶ The modifier "believe(d)" is used throughout the report to indicate the respondents' perceived experiences. This modifier is not meant in any way to diminish those experiences.

⁷ Under the United States Code Title 18 Subsection 1514(c)1, harassment is defined as "a course of conduct directed at a specific person that causes substantial emotional distress in such a person and serves no legitimate purpose" (<http://www.eeoc.gov/laws/vii.html>). In higher education institutions, legal issues discussions define harassment as any conduct that has unreasonably interfered with one's ability to work or learn on campus. The questions used in this survey to uncover participants' personal and observed experiences with harassment were designed using these definitions.

⁸ Organizational status was defined in the questionnaire as "Within the institution, the status one holds by virtue of their position/status within the institution (e.g., staff, full-time faculty, part-time faculty, administrator)."

⁹ Sexual minorities are defined, for the purposes of this report, as people who identify as lesbian, gay, or bisexual.

¹⁰ Rankin's (2003) national assessment of climate for underrepresented groups where 25% (n = 3767) of respondents indicated personally experiencing harassment based mostly on their race (31%), their gender (55%), or their ethnicity (16%).

- When reviewing the data by gender, a lower percentage of men than women respondents (20%, n = 32 and 28%, n = 113, respectively) believed they had experienced offensive, hostile, exclusionary, or intimidating conduct.
 - 27% of women (n = 30) who believed they had experienced this conduct – in comparison with 22% of men (n = 7) – said it was based on gender.
 - Compared with 26% of heterosexual respondents (n = 136), 38% of sexual minority respondents (n = 8) believed they had personally experienced such conduct.
 - Of sexual minority respondents who believed they had experienced this conduct, 25% (n = 2) stated it was because of their sexual orientation and no heterosexual respondent indicated that this conduct was based on their sexual orientation.
 - 56% (n = 84) of the respondents who experienced such conduct felt deliberately ignored or excluded, 49% (n = 73) felt intimidated and bullied, 32% (n = 48) heard hurtful remarks, and 25% (n = 37) felt isolated or left out when working in groups.
 - 28% of participants (n = 42) made complaints to UW Extension officials, 19% (n = 29) did not know whom to go to, 27% (n = 41) did not report the incident for fear of retaliation, and 12% (n = 18) did not report it for fear their complaints would not be taken seriously.
- **A small percentage of respondents believed they had been sexually harassed or sexually assaulted.**
 - 3% (n = 16) believed that they had been touched in a sexual manner that made them feel uncomfortable or fearful while at UW Extension.
 - 4 respondents (1%) believed that they had been sexually assaulted during their time at UW Extension.

Satisfaction with UW Extension

- **81% of UW Extension employees (n = 461) were “highly satisfied” or “satisfied” with their jobs at UW Extension. 62% (n = 351) were “highly satisfied” or “satisfied” with the way their careers have progressed at UW Extension.**
 - Men (84%) were more satisfied with their jobs than were women (79%) and slightly more satisfied than were other employee groups.
 - Classified staff members (70%) were less satisfied than faculty (85%) and academic staff members (80%) with the way their jobs at UW Extension.
 - Women, Employees of Color, heterosexual respondents, and classified staff were least satisfied with the way their careers have progressed at UW Extension.
 - Classified staff members (42%) were much less satisfied than faculty (70%) and academic staff (64%) with the way their careers have progressed at UW Extension.

- **65% of all respondents (n = 372) have considered leaving UW Extension.**
 - 72% of faculty (n = 131), 62% of academic staff (n = 169), 65% of classified staff (n = 51), and 52% of county support staff (n = 11) have seriously considered leaving UW Extension.
 - 72% of men (n = 113) and 62% of women (n = 253) thought of leaving UW Extension.
 - 45% of Employees of Color (n = 18), in comparison with 66% of White employees (n = 343), have seriously considered leaving UW Extension.
 - 64% of sexual minority employees (n = 14) and 65% of heterosexual respondents (n = 343) have seriously thought of leaving UW Extension.

