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**2025 UW–Madison  
College of Agricultural & Life Sciences  
Climate Survey Report**

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**WISCONSIN**  
UNIVERSITY OF WISCONSIN–MADISON

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## Executive Summary

The College of Agricultural & Life Sciences (CALS) conducted a survey of all staff, faculty, and graduate students, administered by the University of Wisconsin Survey Center. Each individual was sent a personalized link by email and could respond only one time. The survey was available from November 21, 2024 through January 27, 2025. Some questions asked individuals about the specific units where they work, and other questions asked about CALS overall.

Key findings include:

- 81% of respondents indicate being satisfied with their job overall.
- Within the units where they work, most individuals feel welcomed, safe, valued, included, and like they belong.
- Over 46% of respondents indicated they had considered leaving CALS in the last two years, and 42% indicated they were likely to leave CALS in the next two years. The top three reasons given were salary, stress and not feeling valued or recognized.
- Individuals rated CALS overall less favorably than their respective units. Individuals report not being able to find a community, group, or space in CALS where they feel they belong (29%), and 22% report experiencing communities, groups, or spaces where they felt unwelcome or excluded.
- Over 90% of respondents in their respective units indicate being treated with respect “very often” or “extremely often” by undergraduate and graduate students, postdoctoral staff, university staff, and academic staff. Faculty were reported as least often treating others with respect (77% “very often” or “extremely often”).
- In open-ended questions, individuals had more positive sentiment comments about their departments than about CALS overall.

## Overview

The College of Agricultural & Life Sciences (CALS) conducted a survey of all staff, faculty, and graduate students, administered by the University of Wisconsin Survey Center. Each individual was sent a personalized link by email and could respond only one time. The survey was available from November 21, 2024 through January 27, 2025.

The survey contained Likert-style (ranking) questions, yes/no questions, and several short answer and open text response questions. The first section of the survey asked about climate within the individual's department, center, program, or unit. Each individual could specify up to three affiliations and answer the same set of questions about each unit. The second section asked questions about CALS overall, and each individual could answer each question only once. The third section asked twelve demographic questions.

The survey responses were provided to Data, Academic Planning & Institutional Research (DAPIR) on May 22, 2025. A total of 731 individuals responded to the survey, though not every individual answered all of the questions.

Respondents were asked to indicate their gender identity, race and ethnicity, employee category and several other demographic characteristics.

## Survey Responses

	<b>Responses</b>	<b>Percent of all responses</b>
<b>Gender Identity</b>		
Woman	364	49.8%
Man	310	42.4%
Non-binary	13	1.8%
Other gender	12	1.6%
Prefer not to answer	32	4.4%
<b>Race and Ethnicity</b>		
African American or Black	16	2.2%
American Indian or Alaska Native	2	0.3%
Asian or Asian American	64	8.8%
Chicanx, Latine, Hispanic	54	7.4%
Middle Eastern or North African	8	1.1%
White	455	62.2%
Multiple races/ethnicities	27	3.7%
Undisclosed	105	14.4%
<b>Employee Category</b>		
Professor	94	12.9%
Associate Professor	19	2.6%
Assistant Professor	50	6.8%
Academic Staff	283	38.7%
University Staff	97	13.3%
Postdoctoral Staff	39	5.3%
Graduate Student	149	20.4%

Women (49.8%) and men (42.4%) responded in roughly the same proportion as are employed in CALS, with 7.8% of respondents identifying as non-binary, other gender, or choosing not to respond. People of color also responded in roughly the proportion expected, though with 14.4% choosing not to answer, this is difficult to determine precisely. Faculty responded at a higher rate than expected (22.3% of respondents compared to 13.2% of CALS), and Postdoctoral Staff responded at a slightly lower rate than expected (5.3% compared to 7.5% of CALS).

## Survey Responses

Most survey questions were presented on a 5-point Likert scale, (responses on a scale of 1 to 5, with 1 being the lowest response (e.g., “never” or “extremely unlikely”) and 5 being the highest (e.g., “extremely often” or “extremely likely”). The charts presented below show the percentage of each response, where categories with less than 5% of responses were not labeled.

Percentages reported in the text reflect the total of the top two Likert categories as a percentage of individuals who answered the question, except when noted. If a 7-point Likert scale was used, the total of the top three Likert categories is provided (“somewhat likely”, “very likely”, or “extremely likely”). Individuals who did not answer any particular question were not included in the percentages.

Where possible, this report includes a summary of overall results as well as analysis by demographics. All demographic analyses were based entirely on the responses provided, if the individual chose to respond to the demographic questions, without using any separately collected information. In cases where fewer than 10 individuals identified into any demographic group, results of that analysis are masked to protect individuals from being identified. Additionally, inferences based on these small numbers of responses are likely to be statistically unreliable.

Statistical analysis of all results includes chi-squared comparison of Likert responses for the specified group to all others. Due to the large number of comparisons conducted, Holm correction for multiple comparisons was used. Small differences between groups may be statistically significant, but not meaningful in a practical sense. For this reason, the effect size is used to highlight differences that are meaningful. Effect size is determined using Cohen’s *d*, which considers the difference in group means, standard deviations, and the number of respondents in each group. Large sample groups with large differences in mean responses and narrow standard deviations create the largest effect size and have more practical value. Comparisons that may appear large based on the listed percentage of top two Likert scores may still have a very small effect size due to the number of respondents in each group or the variability of those responses, and the distribution of responses across the other Likert scores.

## College of Agricultural & Life Sciences Overall

Individuals were asked questions about CALS overall. Not all respondents chose to answer every question. While specific results are provided for some demographic groups, the analysis was performed for all demographic groups and any significant differences are identified in the text.

### Workload:

Employees were asked if they work full-time or part-time, how many hours on average they work each week, and how heavy or light they consider their current workload.

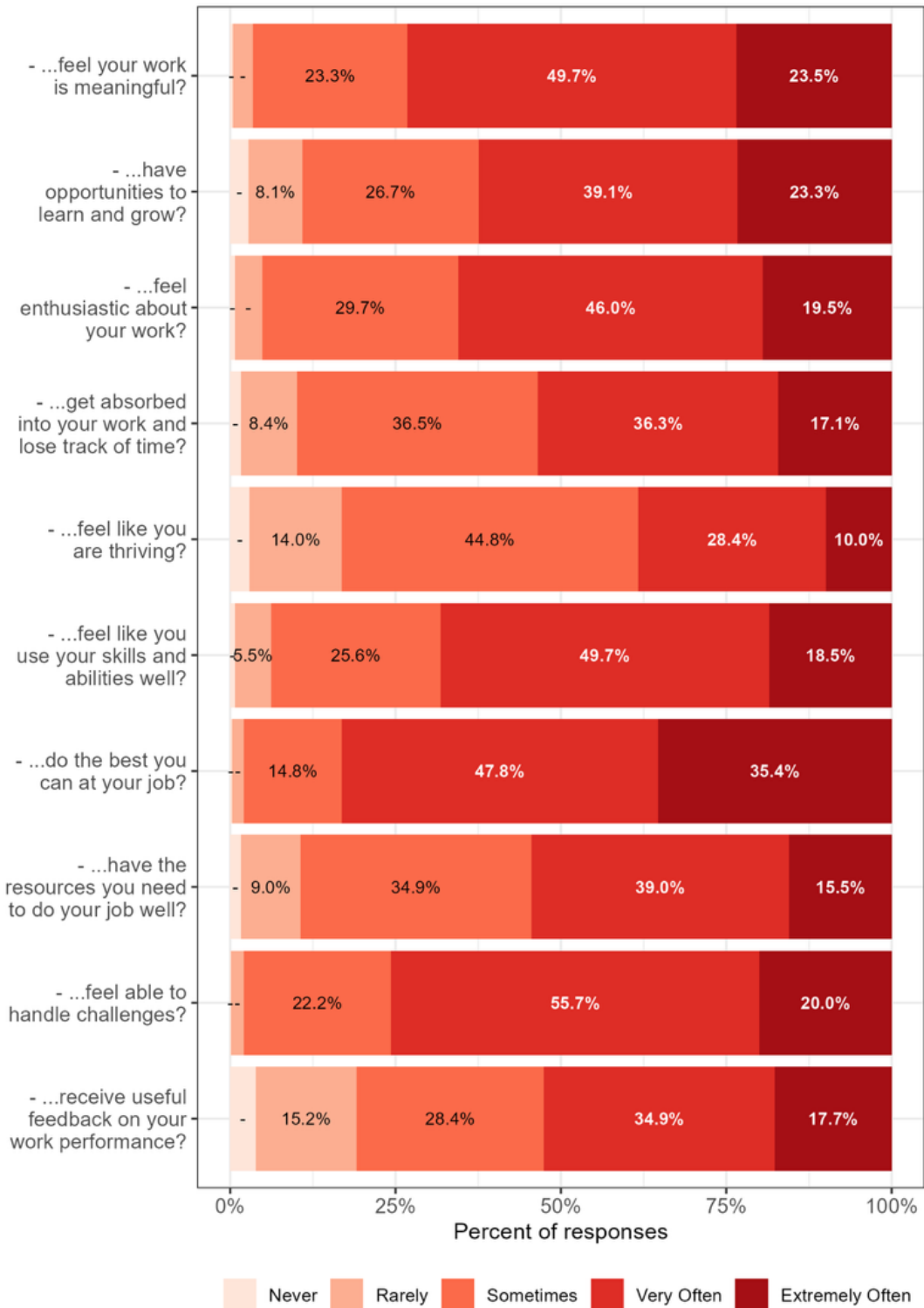
	Full-time	Part-time	Total
Total responses	650	77	727
Average hours per week	47	28	45
<u>Current workload:</u>			
Too heavy	18.2%	9.1%	17.2%
Heavy	43.1%	39.0%	42.6%
Just right	35.7%	46.8%	36.9%
Light	2.3%	3.9%	2.5%
Too light	0.3%	1.3%	0.4%

Overall, 59.8% of respondents indicated their workload is “heavy” or “too heavy. On average, full-time employees reported working 47 hours per week, and part-time employees reported working 28 hours per week. By employment category, Faculty were most likely to describe their current workload as “too heavy” (35%), Academic Staff and Graduate Students were most likely to describe their workload as “heavy” (49%), and University Staff and Postdoctoral Staff were most likely to describe their workload as “just right” (58%). Individuals in Generation X (1965-1980) were more likely than others to answer “heavy” or “too heavy” (68.1% compared to 59.8%). There were no additional significant differences by gender or the other demographics collected.

## Work Engagement:

### When you are working, how often do you...

Percentage of individuals answering with each response (values less than 5% not labelled).





**Overall results.** Considering the percentage of responses in the highest two categories (“very often” and “extremely often”), 83.2% of respondents indicated they do the best they can do at their job, 75.7% feel able to handle challenges, 73.2% feel their work is meaningful, 68.2% feel they use their skills and abilities well, 65.5% feel enthusiastic about their work, 62.4% have opportunities to learn and grow, 54.5% have the resources to do their job well, 53.4% get absorbed into work and lose track of time, and 52.6% receive useful feedback of work performance, while only 38.4% indicated feeling they are thriving very often or extremely often.

**Differences among demographic groups.** Individuals who identified as another gender not listed were much less likely to indicate they feel enthusiastic about their work (33.3%), get absorbed into their work (25.0%), feel they use their skills and abilities well (50.0%), do the best they can do (75.0%), or feel able to handle challenges (58.3%).

