



# CEMML

## Employee Climate Survey Results 2018

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The 2018 CSU Employee Climate Assessment is a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The full assessment comprises three main components: the survey, focus groups, open forums, and open ended results.

This sub report focuses on the results of the survey component of the assessment for CEMML. Please visit the [2018 Employee Climate Survey website](#) for the complete university report, specialized reports, the focus group report, the open end analysis, links to past results, and presentations.

The 2018 instrument focuses on the following employment themes: culture, sense of belonging, respect, favoritism, accountability, misconduct, bias incidents, feedback on employee councils, Principles of Community usage and awareness, freedom of speech, and CSU and department perceptions. All of these items were asked on a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Only select findings are covered in this report.

For the purposes of this report, a respondent's division refers to CEMML and "agreement" is defined as a respondent selecting either "Strongly Agree" or "Agree" on the Likert scale. Agreement is generally reported as the proportion or percent of respondents providing the combination of these responses. When a mean (average) score is reported, it is based on this 1 to 5 scale. Generally, with exceptions such as Favoritism, the higher the mean score, the more favorable the rating.

On many of the survey items, respondents could chose a non-evaluative response such as "Don't know/NA" or "Prefer not to disclose." These responses, along with missing data, have been excluded from all analyses.

Data are reported only when there is a large enough response pool (number of respondents to a survey item) to ensure respondent anonymity. Any potentially identifying data has been kept confidential and will not be reported.

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## Appendix A: Item Percentages

The following tables display the frequencies for each item asked on the survey for the division's respondents only. For items asked on the 1 to 5 point Likert scale, the mean (average) rating is also displayed.

**Table A1 Department/Unit Culture**

| My department or office...                                    | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| Supports a healthy work/life balance                          | 2.5%              | 4.9%     | 8.9%                          | 48.3% | 35.5%          | 203                | 4.09 |
| Understands the value of diversity                            | 2.1%              | 5.7%     | 15.6%                         | 47.9% | 28.6%          | 192                | 3.95 |
| Promotes a work environment where all employees feel included | 7.9%              | 14.8%    | 13.8%                         | 38.4% | 25.1%          | 203                | 3.58 |
| Treats all employees equitably                                | 6.6%              | 14.7%    | 12.7%                         | 43.1% | 22.8%          | 197                | 3.61 |
| Communicates the importance of valuing diversity              | 3.0%              | 9.6%     | 26.8%                         | 36.9% | 23.7%          | 198                | 3.69 |
| Provides me with opportunities for professional development   | 3.4%              | 11.6%    | 7.7%                          | 44.9% | 32.4%          | 207                | 3.91 |
| Promotes respect for cultural differences                     | 2.6%              | 3.1%     | 19.4%                         | 42.9% | 32.1%          | 196                | 3.99 |
| Is open and transparent in communication                      | 11.5%             | 17.7%    | 15.8%                         | 33.0% | 22.0%          | 209                | 3.36 |
| Values employee input in major department/office decisions    | 11.9%             | 18.3%    | 17.3%                         | 33.7% | 18.8%          | 202                | 3.29 |

**Table A2 Culture**

|  | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|--|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| My division/college is open and transparent in communication   | 6.7%              | 16.3%    | 19.2%                         | 39.4% | 18.3%          | 208                | 3.46 |
| My division/college promotes respect for cultural differences  | 2.1%              | 3.1%     | 18.3%                         | 51.3% | 25.1%          | 191                | 3.94 |
| I had a performance review of my progress as an employee in the last year                              | 3.2%              | 2.7%     | 4.9%                          | 45.4% | 43.8%          | 185                | 4.24 |
| I was satisfied with the effort my supervisor puts into my performance reviews                         | 6.0%              | 4.9%     | 12.0%                         | 36.6% | 40.4%          | 183                | 4.01 |
| I fear negative job consequences if I were to raise an issue of unfair treatment                       | 24.5%             | 35.8%    | 23.5%                         | 10.3% | 5.9%           | 204                | 2.37 |
| I would be able to do my job more effectively if I received more information from my department/office | 9.8%              | 19.0%    | 31.2%                         | 23.9% | 16.1%          | 205                | 3.18 |
| I feel a strong sense of belonging to CSU  | 7.2%              | 15.9%    | 27.9%                         | 39.9% | 9.1%           | 208                | 3.28 |
| I feel a strong sense of belonging to my division/college  | 5.8%              | 11.6%    | 25.6%                         | 38.6% | 18.4%          | 207                | 3.52 |
| I feel a strong sense of belonging to my department/office   | 5.8%              | 7.2%     | 17.3%                         | 41.3% | 28.4%          | 208                | 3.79 |