Perceptions of Organizational Climate

- **Most respondents indicated that they were “comfortable” or “very comfortable” with the overall climate at UW Extension (77%, n = 444) and in their departments or work units (75%, n = 435).**
 - Compared with 78% of White people (n = 408), 73% of People of Color (n = 29) were “comfortable” or “very comfortable” with the overall organizational climate.
 - Compared with 76% of White people (n = 397), 81% of People of Color (n = 32) were “comfortable” or “very comfortable” with the climate in their departments or work units.
 - Compared with 84% of men (n = 134), 75% of women (n = 308) were “comfortable” or “very comfortable” with the overall organizational climate.
 - Compared with 82% of men (n = 131), 73% of women (n = 300) were “comfortable” or “very comfortable” with the climate in their departments or work units.
 - Compared with 78% of heterosexual respondents (n = 413), 68% of sexual minority respondents (n = 15) were “comfortable” or “very comfortable” with the overall organizational climate.
 - Compared with 75% of heterosexual respondents (n = 398), 69% of sexual minority respondents (n = 15) were “comfortable” or “very comfortable” with the climate in their departments or work units.
- **Slightly more than one-third of all respondents indicated that they were aware of or believed they had observed harassment in UW Extension within the past two years. The perceived harassment was most often based on socioeconomic status. People of Color and sexual minorities were more aware of perceived harassment.**
 - 36% of the participants (n = 206) believed that they had observed or personally been made aware of conduct that created an offensive, hostile, exclusionary, or intimidating working or learning environment.

- Most of the observed harassment was based on socioeconomic status (32%, n = 66), educational level (29%, n = 59), institutional status (25%, n = 51), gender (21%, n = 44), age (18%, n = 37), and physical disability (15%, n = 31).
 - Compared with 35% of White respondents (n = 181), 45% of Respondents of Color (n = 18) believed they had observed or personally been made aware of such conduct.
 - Compared with 36% of heterosexuals (n = 190), 46% of sexual minorities (n = 10) believed they had observed or personally been made aware of such conduct.
 - Respondents most often believed they had observed or were made aware of this conduct in the form of someone subjected to hurtful remarks (41%, n = 85), and someone being deliberately ignored or excluded (33%, n = 68) or being intimidated/bullied (26%, n = 53).
 - These incidences were reported to an employee or official only 16% of the time (n = 32), 9% (n = 18) did not know whom to go to, and 14% (n = 29) did not report it out of fear of retaliation
- **Some employee respondents believed that they had observed discriminatory employment practices and indicated that they were most often based on gender, race, and age (each was cited twice as the top two bases for discriminatory employment practices) followed by advanced experience level of the job candidate and institutional status.**
 - 17% of employee respondents (n = 98) believed that they had observed discriminatory hiring.
 - 11% (n = 63) believed that they had observed discriminatory employment-related disciplinary actions at UW Extension (up to and including dismissal).
 - 15% (n = 86) believed that they had observed discriminatory promotion practices.
 - **With regard to accessibility for people with disabilities,** respondents considered Websites, program sites, programming, and conferences to be “fully accessible” or “accessible with assistance or intervention.”

Institutional Actions

- More than half of the respondents “strongly agreed” or “agreed” that committees (65%, n = 349); the University of Wisconsin System (63%, n = 334); Workforce Equity, Diversity, and Inclusion/Affirmative Action, Equal Opportunity Office staff (73%, n = 390); natural leaders (without leadership titles) (61%, n = 327); institutional level administrators (chancellor, vice chancellor/provost) (71%, n = 384); divisional administrators (deans, directors) (71%, n = 383); and supervisors/managers/county department heads/district directors (62%, n = 334) provided visible leadership that fosters inclusion of diverse members of the community.

- A substantial percentage of respondents were unaware of the degree to which the Board of Regents (40%, n = 214) and partners who were active in the institution (37%, n = 197) had visible leadership to support diversity/inclusion.
- More than half of all respondents have participated in the Multicultural Awareness Program (78%, n = 419); conferences or workshops on diversity, multiculturalism, and inclusiveness (77%, n = 409); conferences or workshops on specific ethnic or racial groups (53%, n = 279); Affirmative Action and Equal Opportunity laws (59%, n = 310); civil rights in program outreach (57%, n = 301); electronic communication and accessible technology (55%, n = 289); conflict resolution (67%, n = 356); and cultural competency (52%, n = 270).
- Forty-four percent of respondents (n = 232) have participated in training on disability related groups.
- 82% of all respondents (n = 474) believed that diversity initiatives were relevant to their work.
- 66% (n = 380) felt welcome at diversity events.