### When you are working, how often do you

Percentage of individuals who selected the top two categories: “very often” and “extremely often”. Differences among demographic groups that meet statistical significance and have a medium or large effect size are outlined. (continued on next page)

		...feel your work is meaningful?	...feel enthusiastic about your work?	...get absorbed into your work and lose track of time?	...feel like you are thriving?	...feel like you use your skills and abilities well?
Overall	731	73.2%	65.5%	53.5%	38.3%	68.2%
Women	364	69.5%	60.7%	52.4%	35.0%	64.3%
Men	310	79.0%	72.2%	56.0%	43.4%	73.1%
Non-binary	13	69.2%	61.5%	61.5%	30.8%	69.2%
Other gender	12	41.7%	33.3%	25.0%	16.7%	50.0%
Prefer not to answer	32	72.4%	69.0%	48.3%	37.9%	72.4%
Overall	731	73.2%	65.5%	53.5%	38.3%	68.2%
African American or Black	16	75.0%	75.0%	75.0%	56.3%	93.8%
Asian or Asian American	64	78.1%	76.6%	57.8%	51.6%	75.0%
Chicanx, Latine, Hispanic	54	74.1%	77.8%	55.6%	25.9%	57.4%
White	455	73.0%	63.9%	52.9%	39.0%	67.9%
Multiple races/ethnicities	27	66.7%	51.9%	48.1%	33.3%	66.7%
Prefer not to answer	105	73.3%	63.4%	52.5%	32.7%	67.3%
Overall	731	73.2%	65.5%	53.5%	38.3%	68.2%
Professor	94	76.3%	69.9%	62.4%	43.0%	67.7%
Associate Professor	19	78.9%	68.4%	57.9%	42.1%	63.2%
Assistant Professor	50	83.7%	85.7%	69.4%	40.8%	69.4%
Academic Staff	283	74.6%	66.1%	52.5%	39.6%	71.1%
University Staff	97	71.9%	53.1%	49.0%	39.6%	69.8%
Postdoctoral Staff	39	65.8%	63.2%	50.0%	40.5%	68.4%
Graduate Student	149	67.1%	63.1%	47.7%	30.2%	62.4%

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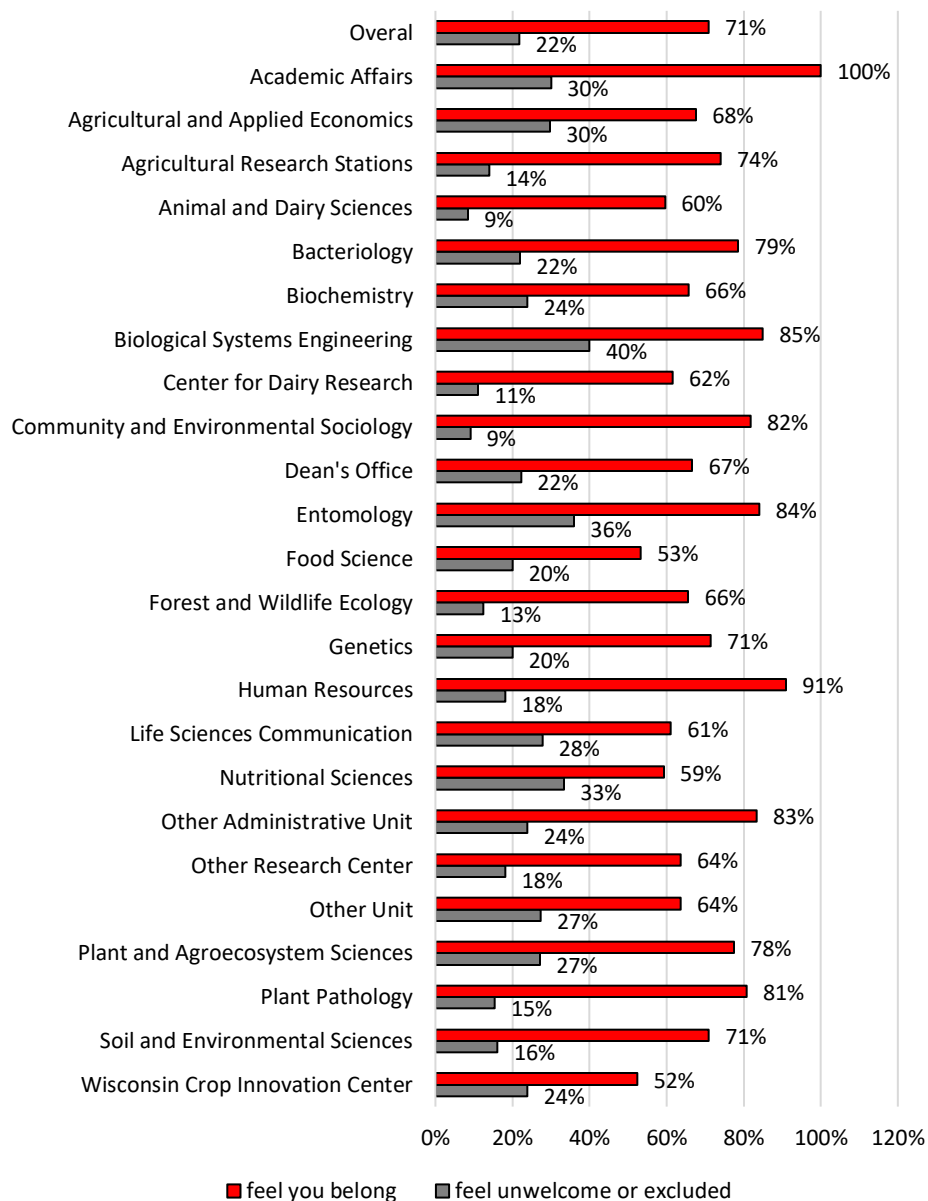
		...do the best you can at your job?	...have the resources you need to do your job well?	...feel able to handle challenges?	...receive useful feedback on your work performance?	...have opportunities to learn and grow?
	Number					
Overall	731	83.1%	54.5%	75.7%	52.6%	62.4%
Women	364	82.8%	55.4%	72.9%	53.7%	64.3%
Men	310	83.2%	54.2%	79.3%	53.6%	63.8%
Non-binary	13	92.3%	38.5%	76.9%	38.5%	53.8%
Other gender	12	75.0%	50.0%	58.3%	41.7%	41.7%
Prefer not to answer	32	86.2%	55.2%	79.3%	37.9%	37.9%
Overall	731	83.1%	54.5%	75.7%	52.6%	62.4%
African American or Black	16	93.8%	81.3%	93.8%	75.0%	81.3%
Asian or Asian American	64	78.1%	60.9%	70.3%	70.3%	75.0%
Chicanx, Latine, Hispanic	54	85.2%	61.1%	77.8%	57.4%	59.3%
White	455	83.4%	53.2%	76.1%	51.3%	62.6%
Multiple races/ethnicities	27	59.3%	63.0%	66.7%	42.3%	63.0%
Prefer not to answer	105	88.1%	48.5%	76.2%	44.6%	55.4%
Overall	731	83.1%	54.5%	75.7%	52.6%	62.4%
Professor	94	77.4%	30.1%	71.0%	28.0%	52.7%
Associate Professor	19	84.2%	47.4%	78.9%	36.8%	57.9%
Assistant Professor	50	81.6%	42.9%	69.4%	34.7%	67.3%
Academic Staff	283	90.0%	58.9%	81.1%	59.6%	63.9%
University Staff	97	84.4%	61.1%	79.2%	59.4%	53.1%
Postdoctoral Staff	39	76.3%	63.2%	76.3%	63.2%	73.7%
Graduate Student	149	75.2%	59.7%	67.8%	55.4%	67.8%

### Belonging:

**Have you found one or more communities, groups or spaces within CALS where you feel you belong?**

**Have you found one or more communities, groups or spaces within CALS where you feel unwelcome or excluded?**

Individuals were asked about belonging in two yes/no questions in reference to CALS overall. The questions were asked separately as it is possible to both find spaces where you belong and to have spaces where you are excluded, and therefore the combined percentage for any group will not necessarily total 100%. The breakdown by unit is based on the primary employment unit of respondents, though the questions refer to belonging in CALS. The overall response percentages are presented on the top line.

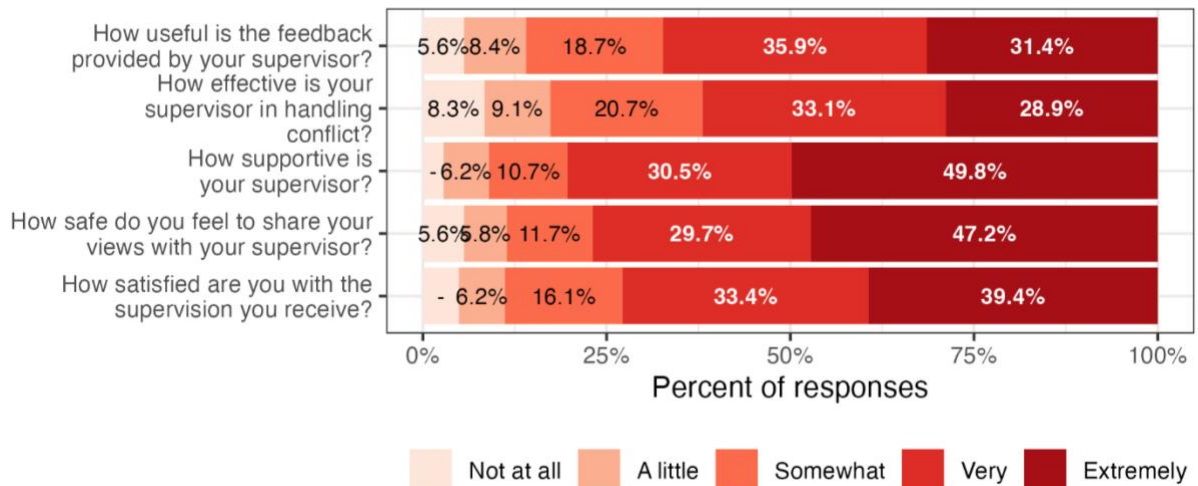


*Overall results.* While most individuals indicated having found one or more communities, groups or spaces within CALS where they feel they belong (71% overall), this also means that 29% overall have not found such a space within CALS. Additionally, 22% of individuals overall indicated there are communities, groups or spaces within CALS where they feel unwelcome or excluded. The breakdown of responses by unit affiliation is provided for comparison, though the questions were asked about CALS overall.

### Supervision:

Reflecting on the last 12 months, or if you have been working with your supervisor for less than a year, the period you have been working with them,

Percentage of individuals answering with each response (values less than 5% not labelled).



**Overall results.** Considering the percentage of responses in the highest two categories (“very” and “extremely”), 80.3% of respondents indicated they feel their supervisor is supportive, 76.9% feel safe to share their views with their supervisor, and 72.8% are satisfied with the supervision they receive, while 67.3% feel the feedback they receive from their supervisor is useful, and 62.0% feel their supervisor is effective and handling conflict. There were no differences between demographic groups that were statistically significant and had a medium or large effect size.

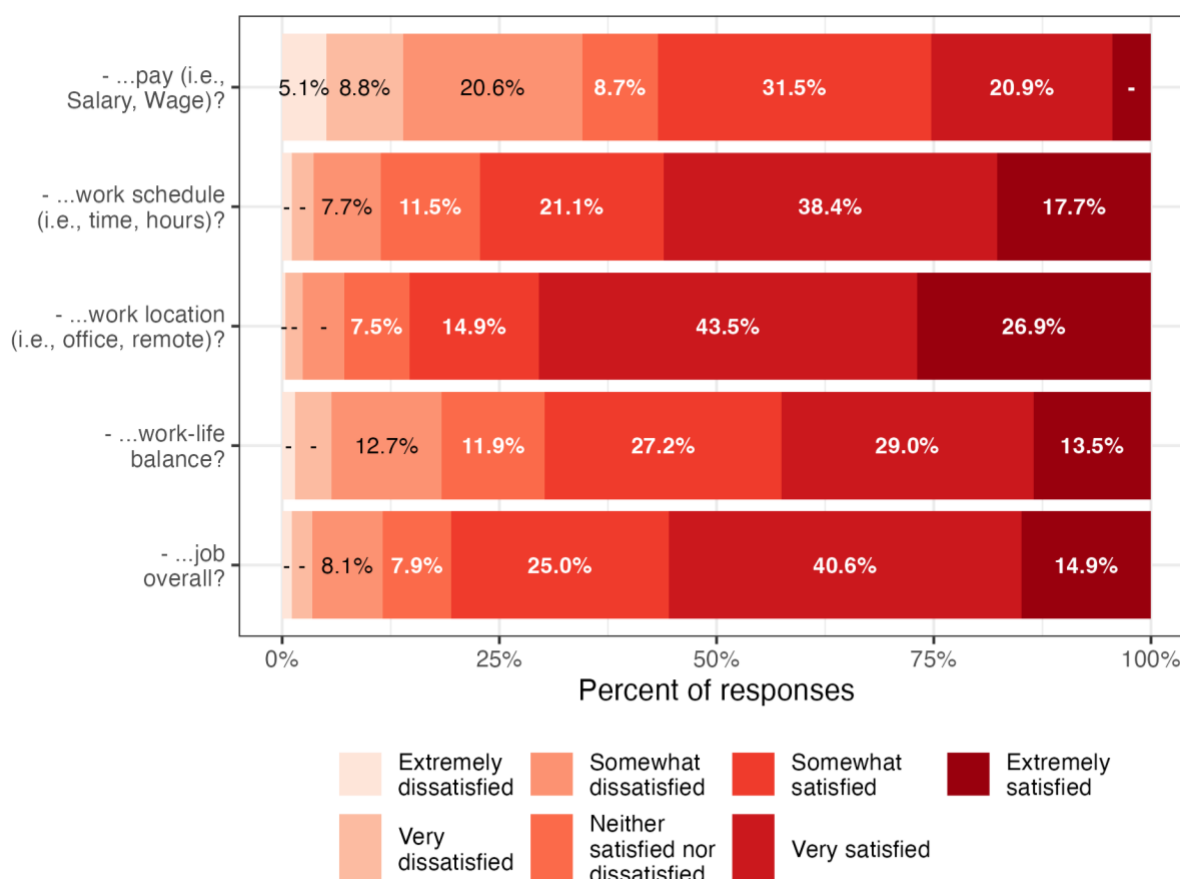
**Reflecting on the last 12 months, or if you have been working with your supervisor for less than a year, the period you have been working with them,**

Percentage of individuals who selected the top two categories: “very” and “extremely”.

