



Impact of the Campus Climate on Staff

People who feel connected and supported by their campus communities have a higher likelihood of success in every area of their lives.

It is well known that the personal and professional development of employees are impacted by campus climate - negatively and positively.¹

A negative campus climate can manifest in:

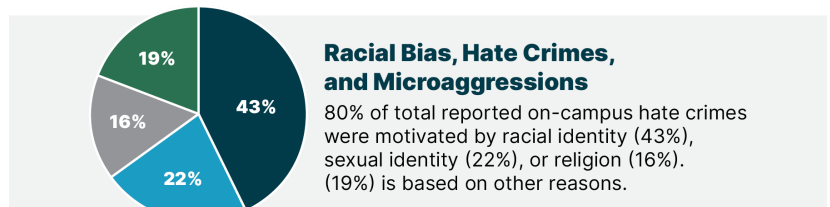
- Limited professional development
- Feeling undervalued
- Limited opportunities for advancement²

However, when the workplace is perceived as supportive, staff members feel a greater sense of belonging. For example, LGBTQ staff members who feel like their workplace is supportive and experience less discrimination of their identity report less stress.³

Here you will find research that explains why climate assessments are an important opportunity to engage, learn and act to further enhance the community experience for staff members.

Influence of Microaggressions

Research underscores the relationship between hostile workplace climates and subsequent productivity.⁴ For example, in a study of librarians, when the institution did not support diversity, equity, and inclusion initiatives, their sense of morale decreased.⁵



Research also supports the relationships between workplace discrimination and negative job and career attitudes, and how workplace encounters with bias negatively influence health and

¹ Gardner, 2013; Jayakumar, Howard, Allen, & Han, 2009; Smith, D. G. , 2015; Urrieta, L., Méndez, L., & Rodríguez, E., 2015

² <https://rankin-consulting.com/literature>

³ Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management*, 57(1), 193-210.

⁴ Bilmoria & Stewart (2009); Costello (2012); Dade et al. (2015); Eagan & Garvey (2015); García (2016); Hirshfield & Joseph (2012); Jones & Taylor (2012); Levin et al. (2015); Rankin et al. (2010); Silverschanz et al. (2008)

⁵ Geiger, L., Mastley, C. P., Thomas, M., & Rangel, E. (2023). Academic libraries and DEI initiatives: A quantitative study of employee satisfaction. *The Journal of Academic Librarianship*, 49(1), 102627.

well-being.⁶

⁶Young, K., Anderson, M., & Stewart, S. 2014; Costello, C. A., 2012; Garcia, G. A. , 2016; Mayhew, M., Grunwald, H., & Dey, E.; 2006