Recommendations to Improve the Climate

- 56% of respondents (n = 305) thought providing recognition and rewards for including diversity in programming would positively affect the climate.
- 78% (n = 422) thought it would be a good idea to train all employees within departments/units to model positive climate behavior.
- 57% (n = 308) thought offering diversity training/programs to community partners would positively affect the climate.
- Employees also thought the following immersion experiences would positively affect the climate: to learn a second language (54%, n = 289), in service-learning projects with lower socioeconomic status populations (63%, n = 336), and to work with underrepresented/underserved populations (67%, n = 355).
- More than half of all employees thought the following initiatives would also positively affect the climate: providing gender neutral/family friendly facilities (56%, n = 296); providing, improving, and promoting access to quality services for those individuals who experience sexual abuse (67%, n = 353); providing mentors for minority co-workers new to UW Extension (63%, n = 331); providing a clear protocol for responding to hate/hostile incidents (80%, n = 424); and reallocating resources to support inclusive climate changes in UW Extension (51%, n = 268).
- Less than half were in favor of requiring diversity and equity training to every search and screen committee (48%, n = 255) or wanting to see diversity related activities as one of the criteria for hiring and/or evaluation of staff, faculty, and administrators (42%, n = 219).
- Asked which professional development opportunities for employees they thought were valuable in creating a positive work environment, 46% (n = 263) were in favor of intercultural communication, and 38% (n = 217) thought working with

communities of people with disabilities and working with the Latino communities would help to create a positive work environment.

Qualitative Findings

Out of the 577 surveys received at UW Extension, 489 respondents contributed remarks to one or more of the open-ended questions. No respondents commented on all open-ended questions. Respondents included faculty, academic staff, and classified staff. The open-ended questions asked for suggestions to improve the climate and for general elaboration on personal experiences and thoughts.¹¹

Approximately 78 respondents offered suggestions for how to improve the climate at UW Extension. A few of the respondents indicated they thought the climate at UW Extension was positive and needed no improvement. Some people suggested that attention to diversity and inclusion comes at a cost to a dedicated and knowledgeable workforce. Several respondents offered concrete suggestions to improve the climate, including: providing mentors for all new employees (not just minority hires); creating diverse applicant pool for new hires; re-training all employees on conflict resolution; and having leaders who affirm and direct the charge for diversity, equity, and inclusivity.

Question 72 allowed respondents to elaborate on any of their survey responses, further describe their experiences, or offer additional thoughts about climate issues. About 131 people offered additional comments regarding their experiences and opinions. Several respondents felt that UW Extension was fair and inclusive, yet lacked numbers in terms of minority/underrepresented employees. A number of respondents wrote about state and local politicians and the effects their actions have had on the UW System and its employees. By and large, respondents wanted leaders to include them in decision-making and to be transparent in the processes. Several respondents described incidents of institutional classism, where some employees were treated differently from others based

¹¹ The complete survey is available in Appendix C.

on academic backgrounds and positions held at UW Extension. Staff felt tensions from administrators and faculty.

In addition, a few respondents commented on the survey instrument and the project process. Some applauded UW Extension's participation in the assessment and wanted to make certain that the results were made public and used to better UW Extension. Several respondents insisted that UW Extension leadership share with its constituents the climate assessment findings and initiatives instituted as a result of the survey.

Summary of Strengths and Potential Challenges

Two strengths/successes emerged from the quantitative data analysis. These findings should be noted and credited. First, more than half of employees were “highly satisfied” or “satisfied” with their jobs at UW Extension (81%, n = 461) and how their careers have progressed (62%, n = 351). Second, 77% (n = 444) of employees and students reported that they were “very comfortable” or “comfortable” with the overall climate at UW Extension, and 75% (n = 435) with their department or work unit. These quantitative results were also supported by various voices offered in response to the open-ended questions. These voices echoed positive experiences with the UW Extension organizational climate. However, some disparities existed where respondents from underrepresented groups reported less satisfaction (women with their jobs and women and Employees of Color with their career progression). Classified staff were significantly less satisfied with their jobs and their career progression than faculty and academic staff. Larger disparities existed with minority respondents' reported comfort (with the overall diversity and within their departments/work units) when compared to their majority counterpart respondents. These underrepresented groups included People of Color, LGBQ respondents, and women.