		How useful is the feedback provided by your supervisor?	How effective is your supervisor in handling conflict?	How supportive is your supervisor?	How safe do you feel to share your views with your supervisor?	How satisfied are you with the supervision you receive?
	Number					
Overall	731	67.3%	62.0%	80.3%	76.9%	72.8%
Women	364	67.2%	63.3%	79.7%	76.6%	73.5%
Men	310	70.4%	64.1%	82.9%	80.2%	75.5%
Non-binary	13	46.2%	38.5%	69.2%	61.5%	53.8%
Other gender	12	50.0%	41.7%	58.3%	50.0%	50.0%
Prefer not to answer	32	51.9%	40.7%	74.1%	63.0%	51.9%
Overall	731	67.3%	62.0%	80.3%	76.9%	72.8%
African American or Black	16	93.3%	93.3%	100.0%	86.7%	86.7%
Asian or Asian American	64	85.5%	68.9%	85.5%	80.6%	82.3%
Chicanx, Latine, Hispanic	54	65.4%	57.7%	76.9%	75.0%	67.3%
White	455	66.4%	61.7%	82.7%	79.8%	75.0%
Multiple races/ethnicities	27	63.0%	61.5%	81.5%	70.4%	74.1%
Prefer not to answer	105	59.0%	57.6%	65.7%	65.7%	59.6%
Overall	731	67.3%	62.0%	80.3%	76.9%	72.8%
Professor	94	49.4%	53.0%	68.7%	68.7%	56.6%
Associate Professor	19	70.6%	76.5%	82.4%	82.4%	76.5%
Assistant Professor	50	68.0%	66.7%	83.3%	79.2%	76.6%
Academic Staff	283	66.3%	64.0%	85.7%	81.7%	78.1%
University Staff	97	76.3%	65.6%	80.4%	82.3%	78.1%
Postdoctoral Staff	39	73.7%	64.9%	84.2%	73.7%	71.1%
Graduate Student	149	71.1%	56.8%	74.5%	68.5%	67.1%

## Pay, Work Time, and Location: How satisfied are you with your

Percentage of individuals answering with each response (values less than 5% not labelled).



**Overall results.** These questions were asked on a 7-point rating scale. Considering the percentage of responses in the highest three categories (“somewhat satisfied”, “very satisfied”, and “extremely satisfied”), 85.3% of respondents reported they were satisfied with their work location, 80.5% report being satisfied with their job overall, 77.2% report being satisfied with their work schedule, 69.7% report being satisfied with their work-life balance, and 56.8% report being satisfied with their pay.

**Differences among demographic groups.** Individuals who identified as another gender not listed were much less likely to be satisfied with their work location (58.3%) and graduate students were less likely to be satisfied with their pay (36.2%) and work-life balance (51.7%).

## How satisfied are you with your

Percentage of individuals who selected the top three categories: “somewhat satisfied”, “very satisfied”, and “extremely satisfied”. Differences among demographic groups that meet statistical significance and have a medium or large effect size are outlined.

		...pay (i.e., Salary, Wage)?	...work schedule (i.e., time, hours)?	...work location (i.e., office, remote)?	...work-life balance?	...job overall?
	Number					
Overall	731	56.8%	77.2%	85.4%	69.8%	80.5%
Women	364	58.7%	79.8%	85.9%	73.4%	80.3%
Men	310	58.9%	76.1%	86.1%	68.0%	84.1%
Non-binary	13	38.5%	46.2%	92.3%	46.2%	76.9%
Other gender	12	33.3%	75.0%	58.3%	50.0%	50.0%
Prefer not to answer	32	27.6%	72.4%	79.3%	62.1%	58.6%
Overall	731	56.8%	77.2%	85.4%	69.8%	80.5%
African American or Black	16	56.3%	87.5%	100.0%	81.3%	93.8%
Asian or Asian American	64	43.8%	73.4%	89.1%	73.4%	85.9%
Chicanx, Latine, Hispanic	54	44.4%	66.7%	81.5%	46.3%	79.6%
White	455	62.0%	80.4%	86.5%	74.2%	84.3%
Multiple races/ethnicities	27	66.7%	74.1%	77.8%	63.0%	66.7%
Prefer not to answer	105	47.0%	74.0%	82.0%	63.0%	66.0%
Overall	731	56.8%	77.2%	85.4%	69.8%	80.5%
Professor	94	66.7%	66.7%	90.3%	62.4%	81.7%
Associate Professor	19	47.4%	52.6%	73.7%	57.9%	73.7%
Assistant Professor	50	69.4%	81.6%	85.7%	63.3%	83.7%
Academic Staff	283	63.2%	86.8%	88.9%	79.3%	83.6%
University Staff	97	54.6%	88.7%	83.5%	80.4%	82.5%
Postdoctoral Staff	39	59.5%	78.4%	81.1%	75.7%	78.4%
Graduate Student	149	36.2%	59.7%	79.2%	51.7%	73.2%

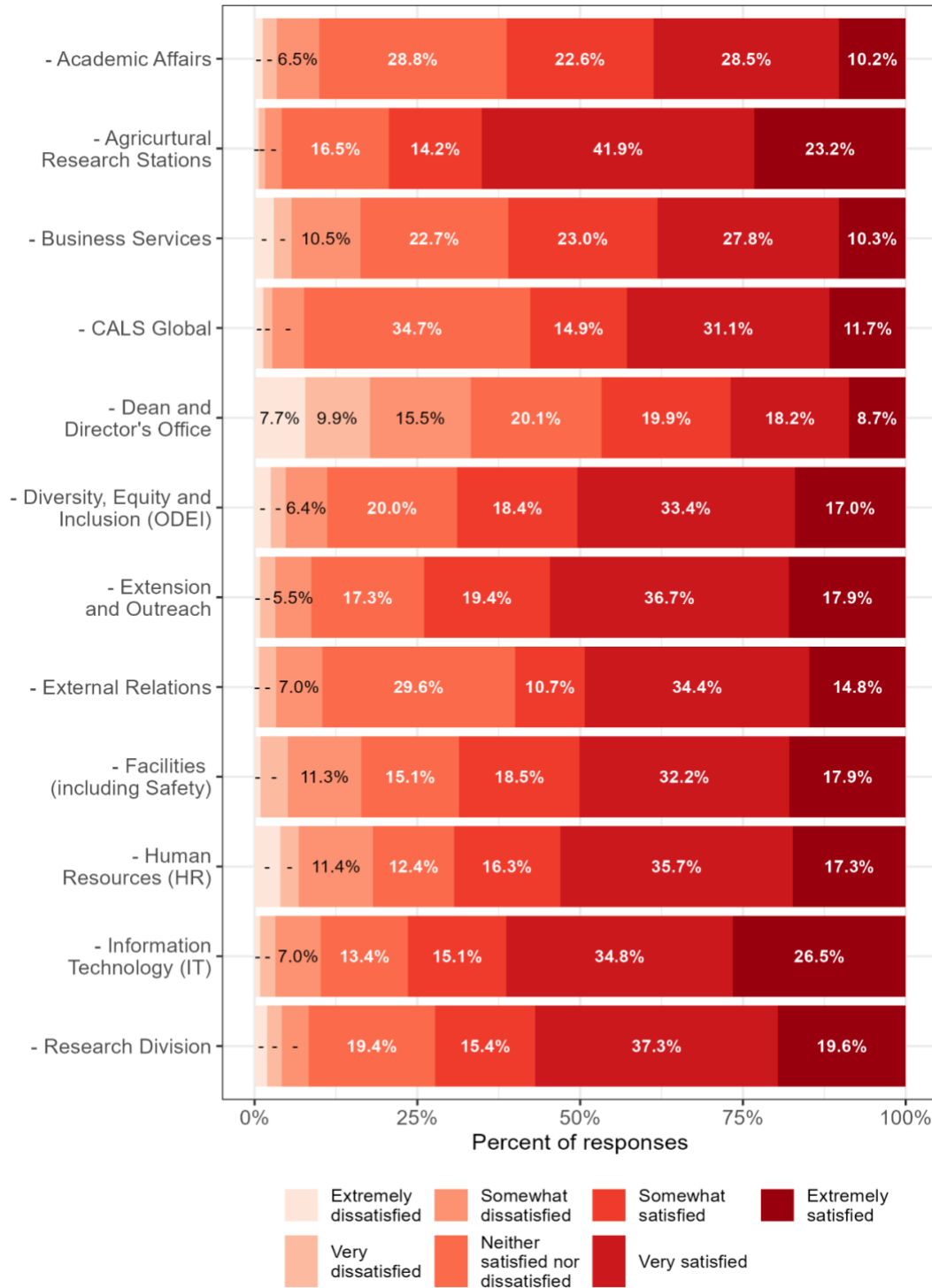


## CALS Experience:

### How satisfied are you with your interactions and work with these administrative units?

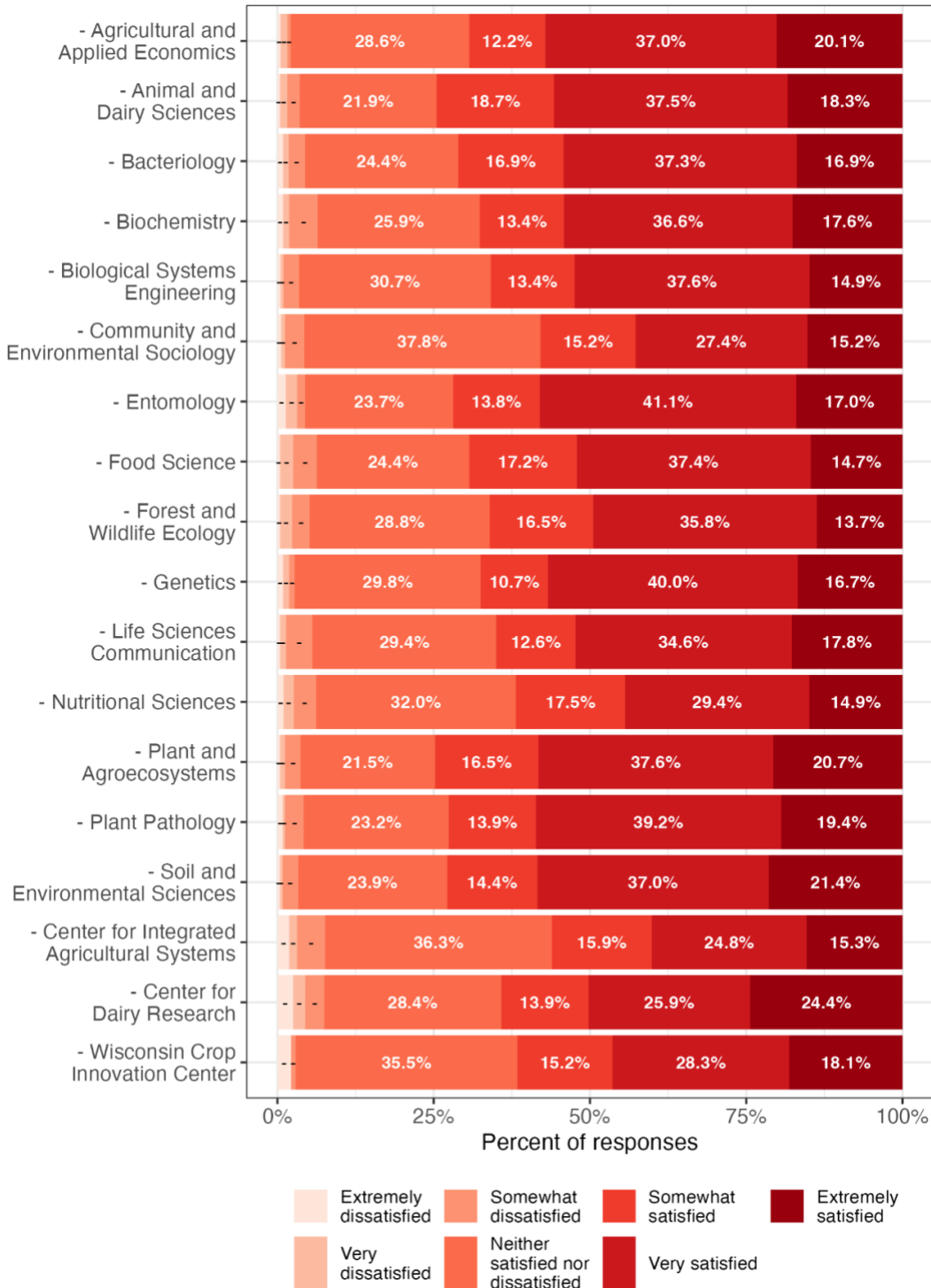
Percentage of individuals answering with each response (values less than 5% not labelled).

Percentages represent the total responses from across CALS in how individuals interact with the specified units. Individuals were asked to not respond about units to which they belong.



## How satisfied are you with your interactions and work with these centers and departments?

Percentage of individuals answering with each response (values less than 5% not labelled). Percentages represent the total responses from across CALS in how individuals interact with the specified units. Individuals were asked to not respond about units to which they belong.



**How satisfied are you with your interactions and work with these administrative units, centers, and departments?**

*Overall results.* These questions were asked on a 7-point rating scale. Considering the percentage of responses in the highest three categories (“somewhat satisfied”, “very satisfied”, and “extremely satisfied”), individuals reported being satisfied with several groups overall, including Agricultural Research Stations (79.3%), Information Technology (76.4%), Plant and Agroecosystem Sciences (74.8%), and Animal and Dairy Sciences (74.5%). The departments, centers and units where the lowest overall satisfaction was reported were Community and Environmental Sociology (57.8%), CALS Global (57.7%), Center for Integrated Agricultural Systems (56.0%) and the Dean and Director’s Office (46.8%).

*Differences among demographic groups. (Due to the large number of cross-comparisons for these questions, the data table is not shown separately. As with other questions, Differences among demographic groups that meet statistical significance and have a medium or large effect size are highlighted in the text.)* Professors were less likely to be satisfied than others with Information Technology (56.8% compared to 76.4%) and with Business Services (49.2% compared to 61.1%). Individuals new to UW (less than 5 years) were more likely to be satisfied with Human Resources (82.4% compared to 69.4%) and those new to their current position (less than 5 years) were more likely to be satisfied with Facilities (79.2% compared to 68.5%).

Individuals who chose not to answer the demographic questions about disabilities, LGBTQ identification and religion were much less likely to be satisfied with Agricultural and Applied Economics (33.3% to 41.7% compared to 69.3% overall). Individuals who chose not to answer the demographic questions about disabilities were also less likely to be satisfied with Biological Systems Engineering (35.7% compared to 65.8%).

## Sexual Harassment:

**Within the last three years, have you personally experienced sexual harassment in CALS?**

**Within the last three years, have you witnessed sexual harassment in CALS?**

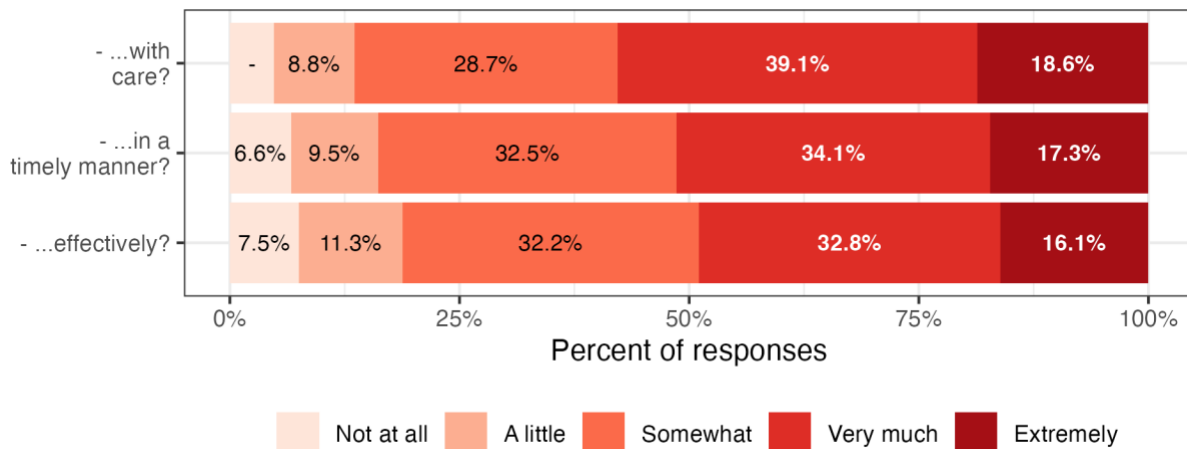
	No	Yes
Experienced sexual harassment in the last three years in CALS	714	12
Witnessed sexual harassment in the last three years in CALS	692	34

*Overall results.* Twelve individuals (1.7%) indicated they have experienced sexual harassment in the last three years in CALS. Thirty-four individuals indicated they have witnessed sexual harassment in the last three years in CALS. The respondents are spread evenly across units within CALS.

*Differences among demographic groups.* Women (9 responses) were more likely than men (3 responses) to indicate having experienced sexual harassment, while women and men equally reported having witnessed sexual harassment. There are no other significant differences among other demographic groups due to the small number of 'yes' responses.

## How much confidence do you have in CALS to handle reports of sexual harassment...

Percentage of individuals answering with each response (values less than 5% not labelled).



*Overall results.* Considering the percentage of responses in the highest two categories ("very much" and "extremely"), 57.7% reported having confidence in CALS handling reports of sexual harassment with care, 51.4% reported having confidence this will happen in a timely manner, and 48.9% reported having confidence this will be effective. There were no significant differences in these responses by demographic groups.

### How comfortable are you voicing concerns about sexual harassment at CALS?

	Not at all comfortable	A little comfortable	Somewhat comfortable	Very comfortable	Extremely comfortable
How comfortable are you voicing concerns about sexual harassment at CALS?	7.4%	10.9%	28.8%	37.4%	15.4%

*Overall results.* Most respondents (52.8%) indicated being “very comfortable” or “extremely comfortable” voicing concerns about sexual harassment at CALS. A total of 18.3% indicated being “not at all comfortable” or “a little comfortable” voicing concerns.

*Differences among demographic groups.* Men reported being slightly more comfortable voicing concerns than women (59.7% compared to 49.7% respectively), and individuals who identified as being non-binary or another gender not listed reported being much less comfortable voicing concerns (30.8% and 33.3% respectively). Individuals in Life Sciences Communication (27.8%) and Plant Pathology (38.5%) indicated being less comfortable voicing concerns than those in other units.

**Hostile and Intimidating Behavior:**  
**Within the last three years at CALS, how often have you...**

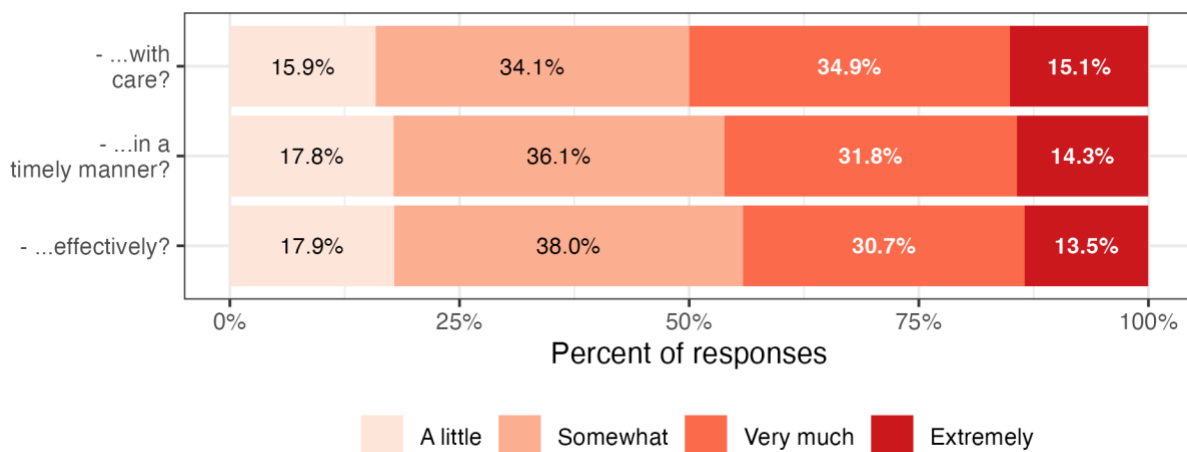
	Never	1-2 times	3-5 times	more than 5 times
...experienced hostile and intimidating behavior	59.7%	26.1%	7.8%	6.4%
...witnessed hostile and intimidating behavior	55.1%	23.4%	12.9%	8.6%

*Overall results.* Over 40% of respondents indicated experiencing hostile and intimidating behavior (HIB) at least once in the last three years in CALS. Slightly more (44.9%) indicated witnessing hostile and intimidating behavior in the last three years in CALS.

*Differences among demographic groups.* Women were more likely to indicate experiencing HIB than men (40.9% compared to 31.9%), while women and men equally reported having witnessed HIB. Respondents in Life Sciences Communication were most likely to indicate experiencing HIB in the last three years, with 55.6% indicating they had experienced HIB at least once. All departments, programs, centers, and units have some individuals who indicate experiencing HIB in the last three years at CALS.

**How much confidence do you have in CALS to handle reports of hostile and intimidating behavior...**

Percentage of individuals answering with each response (values less than 5% not labelled).



*Overall results.* Considering the percentage of responses in the highest two categories (“very much” and “extremely”), 50.0% reported having confidence in CALS handling reports of hostile and intimidating behavior with care, 46.1% reported confidence this will happen in a timely manner, and 44.2% reported confidence this will be effective. There were no significant differences in these responses by demographic groups.

**How comfortable are you voicing concerns about hostile and intimidating behavior at CALS?**

	<b>Not at all comfortable</b>	<b>A little comfortable</b>	<b>Somewhat comfortable</b>	<b>Very comfortable</b>	<b>Extremely comfortable</b>
How comfortable are you voicing concerns about hostile and intimidating behavior at CALS?	13.2%	15.1%	30.8%	26.3%	14.5%

*Overall results.* Only 40.8% of respondents indicated being “very comfortable” or “extremely comfortable” voicing concerns about HIB at CALS. One quarter of respondents (28.3%) indicated being “not at all comfortable” or “a little comfortable” voicing concerns about HIB.

*Differences among demographic groups.* Individuals who identified as non-binary (7.7%) were least likely to report being comfortable voicing concerns about HIB. Individuals in Life Sciences Communication (11.1%), Nutritional Sciences (18.5%), Biological Systems Engineering (21.1%), and Plant Pathology (26.9%) indicated being the least comfortable voicing concerns.

### Thoughts of Leaving:

**Have you considered leaving your CALS job in the last two years?**

**If you answered ‘yes’, how serious were you about leaving your CALS job?**

	<b>No</b>	<b>Yes</b>
Have you considered leaving your CALS job in the last two years?	54.1%	45.9%

*Overall results.* Just under half (45.9%) of respondents indicated they have considered leaving their CALS job in the last two years. Of those who answered “yes”, 58.6% (a total of 194 responses) indicated they were “serious”, “very serious”, or “extremely serious”.

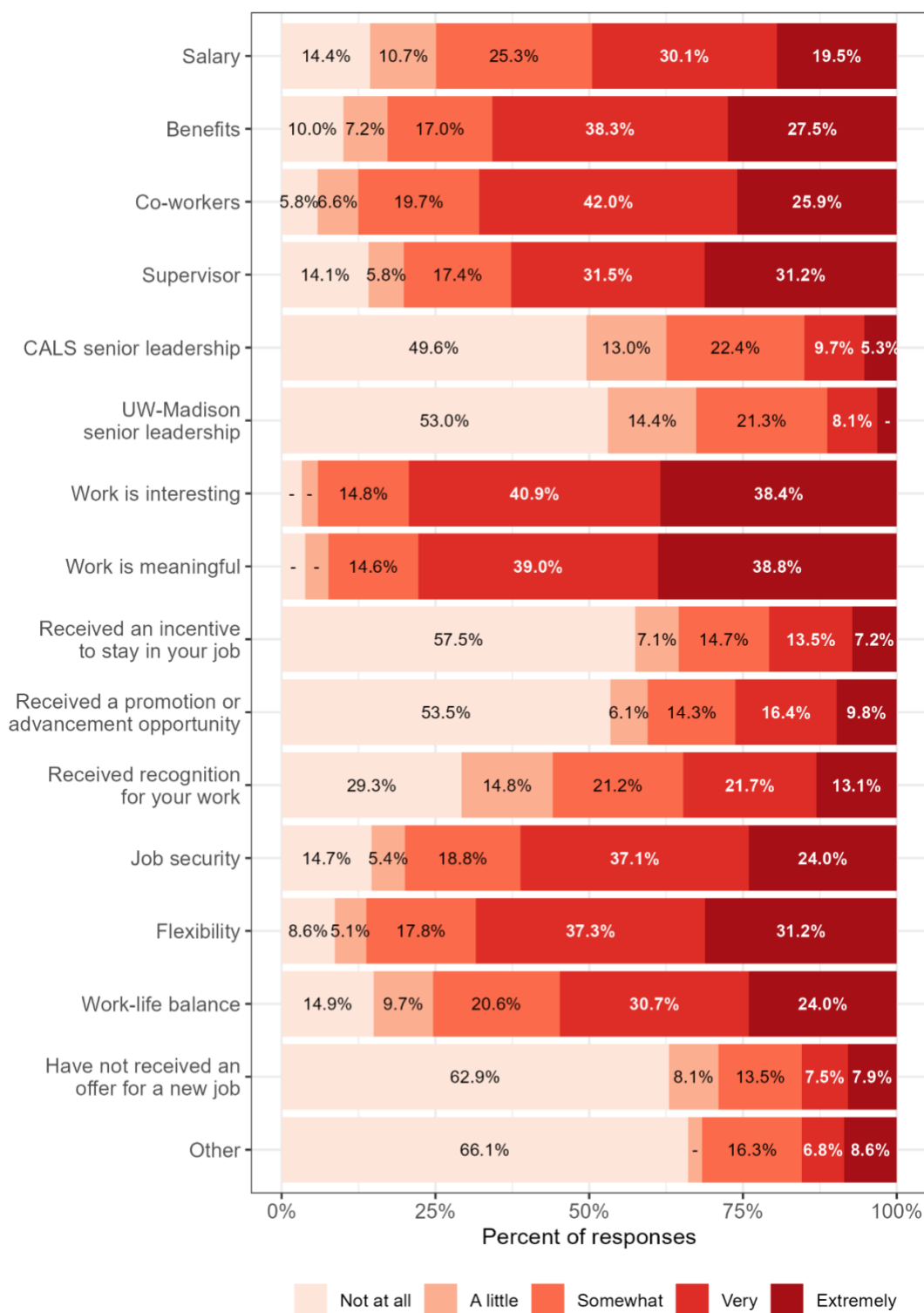
### **If you answered ‘yes’, why did you consider leaving?**

Individuals who indicated they had considered leaving their CALS job in the last two years were asked why they considered leaving (up to five answers). Those reasons with more than 10% of respondents indicating are presented. The most commonly reported reasons considered when thinking about leaving were salary, stress, not feeling valued or recognized, and work-life balance.