Five potential challenges were also revealed in the assessment. The first challenge relates to racial tension. More Respondents of Color (30%, n = 12) reported personally

experiencing exclusionary (e.g., shunned, ignored), intimidating, offensive, and/or hostile conduct (harassing behavior) that has interfered with their ability to work at UW Extension when compared to their White counterparts (25%, n = 129). Twenty-five percent (n = 3) of Respondents of Color said the harassment was based on their race, while only two percent (n = 2) of White respondents indicated the basis as race. People of Color were also more likely to indicate that someone assumed they were hired because of their identity (23% difference when compared to White respondents), receiving derogatory remarks (17% difference), feeling isolated or left out because of their identity (11% difference), and being the target of racial/ethnic profiling (8% difference, no White respondent indicated this form of harassment). White respondents most often felt intimidated or bullied (47% difference when compared to Respondents of Color), hearing hurtful remarks (17% difference), and feeling isolated or left out when working in groups (9% difference).

Respondents' observations of others being harassed also contributed to their perceptions of organizational climate. Of all respondents who observed harassment 11% (n = 23) believed it was based on ethnicity and 5% (n = 11) based on race. Ethnicity and race were the ninth and thirteenth most cited reason for observed harassment, of 26 possible options including "other." Respondents of Color were more likely than White respondents to believe they had observed harassment (45%, n = 18 vs. 35%, n = 181, respectively). Employees of Color were also more likely than White employees to believe they had observed discriminatory hiring practices (25%, n = 10 vs. 16%, n = 85, respectively) at UW Extension. However, a slightly higher percentage of White respondents (15%, n = 77) than Respondents of Color (13%, n = 5) observed discriminatory promotions at UW Extension, and 11% (n = 58) of White respondents versus five percent (n = 2) of Employees of Color witnessed discriminatory employment-related disciplinary actions. When provided with a list of races/ethnicities and asked to rate how respectful the respondent perceived the organizational climate was for that particular race/ethnicity, 83% (n = 454) felt that the organizational climate was "very respectful" or "respectful" of White/Caucasian persons. Far fewer respondents indicated a similar level of respect for

other races, for instance, Latino(a)/Hispanic (65%, n = 355), African American/Black persons (64%, n = 350), Asian Americans (64%, n = 348), and multiracial, multiethnic, or multicultural persons (60%, n = 327). A significant number of respondents, however, indicated that they did not know the organizational climate for most of the race/ethnicities provided.

People of Color were less comfortable than White respondents with the overall climate for diversity at UW Extension (73%, n = 29 vs. 78%, n = 408, respectively). However, People of Color (81%, n = 32) reported a higher level of comfort (noting that they were “very comfortable” or “comfortable”) in their departments or work units than their White counterparts (76%, n = 397). Employees of Color were more likely to report that: their colleagues expect them to represent “the point of view” of their identity (21% difference between Respondents of Color and White respondents), others seem to find it easier than them to “fit in” (18% difference), their colleagues have higher expectations of them than of other employees (12% difference), and there are many unwritten rules concerning how one is expected to interact with colleagues (11% difference). White respondents were more likely to indicate that their compensation is equitable to their peers with a similar level of experience (13% difference when compared to their People of Color counterparts), and their research/professional interest are valued by their colleagues (9% difference).

The experiences shared by LGBQ respondents’ calls attention to the second challenge at UW Extension: homophobia and heterosexism. LGBQ respondents were 12% more likely than heterosexual respondents to believe that they had experienced harassment (38%, n = 8 vs. 26%, n = 136, respectively). Of those who believed they had experienced this type of conduct, a quarter of sexual minority respondents and zero heterosexual respondents believed it was based on their sexual orientations. LGBQ respondents were more likely to indicate receiving derogatory phone calls (11% difference when compared to heterosexual respondents) and fearing for their physical safety (8% difference). White respondents indicated higher rates of feeling deliberately ignored or excluded (21%

difference compared to their sexual minority counterparts), feeling intimidated/bullied (14% difference), and receiving a low performance evaluation (14% difference).

Higher rates of sexual minority respondents believed they had observed offensive, hostile, exclusionary, or intimidating conduct than did heterosexual respondents (46%, n = 10 compared with 36%, n = 190, respectively), and of all survey respondents who observed harassment, 8% (n = 16) felt it was based on sexual orientation. Sexual orientation was the eleventh leading bases for reported observations of harassment, of the 26 possible options including “other.”

Significantly higher rates of heterosexual respondents than LGBTQ respondents were “very comfortable” or “comfortable” with the overall climate at UW Extension (78%, n = 413 vs. 68%, n = 15, respectively). A smaller but still significant difference existed in the department/work unit climate: 75% (n = 398) of heterosexual respondents and 69% (n = 15) of sexual minority respondents felt “very comfortable” or “comfortable.” When asked if respondents believed that the programs they provided included materials, perspectives, and/or experiences of people based on 16 provided characteristics, gender expression (21%, n = 97), gender identity (22%, n = 100), and sexual orientation (23%, n = 105) were the least represented (marked lowest for “strongly agree” or “agree”) in such programming.