	<b>Percent of people identifying</b>
Salary is lacking	48.3%
To reduce stress	31.7%
Not feeling valued or recognized	31.4%
Work-life balance	25.7%
Climate of your center, department, or unit (i.e., workplace environment)	21.5%
Conflict with co-worker(s) or supervisor	20.2%
Lack of opportunities for promotion	19.9%
Lack of support	19.9%
Lack of trust or confidence in CALS	19.0%
Lack of trust or confidence in your center, department, or unit	17.2%
Workload is unreasonable	17.2%
Lack of belonging or inclusion	12.1%
Work expectations are unclear	11.5%
To change careers	11.2%



**How important were these factors in your decision to stay in your job at CALS?**  
 Percentage of individuals answering with each response (values less than 5% not labelled).



*Overall results.* Considering the percentage of responses in the highest two categories (“very” and “extremely”), the most common reasons given for staying in their CALS job were that the work is interesting (79.3%), the work is meaningful (77.8%), flexibility (68.5%), and co-workers (67.9%). The least common reasons (fewest people indicating “very” or “extremely” important) were receiving a promotion or advancement opportunity (26.2%), receiving an incentive (20.7%), not receiving an offer for a new job (15.4%), CALS senior leadership (15.0%) and UW senior leadership (11.3%).

### **In the next two years, how likely are you to leave CALS?**

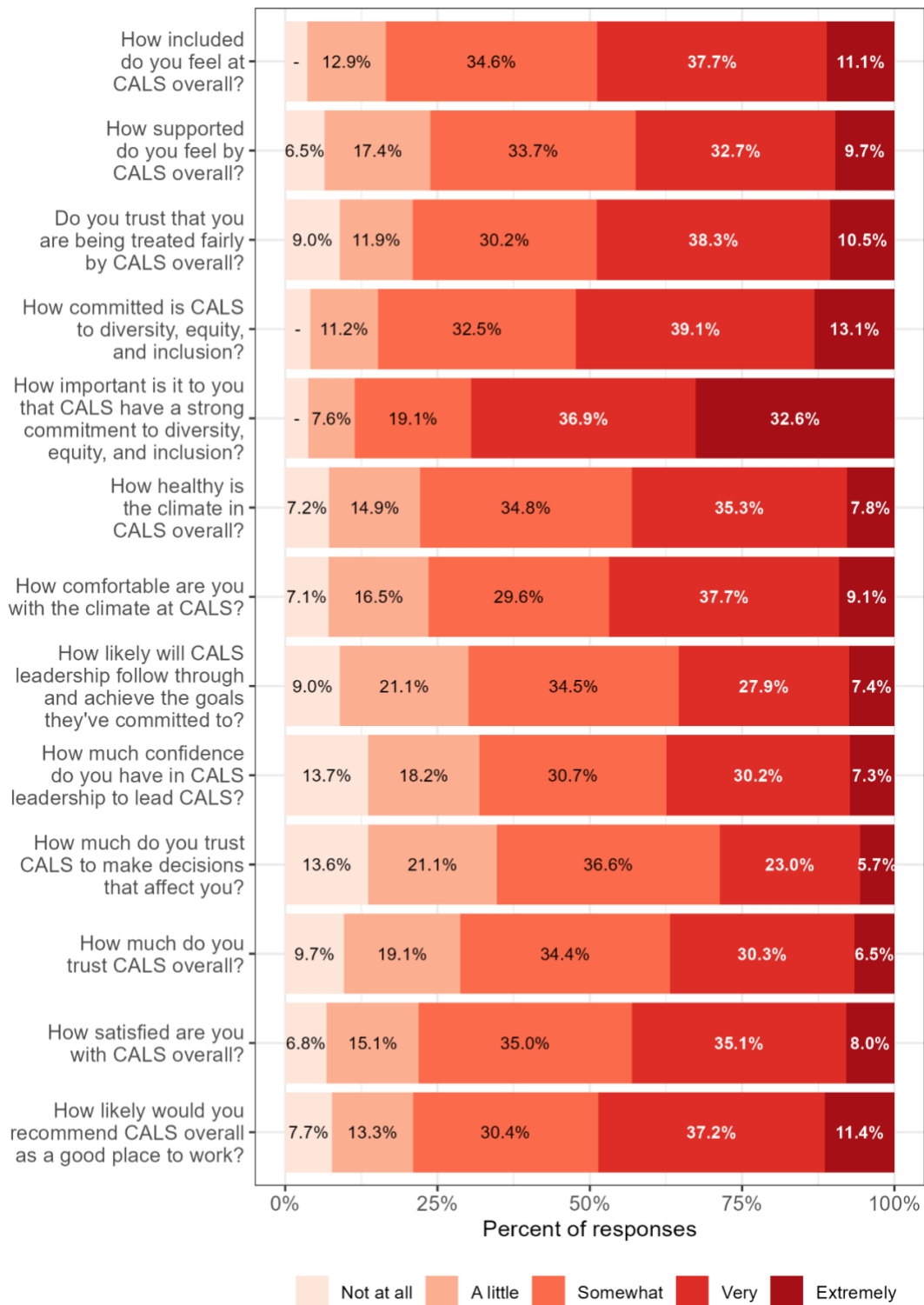
	<b>Extremely unlikely</b>	<b>Very unlikely</b>	<b>Somewhat unlikely</b>	<b>Neither likely nor unlikely</b>	<b>Somewhat likely</b>	<b>Very likely</b>	<b>Extremely likely</b>
In the next two years, how likely are you to leave CALS?	15.9%	8.8%	14.2%	19.3%	13.7%	18.1%	9.9%

*Overall results.* Considering the percentage of responses in the highest three categories (“somewhat likely”, “very likely”, and “extremely likely”), 41.7% indicated they were likely to leave CALS in the next two years. This is not significantly different from those who indicated they had considered leaving their CALS job in the last two years (45.9%). There are no major differences among demographic groups.

## Overall Experience:

### Considering everything you've experienced and observed at CALS...

Percentage of individuals answering with each response (values less than 5% not labelled).



*Overall results.* Considering the percentage of responses in the highest two categories (“very” and “extremely”), most respondents indicated it is important for CALS to have a strong commitment to diversity, equity, and inclusion (69.5%), and a somewhat smaller portion indicated that CALS is committed to diversity, equity, and inclusion (52.2%). Just under half of respondents indicated they are being treated fairly by CALS (48.8%), feel included at CALS (48.8%), would recommend CALS a good place to work (48.6%), and are comfortable with the climate in CALS (46.8%). A smaller portion of respondents indicated they are satisfied with CALS (43.1%), that the climate is healthy (43.1%), that they feel supported by CALS (42.4%). Just over one-third reported having confidence in CALS leadership to lead CALS (37.4%), trust CALS overall (36.8%), indicated it is likely CALS leadership will follow through and achieve the goals they’ve committed to (35.5%), and only 28.7% report trusting CALS to make decisions that affect them.

*Differences among demographic groups.* Individuals at UW less than 5 years were more likely to indicate they would recommend CALS as a good place to work (63.2%), are comfortable with the climate at CALS (61.5%), feel the climate is healthy overall (58.2%), are satisfied with CALS (56.1%), trust CALS overall (49.0%), and trust CALS to make decisions that affect them (41.8%). Individuals who chose not to answer demographic questions about disability, religion, gender, generation, or visa status were much less likely to indicate CALS is committed to diversity, equity and inclusion (34% - 35% compared to 52.3%), to feel included at CALS (15% - 42% compared to 48.8%), or to feel supported by CALS (8% - 24% compared to 42.4%).

## Responses by Department, Center, Program, or Unit Affiliation

Individuals taking the survey were asked to provide up to three departments, centers, programs, or units with which they are affiliated, and were then asked the same set of questions separately for each of those affiliations. Individuals working in more than one department, center, program, or unit may respond only once for each unit. Affiliations with fewer than 10 respondents were combined.

<b>Department / Unit Affiliation</b>	<b>Responses</b>	<b><i>Percent of all responses</i></b>
Academic Affairs	12	1.5%
Agricultural and Applied Economics	37	4.6%
Agricultural Research Stations	51	6.3%
Animal and Dairy Sciences	49	6.0%
Bacteriology	43	5.3%
Biochemistry	68	8.4%
Biological Systems Engineering	23	2.8%
Center for Dairy Research	29	3.6%
Community and Environmental Sociology	13	1.6%
Dean's Office	16	2.0%
Entomology	28	3.4%
Food Science	38	4.7%
Forest and Wildlife Ecology	35	4.3%
Genetics	38	4.7%
Human Resources	11	1.4%
Life Sciences Communication	20	2.5%
Nutritional Sciences	34	4.2%
Other Administrative Unit	48	5.9%
Other Research Center	23	2.8%
Other Unit	18	2.2%
Plant and Agroecosystem Sciences	89	10.9%
Plant Pathology	32	3.9%
Soil and Environmental Sciences	34	4.2%
Wisconsin Crop Innovation Center	24	3.0%

For each Likert-style rating question in this section, the combined percentage of responses in the top two Likert categories (e.g. “very often” and “extremely often”) is presented by unit affiliation. As with prior charts for rating questions, the highest percentages in these categories are colored dark red, fading through pink for the responses with the lowest percentage responses in the top two categories. For some questions, the lowest values may be preferred.

The meaningfulness of differences among units was determined as above, using chi-squared to determine statistical significance and Cohen's d to measure effect size. Each department, center, program, or unit was compared to the combination of all others, thereby measuring if each specific unit was statistically different from all others. For units with smaller numbers of

respondents, even a seemingly large difference in percentage of the top two categories may not reach the level of significance.

Given the small number of respondents in many units, further de-aggregation of units by demographic features is generally not possible due to the limits of statistical analysis and the need to not reveal the identity of any respondent.

## Belonging:

### Reflecting on the last 12 months in your unit, how often have you felt

Percentage of responses in the highest two categories: “very often” and “extremely often”. For these questions, individuals indicate which unit(s) they belong to and were asked specifically about those units.

Respondent Department / Affiliation		- welcomed?	- respected?	- valued?	- safe?	- included?	- like you belong?	- isolated?	- like you needed to hide or minimize aspects of your identity?
	Academic Affairs -	85	100	75	100	92	85	8	8
	Agricultural and Applied Economics -	92	89	84	97	86	81	8	5
	Agricultural Research Stations -	87	75	75	94	75	81	19	4
	Animal and Dairy Sciences -	83	77	73	88	65	71	19	10
	Bacteriology -	84	79	72	91	79	65	9	9
	Biochemistry -	78	75	65	90	71	65	19	6
	Biological Systems Engineering -	73	86	64	77	73	68	18	9
	Center for Dairy Research -	86	76	76	100	79	72	10	3
	Community and Environmental Sociology -	92	92	83	92	67	67	25	33
	Dean's Office -	69	69	62	62	38	38	12	6
	Entomology -	89	75	75	89	71	71	18	7
	Food Science -	71	76	66	87	68	63	24	5
	Forest and Wildlife Ecology -	74	71	60	86	60	51	9	9
	Genetics -	89	81	73	97	78	68	14	3
	Human Resources -	82	64	55	82	82	73	9	9
	Life Sciences Communication -	63	60	45	74	53	47	47	21
	Nutritional Sciences -	68	56	50	82	50	38	21	6
	Other Administrative Unit -	92	88	81	98	83	83	10	6
	Other Research Center -	71	62	54	83	58	54	13	21
	Other Unit -	78	67	61	94	61	72	22	22
	Plant and Agroecosystem Sciences -	74	76	66	88	62	60	19	17
	Plant Pathology -	78	72	75	91	72	66	16	12
	Soil and Environmental Sciences -	94	85	82	91	79	82	9	12
	Wisconsin Crop Innovation Center -	92	79	58	96	71	71	12	12

*Overall results.* Considering the percentage of responses in the highest two categories (“very often” and “extremely often”) within their unit, most respondents indicated they feel safe (90.8%), welcomed (82.3%), respected (77.6%), included (71.9%), valued (69.9%), and like they belong (68.2%). A small percentage indicated feeling isolated (15.5%), or like they need to hide or minimize aspects of their identity (9.3%). Due to the small number of responses in some units, none of the differences are significant across units, despite seemingly large differences in top percentages.



## Communication:

### Reflecting on the last 12 months in your unit, how often did you

Percentage of responses in the highest two categories: “very often” and “extremely often”. For these questions, individuals indicate which unit(s) they belong to and were asked specifically about those units. (continued on next page)

Respondent Department / Affiliation	<div> <div>...receive updates about changes that affect you?</div> <div>...receive updates about changes that affect your center/department/unit?</div> <div>...have a voice in decisions that affect you?</div> <div>...have a voice in decisions that affect your center/department/unit?</div> <div>...feel that you were considered when changes were made?</div> </div>				
Academic Affairs	83	58	50	17	42
Agricultural and Applied Economics	70	62	57	43	56
Agricultural Research Stations	67	65	67	54	46
Animal and Dairy Sciences	57	51	51	37	37
Bacteriology	74	74	58	49	51
Biochemistry	63	54	53	34	37
Biological Systems Engineering	50	36	50	32	36
Center for Dairy Research	69	66	55	38	48
Community and Environmental Sociology	77	77	62	62	69
Dean's Office	31	44	31	25	31
Entomology	61	68	68	43	46
Food Science	61	53	50	37	42
Forest and Wildlife Ecology	60	60	54	43	43
Genetics	70	70	54	51	46
Human Resources	73	55	64	55	64
Life Sciences Communication	65	60	37	42	37
Nutritional Sciences	24	24	44	21	24
Other Administrative Unit	73	67	48	38	46
Other Research Center	61	61	65	48	48
Other Unit	56	56	33	17	33
Plant and Agroecosystem Sciences	55	52	39	25	33
Plant Pathology	62	59	59	44	47
Soil and Environmental Sciences	73	73	55	52	67
Wisconsin Crop Innovation Center	54	42	46	29	21

(continued from pervious page)

Respondent Department / Affiliation	<div> <div>...receive useful feedback?</div> <div>...receive acknowledgement for your work contribution?</div> <div>...feel that you could share your views in meetings?</div> <div>...feel that mistakes were held against you?</div> <div>...feel supported by others?</div> <div>...feel like you are a part of a team?</div> </div>					
Academic Affairs	42	42	83		83	83
Agricultural and Applied Economics	69	64	72		84	70
Agricultural Research Stations	62	65	67	8	75	71
Animal and Dairy Sciences	57	57	59	10	67	59
Bacteriology	63	60	77	7	74	67
Biochemistry	65	66	69	10	62	68
Biological Systems Engineering	55	68	68	9	64	50
Center for Dairy Research	52	62	83	10	79	83
Community and Environmental Sociology	77	77	69	8	85	77
Dean's Office	40	53	67	33	44	47
Entomology	61	61	75	11	64	68
Food Science	53	53	66	16	71	61
Forest and Wildlife Ecology	49	49	57	3	63	54
Genetics	41	51	76	3	73	65
Human Resources	55	55	64	9	73	82
Life Sciences Communication	45	50	58	5	53	42
Nutritional Sciences	30	36	52		55	67
Other Administrative Unit	69	67	83	6	83	79
Other Research Center	52	61	65		61	57
Other Unit	33	56	53	28	50	44
Plant and Agroecosystem Sciences	47	50	58	8	62	57
Plant Pathology	55	66	66	12	72	66
Soil and Environmental Sciences	55	70	76	3	82	76
Wisconsin Crop Innovation Center	58	75	46	4	83	79

**Overall results.** Considering the percentage of responses in the highest two categories (“very often” and “extremely often”) within their unit, most respondents reported they feel supported by others (71.1%), could share their views in meetings (68.6%), feel like they are part of a team (66.9%), receive updates about changes that affect them (63.1%), receive acknowledgement for their work contribution (59.4%) receive updates about changes that affect their unit (59.2%),

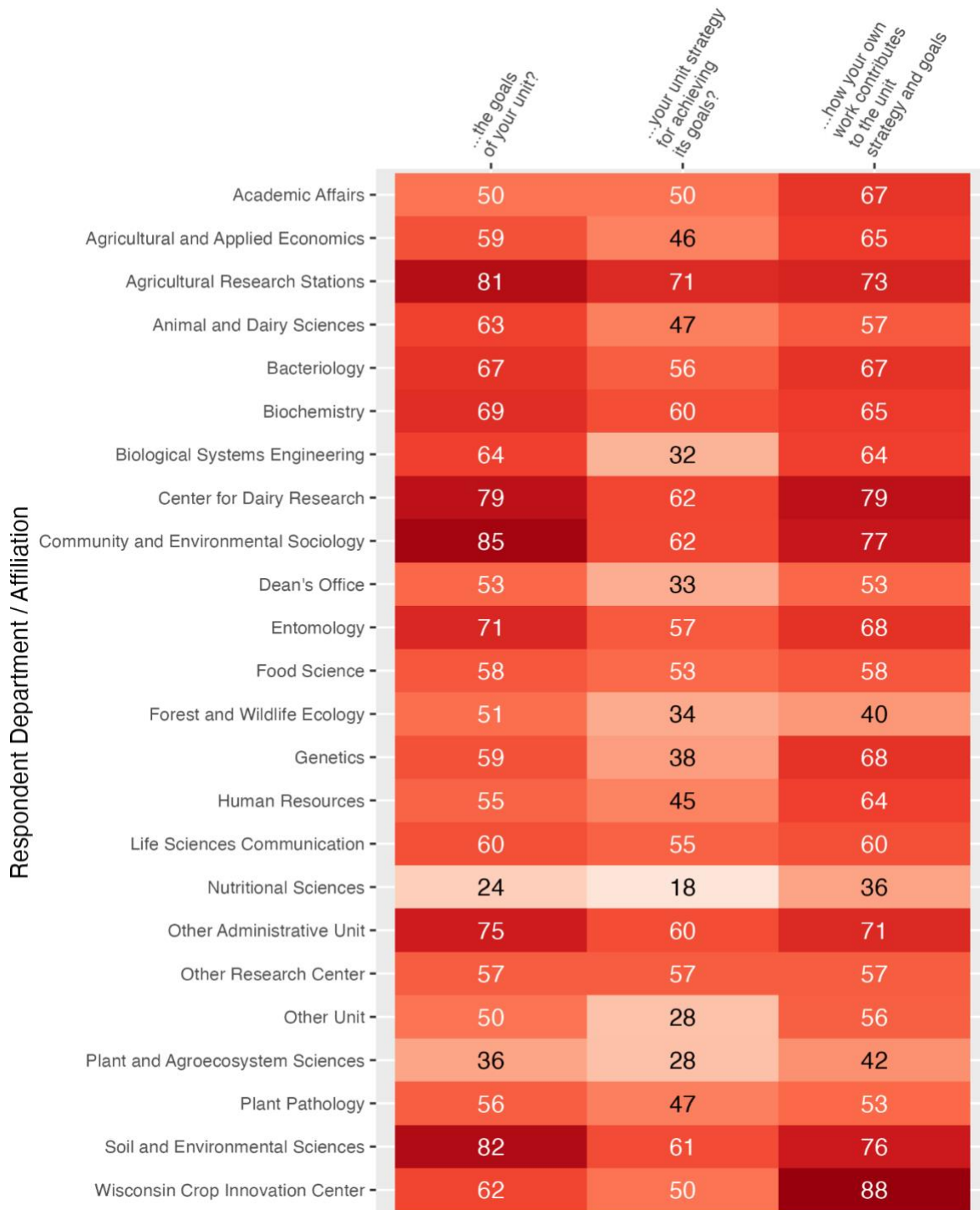
receive useful feedback (55.4%), and have a voice in decisions that affect them (52.9%), with slightly fewer reporting they feel they were considered when changes were made (42.7%), or had a voice in decisions that affect their unit (38.8%). Overall, 6.8% indicated they feel mistakes were held against them.

*Differences among units.* Some questions had a wide range of responses by unit. Individuals in Nutritional Sciences and the Dean's Office indicated they less often had a received updates about changes, had a voice in decisions, or felt they were considered when changes were made. Individuals in the Dean's Office reported they were more likely to have mistakes held against them (33.3% compared to 6.8% overall).

## Department Goals:

### Reflecting on the last 12 months in your unit, how clearly do you understand

Percentage of responses in the highest two categories: “very” and “extremely”. For these questions, individuals indicate which unit(s) they belong to and were asked specifically about those units.



*Overall results.* Considering the percentage of responses in the highest two categories (“very” and “extremely”) within their unit, most individuals reported they understand the goals of their unit (62.3%), how their work contributes to the unit’s strategy and goals (62.1%), and the unit’s strategy for achieving its goals (49.0%).

*Differences among units.* Individuals in Nutritional Sciences and Plant and Agroecosystem Sciences report a lower understanding of unit goals and strategy compared to other units.

## Managing Change:

### Reflecting on the last 12 months in your unit,

Percentage of responses in the highest two categories: “very” and “extremely”. For these questions, individuals indicate which unit(s) they belong to and were asked specifically about those units.

Respondent Department / Affiliation	How informed were you when changes were occurring? How easy was it to ask for help? How easy was it to discuss issues or problems? How welcomed were new ideas? How much do you trust the unit to make decisions that affect you? How likely will the unit follow through and achieve goals they've committed to?					
Academic Affairs	67	75	67	58	58	67
Agricultural and Applied Economics	69	89	73	69	68	75
Agricultural Research Stations	69	71	57	61	51	61
Animal and Dairy Sciences	50	65	52	54	50	62
Bacteriology	51	72	63	63	60	71
Biochemistry	53	63	60	57	57	60
Biological Systems Engineering	45	45	50	55	59	55
Center for Dairy Research	45	69	55	45	62	72
Community and Environmental Sociology	69	77	92	85	92	85
Dean's Office	20	53	20	27	27	40
Entomology	50	75	64	61	57	57
Food Science	47	61	55	55	50	55
Forest and Wildlife Ecology	37	51	57	49	49	51
Genetics	57	70	59	65	54	58
Human Resources	45	82	64	64	70	64
Life Sciences Communication	53	42	42	42	58	47
Nutritional Sciences	18	33	33	24	24	33
Other Administrative Unit	58	75	71	71	65	73
Other Research Center	57	65	65	52	52	57
Other Unit	28	44	39	39	39	39
Plant and Agroecosystem Sciences	36	66	53	39	39	39
Plant Pathology	50	68	62	56	56	56
Soil and Environmental Sciences	70	82	82	76	73	85
Wisconsin Crop Innovation Center	33	75	50	50	38	50

*Overall results.* Considering the percentage of responses in the highest two categories (“very” and “extremely”) within their unit, individuals reported it was easy to ask for help (67.3%), easy to discuss issues or problems (59.3%), and that new ideas were welcomed (56.0%). Individuals also indicated it was likely their unit will follow through and achieve goals they’ve committed to (59.5%), that they trust the unit to make decisions that affect them (54.2%), and they are informed when changes were occurring (50.6%).

*Differences among units.* Lower percentages of individuals in the Dean’s Office and Nutritional Sciences responded with “very” or “extremely” for all questions.



## Experience:

**Reflecting on the last 12 months, how often were you treated with respect by these groups within your unit?**

Percentage of responses in the highest two categories: “very often” and “extremely often”. For this question, individuals indicate which unit(s) they belong to and were asked specifically about those units. Their responses may refer to how they were treated by various groups within their specified unit or from across CALS.

Respondent Department / Affiliation								
	- University Staff	- Undergraduate Students	- Tenure-Track Faculty	- Postdoctoral staff	- Graduate Students	- Federal Co-Located Staff	- Federal Co-Located Faculty	- Academic Staff
Academic Affairs	100	91	36	60	71		25	92
Agricultural and Applied Economics	87	96	86	85	94	67	75	94
Agricultural Research Stations	88	90	73	84	87	77	85	87
Animal and Dairy Sciences	88	90	83	90	98	79	77	91
Bacteriology	97	92	88	100	90	100	100	93
Biochemistry	96	87	75	88	87	87	81	94
Biological Systems Engineering	82	89	62	100	100	80	100	95
Center for Dairy Research	100	91	79	92	96	100	100	79
Community and Environmental Sociology	92	100	92	100	100		100	92
Dean's Office	100	100	87	100	100	100	83	94
Entomology	96	96	93	94	92	100	89	96
Food Science	91	90	76	88	94	100	88	83
Forest and Wildlife Ecology	77	86	71	93	88	84	81	85
Genetics	90	85	77	93	94	100	100	89
Human Resources	70	100	71	100	100			80
Life Sciences Communication	94	87	50	100	100	100	100	95
Nutritional Sciences	86	88	70	90	88	50	67	90
Other Administrative Unit	97	95	81	90	91	92	80	96
Other Research Center	88	92	80	100	92	100	100	91
Other Unit	86	100	53	80	93	71	100	73
Plant and Agroecosystem Sciences	89	90	70	95	95	89	83	91
Plant Pathology	81	85	77	76	83	91	93	86
Soil and Environmental Sciences	94	96	90	95	90	100	100	94
Wisconsin Crop Innovation Center	90	95	93	94	89	100	100	83



*Overall results.* Considering the percentage of responses in the highest two categories (“very often” and “extremely often”) within their unit, individuals reported being treated with respect most of the time by Graduate Students (92.0%), Postdoctoral Staff (91.5%), University Staff (90.8%), Undergraduate Students (90.7%), Academic Staff (90.2%), Federal Co-Located Staff (86.9%), and Federally Co-Located Faculty (85.3%). Faculty were reported as least often treating others with respect overall (76.8%), and across most units (faculty have the lowest percent of ‘very often’ and ‘extremely often’ in 16 of the 24 units listed).

*Differences among units.* Individuals in Academic Affairs indicate being less often treated with respect by faculty (36.3%).

## Inclusiveness:

**Reflecting on the last 12 months, how inclusive was your unit, to all employees and visitors regardless of their...**

Percentage of responses in the highest two categories: “very inclusive” and “extremely inclusive”. For these questions, individuals indicate which unit(s) they belong to and were asked specifically about those units.