A third challenge is gender disparities experienced or perceived by women and men. Gender was reported as the second most common bases (25%, n = 38) for personal experiences of offensive, hostile, exclusionary, and/or intimidating conduct that interfered unreasonably with one’s ability to work at UW Extension. Reported most often as the bases for experienced harassment was organizational status and age was third. Twenty-eight percent of women (n = 113) reported experiencing personal harassment and 20% of men (n = 32). Of those who believed they had experienced this type of conduct, 27% (n = 30) of women and 22% (n = 7) of men believed it was based on their gender.

Twenty-one percent (n = 44) of respondents reported that gender was the bases for the harassment they observed. Gender was the fourth leading bases for offensive, hostile, exclusionary, and/or intimidating conduct that interfered with one's ability to work at UW Extension. Of the respondents who believed they had observed discriminatory employment practices, 24% (n = 23) felt discriminatory hiring was based on gender, and 21% (n = 18) reported gender as the bases for discriminatory practices related to promotion. Gender was leading perceived reason for observed hiring discrimination and second leading bases for observed discriminatory promotion.

Women were less comfortable than men with the overall climate at UW Extension (75%, n = 308 and 84%, n = 134, respectively) and in their departments/work units (73%, n = 300 and 82%, n = 131, respectively). Women were more likely to report that: they are reluctant to bring up issues that concern them for fear that it will affect their performance evaluation or tenure decision (9% difference between women and men respondents) and that there are many unwritten rules concerning how one is expected to interact with colleagues in the work unit (9% difference). A higher percentage of men felt that their research/professional interests were valued by their colleagues (16% difference) and that they are comfortable asking questions about performance expectations (9% difference). Similarly, a larger percentage of men than women "strongly agreed" or "agreed" that they are usually satisfied with the way in which they are able to balance their professional and personal lives (5% difference) and have to miss out on important things in their personal lives because of professional commitments (5% difference). Also significant, 8 % more men than women felt they had support from decision makers/colleagues who support their career advancement and 5% more men than women felt their compensations was equitable to their peers with a similar level of experience.

The fourth challenge relates to differential treatment by organizational status at UW Extension. Classified staff members (70%) were less satisfied with their jobs than were faculty (85%) members and academic staff (80%). Classified staff were much less

satisfied (42%) than faculty (70%) and academic staff (64%) with the way their careers have progressed at UW Extension.

Of the 150 survey respondents (26%) who experienced exclusionary, intimidating, offensive, and/or hostile conduct, 36% (n = 54) reported their organizational status as the leading reason for the mistreatment and a significantly higher rate than all other bases. Twenty-five percent (n = 20) of classified staff respondents reported personally experiencing harassment, which is similar to other employee groups. However, 55% (n = 11) of classified staff believed they were harassed because of their organizational status at UW Extension, which is a much higher rate than academic staff, faculty, and county support staff. Classified and academic staff respondents felt that their supervisors were the greatest source of harassment compared to undergraduates, faculty, administrators, and other staff members.

There were also disparities between classified staff and other employee groups' observations of employment discrimination. Classified staff reported higher observation rates of discriminatory promotion (20% vs. 5% of county support staff, 12% of faculty, and 15% of academic staff). Similar rates of observation among employee groups were reported for perceived employment-related hiring and discipline discrimination. Institutional status was sixth leading reason for perceived discriminatory hiring (11%), the third leading bases for observed discriminatory disciplinary action (13%), and fifth for discriminatory promotion (12%).

The final challenge focuses on socioeconomic status (SES). While more than half of all respondents felt the programs they provided included perspectives, and/or experiences of socioeconomic status (SES) (51%) and the overall climate for socioeconomically disadvantaged people were "very respectful" or "respectful," other disparities based on SES existed. Perceived harassment was most often based on socioeconomic status (32%, n = 66) followed by educational level (29%, n = 59) and institutional status (25%, n = 51). Six individuals (4%) of the 26% (n = 15) who reported personally experiencing

harassment said it was based on their socioeconomic status. SES was the tenth leading bases for experienced harassment. Eighteen respondents (9%) indicated that someone was isolated or left out because of their SES status as the form of perceived offensive, hostile, exclusionary, or intimidating conduct. This was the eleventh leading form of harassment out of the 22 provided options which include “other.”