Respondent Department / Affiliation							
	...gender or gender identity?	...sexual orientation?	...race or ethnicity?	...nationality or citizenship?	...religious beliefs or customs?	...political views or affiliations?	...disabilities?
Academic Affairs	75	75	58	67	58	33	58
Agricultural and Applied Economics	92	83	83	81	75	69	81
Agricultural Research Stations	80	82	86	90	86	74	86
Animal and Dairy Sciences	73	76	77	82	71	60	68
Bacteriology	81	88	80	81	83	74	69
Biochemistry	87	87	82	81	81	79	81
Biological Systems Engineering	80	85	71	62	75	60	71
Center for Dairy Research	89	96	96	96	93	86	89
Community and Environmental Sociology	92	92	92	92	92	69	92
Dean's Office	87	80	73	87	73	53	73
Entomology	86	82	79	79	82	75	75
Food Science	73	78	69	78	81	78	71
Forest and Wildlife Ecology	70	76	64	58	64	58	61
Genetics	86	89	68	73	76	59	70
Human Resources	100	100	100	100	100	91	91
Life Sciences Communication	74	68	74	74	74	58	63
Nutritional Sciences	71	81	68	81	71	65	55
Other Administrative Unit	96	98	96	96	92	81	92
Other Research Center	87	91	83	83	74	65	70
Other Unit	61	67	50	56	56	50	50
Plant and Agroecosystem Sciences	74	74	61	60	59	49	57
Plant Pathology	75	78	66	69	74	68	68
Soil and Environmental Sciences	97	97	100	97	91	90	88
Wisconsin Crop Innovation Center	87	91	88	88	83	70	91

*Overall results.* Considering the percentage of responses in the highest two categories (“very inclusive” and “extremely inclusive”) overall, individuals reported their unit as being inclusive of people regardless of sexual orientation (84.1%), gender or gender identity (82.3%), nationality or citizenship (79.0%), race or ethnicity (78.0%), religious beliefs or customs (77.4%), disabilities (73.9%), and political views or affiliations (68.5%).

*Differences among units.* Individuals in Plant and Agroecosystem Sciences indicated their unit is less inclusive of individuals based on nationality or citizenship (60.2% compared to 79.0%), disabilities (57.5% compared to 73.9%), or political views or affiliation (48.8% compared to 68.5%). Individuals in Academic Affairs indicated their unit is less inclusive of individuals based on political views or affiliations (33.3% compared to 68.5%).

## Department Climate:

### Reflecting on the last 12 months in your unit,

Percentage of responses in the highest two categories: “very” and “extremely”. For these questions, individuals indicate which units(s) they belong to and were asked specifically about those units.

Respondent Department / Affiliation					
	How committed is it to diversity, equity, and inclusion?	How important is it to you that your unit have a strong commitment to diversity?	How healthy is the climate?	How comfortable are you with the climate?	How likely would you recommend it as a good place to work?
Academic Affairs	80	90	100	100	100
Agricultural and Applied Economics	69	56	68	76	92
Agricultural Research Stations	78	62	58	72	66
Animal and Dairy Sciences	68	62	66	68	72
Bacteriology	69	86	69	69	81
Biochemistry	67	85	70	71	67
Biological Systems Engineering	67	78	56	56	67
Center for Dairy Research	73	59	56	63	67
Community and Environmental Sociology	91	100	82	82	82
Dean's Office	45	73	36	36	55
Entomology	72	92	64	68	72
Food Science	56	75	53	59	59
Forest and Wildlife Ecology	67	87	55	61	68
Genetics	86	81	64	64	75
Human Resources	73	91	73	64	73
Life Sciences Communication	58	84	47	47	50
Nutritional Sciences	42	70	26	37	37
Other Administrative Unit	93	86	71	76	79
Other Research Center	69	85	54	54	62
Other Unit	45	73	27	45	36
Plant and Agroecosystem Sciences	54	86	35	45	53
Plant Pathology	68	81	61	65	68
Soil and Environmental Sciences	84	91	88	88	88
Wisconsin Crop Innovation Center	64	73	50	50	64

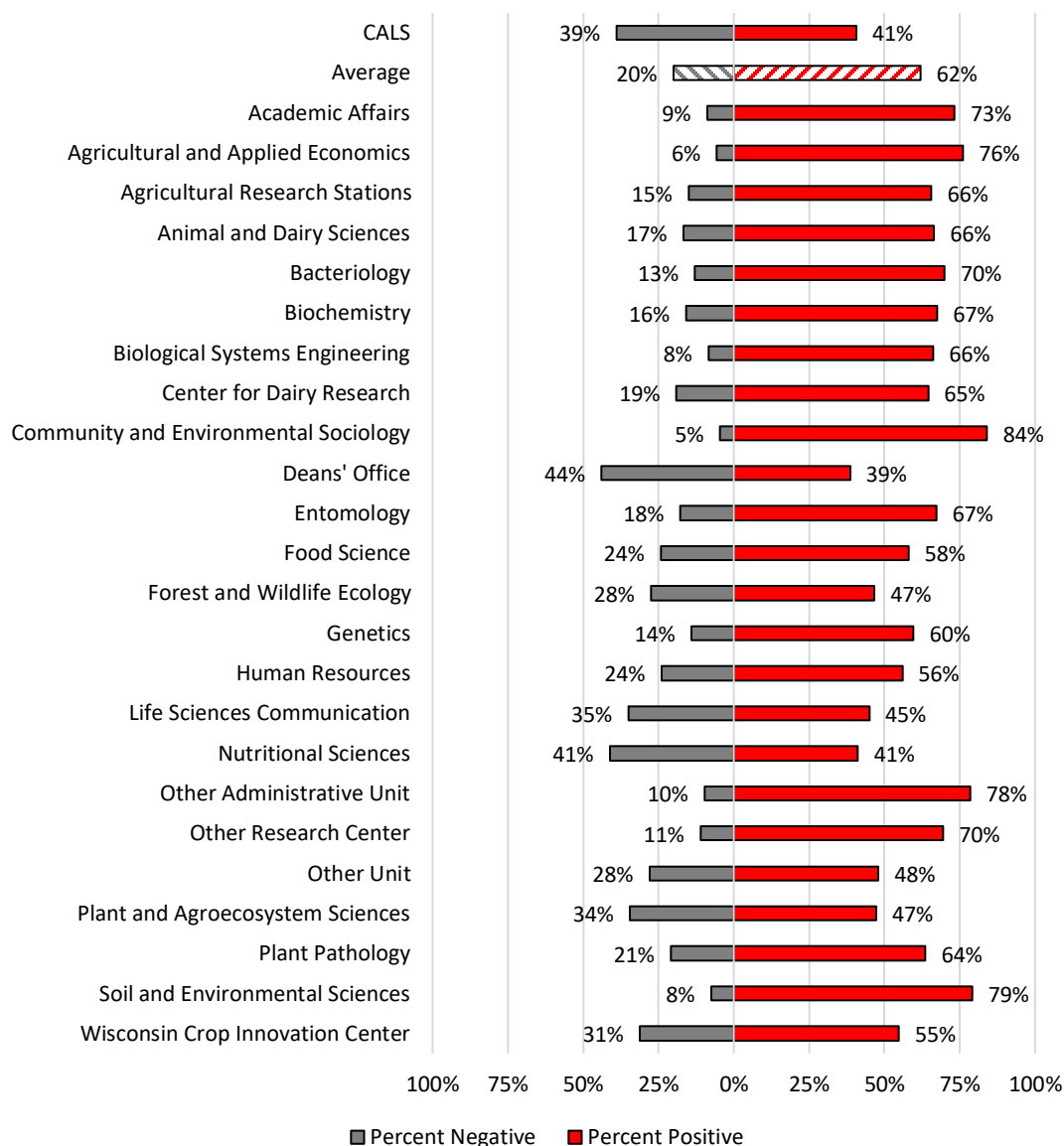
*Overall results.* Considering the percentage of responses in the highest two categories (“very” and “extremely”) within their unit, individuals indicated it is important to them that their unit have a strong commitment to diversity, equity, and inclusion (78.8%), that their unit is committed to diversity, equity, and inclusion (69.3%), that they would likely recommend their unit as a good place to work (69.3%), that they are comfortable with the climate (64.8%), and that the climate is healthy (60.1%).

*Differences among units.* Individuals in the Dean’s Office, and in Nutritional Sciences indicated their units are less committed to diversity, equity, and inclusion. Individuals in the Dean’s Office, Life Sciences Communication, Nutritional Sciences, and Plant and Agroecosystem Sciences indicated the climate in their units is less healthy, and that they are less comfortable with the climate in their units, and individuals in these units are the least likely to recommend their unit as a good place to work.

## Open-Text Responses

### Describe the climate of your department / center / program / unit with five adjectives or phrases

Respondents were asked to provide up to five adjectives or phrases to describe their department / center / program / unit and later to provide five adjectives or phrases to describe CALS. Each response was assessed for sentiment: negative sentiment, neutral sentiment, or positive sentiment, and expressed as the total percentage of positive and negative sentiment adjectives or phrases for each unit and for CALS overall (neutral sentiment responses not shown). Note that not all respondents provided five adjectives or phrases and some respondents did not provide any answers. The sentiment percentages for CALS are presented on the top line, and the weighted average of all individual unit responses is on the second line.

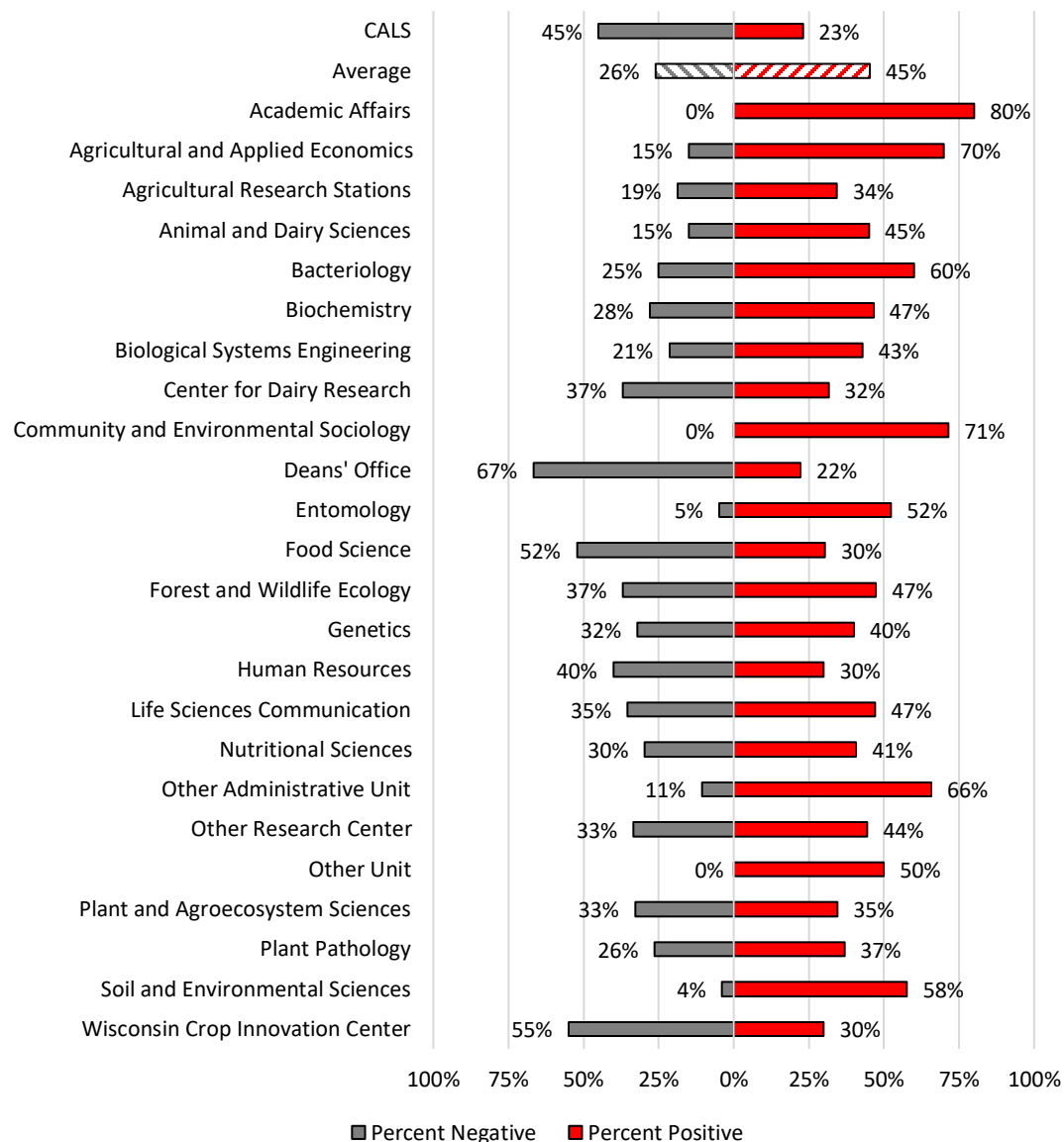


CALS in general had 41% positive adjectives, 20% neutral adjectives, and 39% negative adjectives. The average of responses about specific units had 62% positive adjectives, 18% neutral adjectives, and 20% negatives. For unit affiliations, the most total positive sentiments were from respondents in Community and Environmental Sociology (84%), and Soil and Environmental Sciences (79%). The most total negative sentiments were from respondents in the Dean's office (44%), Nutritional Sciences (41%), and Life Sciences Communication (34%). The units that had the most positive sentiments typically had among the fewest negative sentiments, and those with the most negative sentiments, typically had among the fewest positive sentiments.

The most common positive sentiment words were: Supportive, Welcoming, Friendly, Inclusive, Collaborative, Respectful, Helpful, Diverse, Open, Innovative, Collegial, and Professional. The most common negative sentiment words were: Hierarchical, Siloed, Bureaucratic, Tense, Toxic, Uncertain, Stressful, Isolated, Overworked, Disorganized, and Distant.

## Describe communication patterns and habits of your department / center / program / unit

Respondents were asked about communication first within their unit, and later to describe the communication within CALS in general. Each response was assessed for sentiment: negative sentiment, neutral sentiment, or positive sentiment, and expressed as the total percentage of positive and negative sentiment adjectives or phrases for each unit and for CALS overall (neutral sentiment responses not shown). The sentiment percentages for CALS are presented on the top line, and the weighted average of all individual unit responses is on the second line.



CALS in general received 320 comments about communication, 45% of which had a negative sentiment, and 23% of which had a positive sentiment. This was less positive than the average of comments about communication within the units, where 26% of the comments had a negative sentiment and 45% had a positive sentiment. Individuals in the following units expressed the most positive sentiment comments: Academic Affairs (80%), Community and Environmental Sociology (71%) and Agricultural and Applied Economics (70%). Individuals in the following

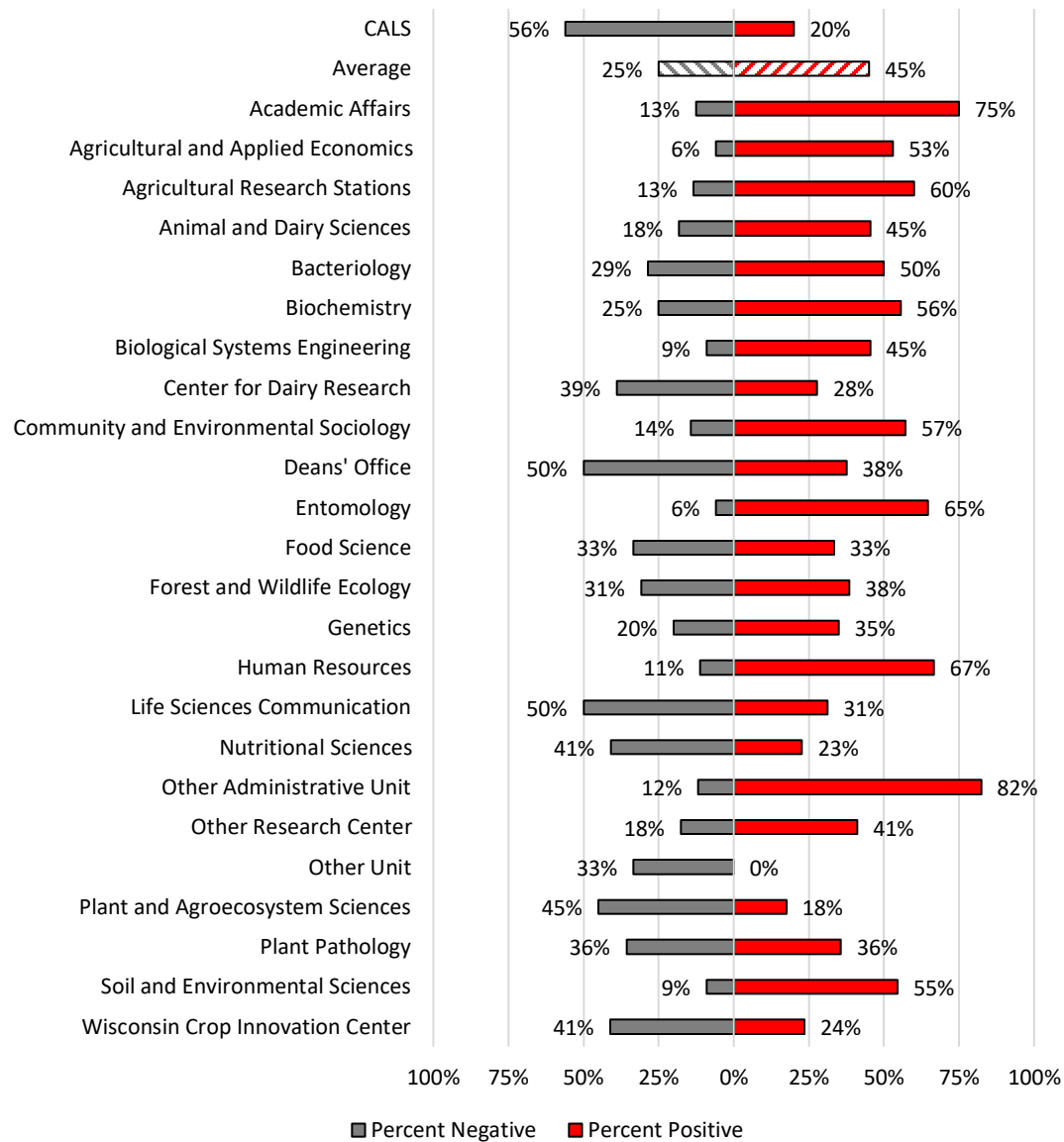


units expressed the most negative sentiment comments: Dean's Office (67%), Wisconsin Crop Innovation Center (55%), and Food Science (52%).

Most comments were that communication styles varied across units, but most individuals thought their unit did a reasonable job of communicating internally, whether through email or directly from the department chair or unit head. The eCALS newsletter was reported as a highlight of positive communication from CALS in general, but this was paired with a wider feeling of poor communication overall, and a specific lack of communication around transitions and mergers of units.

**Describe how conflicts and problems are handled and resolved in your department / center / program / unit.**

Respondents were asked how conflicts and problems are handled and resolved first within their unit, and later within CALS in general. Each response was assessed for sentiment: negative sentiment, neutral sentiment, or positive sentiment, and expressed as the total percentage of positive and negative sentiment adjectives or phrases for each unit and for CALS overall (neutral sentiment responses not shown). The sentiment percentages for CALS are presented on the top line, and the weighted average of all individual unit responses is on the second line.



CALS in general received 207 descriptions of how conflicts and problems are handled, with 56% of these expressing negative sentiment, 24% expressing neutral sentiment, and 20% expressing positive sentiment. As with other questions, the average response from all unit affiliations was more positive, with 25% of the comments expressing a negative sentiment and 45% expressing a positive sentiment.

The highest percentage of comments with a positive sentiment came from individuals in administrative units not separately named (82%), Academic Affairs (72%), Human Resources (67%), and Entomology (65%). The largest percentage of negative sentiment comments came from individuals in Life Sciences Communication (50%), the Dean's Office (50%), and Plant and Agroecosystem Sciences (45%).

The most common comments about specific units included that most conflicts were handled well with open discussion from all sides, while in some units the decisions were seen as arbitrary. When answering about conflict resolution in CALS, common responses included that decisions were made without the individuals involved, and that the outcomes were not communicated and the resolutions were not completed.

**What differences and similarities have you noticed between CALS and the other UW-Madison units you were previously a part of?**

Individuals who have previously worked in another School/College within UW–Madison were asked to describe the similarities and differences between those units and CALS. There were 103 responses, 48 of which expressed a negative sentiment (47%) and 30 of which expressed a positive sentiment (29%) toward CALS.

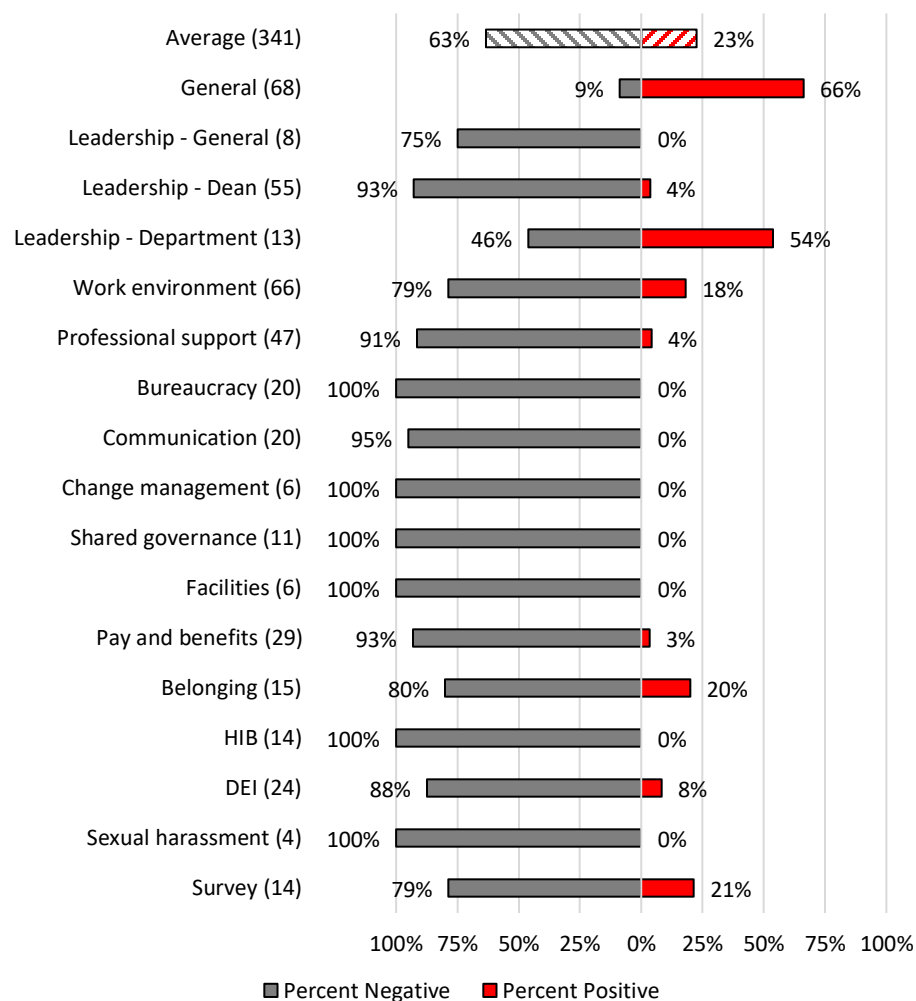
Positive sentiment comments included that CALS is welcoming, supportive, and cohesive, within specific units, though the question was asked about CALS broadly. Negative sentiment comments focused on the top-down decision-making in CALS, and unhealthy power dynamics.

## What else would you like to share?

The last question on the survey asked respondents to share any remaining ideas. Many individuals responded that they had nothing to add (39% of responses), and 341 individuals provided additional comments (number of responses indicated in the chart below in parentheses).

Comments were read for the topics discussed and each response was assessed for sentiment of each topic: negative sentiment, neutral sentiment, or positive sentiment. Where respondents commented on more than one topic (18% of responses), the comment is counted under each relevant topic, with a separate assessment of sentiment for each topic. Due to the small number of comments from each department, these results are not disaggregated to protect individuals from being identified, and any analysis would be statistically unreliable.

On average, 23% of the comments had a positive sentiment, and 63% had a negative sentiment (top line). Those comments with both positive and negative sentiments were considered neutral (14%). A common distribution of sentiment would be 30-35% positive, and 50-60% negative, meaning this overall distribution is somewhat more negative than typical for open-ended responses.



In addition to 68 general comments, respondents raised 16 topics specifically. While the general comments were positive by far (66%), the comments on most specific topics were overwhelmingly negative.

Eight comments mentioned “leadership” but without specifying whether this meant CALS, department, or some other level of campus. Leadership at the department level was essentially even, with 7 positive sentiment comments and 6 negative sentiment comments. Leadership comments that identified CALS centrally, the Dean, or the Dean’s Office, received 93% negative sentiment comments and 4% positive sentiment comments.

The most common comments refer to CALS leadership having a “top-down approach”, leaders creating a “toxic environment”, and leaders “intimidating” and “bullying” others in CALS. Other comments cited a “lack of vision” or “direction”, and decisions being “made on a whim”. A number of comments indicated the deterioration of leadership in “recent years” or the last year specifically.

Many respondents referred to the work environment in some way, that being the environment in their lab, department, or CALS (66 comments), about belonging (15 comments), hostile and intimidating behavior (14 comments), diversity, equity and inclusion (24 comments), or sexual harassment (4 comments). Responses in these categories were largely negative, a small number citing specific examples of intimidation, bullying, or harassment. The work environment was seen as deteriorating in the last 1-2 years.

The professional work environment was also identified in many comments with the need for more professional support or resources (47 comments), overwhelming bureaucracy (20 comments), a need for more communication (20 comments), challenges in change management (6 comments), a lack of shared governance (11 comments), and problems with facilities (6 comments).

Twenty-six comments cited pay and benefits issues, with the most common comments being that pay was too low, and that employees from outside the U.S. need more administrative support in the visa process. The one positive comment referred to health insurance coverage.

Additionally, the survey itself was identified negatively 10 times and positively 3 times, with the most common comments being that there were too many questions, and that respondents were worried about being identified and retaliated against.

## Appendix

### Links to related resources:

- 2022 Campus Climate Survey: <https://provost.wisc.edu/staff-climate-survey-2022/>
- WISELI Study of Faculty Worklife at UW–Madison: <https://wiseli.wisc.edu/research/sfw/>