**Table A3 Respect**

|  | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|--|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| My department/office is treated with respect by other departments/offices within my division/college | 1.7%              | 3.4%     | 29.1%                         | 47.4% | 18.3%          | 175                | 3.77 |
| My division/college is treated with respect by CSU   | 3.8%              | 8.8%     | 25.6%                         | 44.4% | 17.5%          | 160                | 3.63 |
| The people I interact with treat each other with respect.  | 1.9%              | 7.2%     | 8.2%                          | 51.0% | 31.7%          | 208                | 4.03 |
| There is respect for religious differences in my department/office                                   | 0.0%              | 5.2%     | 19.8%                         | 49.4% | 25.6%          | 172                | 3.95 |
| There is respect for liberal perspectives in my department/office                                    | 1.1%              | 3.8%     | 18.9%                         | 49.2% | 27.0%          | 185                | 3.97 |
| There is respect for conservative perspectives in my department/office                               | 3.4%              | 7.9%     | 22.6%                         | 47.5% | 18.6%          | 177                | 3.70 |
| I feel valued as an employee   | 4.4%              | 8.8%     | 14.1%                         | 44.4% | 28.3%          | 205                | 3.83 |

**Table A4 Favoritism**

|  | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|--|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| Favoritism plays a role in who gets recognized within my department/office | 16.4%             | 27.9%    | 29.5%                         | 15.3% | 10.9%          | 183                | 2.77 |
| Favoritism plays a role in who gets resources in my department/office      | 18.5%             | 32.6%    | 29.3%                         | 11.4% | 8.2%           | 184                | 2.58 |
| Favoritism plays a role in who gets professional development opportunities | 17.3%             | 36.8%    | 28.1%                         | 12.4% | 5.4%           | 185                | 2.52 |
| Favoritism plays a role in who gets promoted in my department/office       | 19.6%             | 27.9%    | 27.9%                         | 17.9% | 6.7%           | 179                | 2.64 |
| Favoritism plays a role in who gets hired in my department/office          | 19.4%             | 30.6%    | 32.8%                         | 11.7% | 5.6%           | 180                | 2.53 |

**Table A5 Leadership and Accountability**

|  | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|--|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| Division/college leadership adequately addresses inappropriate behavior            | 3.9%              | 11.7%    | 29.2%                         | 39.6% | 15.6%          | 154                | 3.51 |
| Department/office leadership adequately addresses inappropriate behavior           | 6.1%              | 12.9%    | 23.3%                         | 41.1% | 16.6%          | 163                | 3.49 |
| Division/college leadership holds employees accountable for inappropriate behavior | 5.8%              | 8.4%     | 31.8%                         | 37.7% | 16.2%          | 154                | 3.50 |

CSU | Institutional Research, Planning & Effectiveness

|  |       |       |       |       |       |     |      |
|--|-------|-------|-------|-------|-------|-----|------|
| Department/office leadership holds employees accountable for inappropriate behavior            | 9.8%  | 8.5%  | 22.6% | 42.7% | 16.5% | 164 | 3.48 |
| Division/college leadership holds employees accountable for poor performance in the workplace  | 5.8%  | 15.5% | 28.4% | 35.5% | 14.8% | 155 | 3.38 |
| Department/office leadership holds employees accountable for poor performance in the workplace | 10.9% | 15.8% | 19.4% | 38.2% | 15.8% | 165 | 3.32 |
| Division/college leadership acts ethically and honestly in the workplace                       | 4.9%  | 1.6%  | 17.6% | 50.0% | 25.8% | 182 | 3.90 |
| Department/office leadership acts ethically and honestly in the workplace                      | 4.8%  | 4.2%  | 15.9% | 49.2% | 25.9% | 189 | 3.87 |
| Division/college leadership addresses issues of inequity                                       | 4.1%  | 8.2%  | 29.3% | 40.1% | 18.4% | 147 | 3.61 |
| Department/office leadership addresses issues of inequity                                      | 6.5%  | 9.2%  | 26.8% | 37.3% | 20.3% | 153 | 3.56 |
| Division/college leaders hold all employees to the same standards                              | 8.1%  | 9.2%  | 20.8% | 40.5% | 21.4% | 173 | 3.58 |
| Department/office leaders hold all employees to the same standards                             | 11.4% | 15.1% | 17.3% | 34.1% | 22.2% | 185 | 3.41 |

**Table A6 Misconduct**

| Check whether or not the following statements are true based on the type of misconduct.<br>(Select all that apply) | Sexual Harassment | Sexual Misconduct | Bullying | Bias  | Physical Assault | Verbal Assault | None  | Total (N) |
|--|-------------------|-------------------|----------|-------|------------------|----------------|-------|-----------|
| ___ is problematic among employees at CSU  | 0.5%              | 1.0%              | 2.0%     | 8.0%  | 0.5%             | 2.0%           | 90.0% | 200       |
| ___ is problematic among employees in my division/college  | 0.5%              | 0.5%              | 3.5%     | 9.5%  | 0.0%             | 2.5%           | 87.5% | 200       |
| ___ is problematic among employees in my department/office   | 0.5%              | 0.5%              | 6.5%     | 16.5% | 0.0%             | 3.0%           | 81.5% | 200       |
| There are people at CSU I avoid because I fear ___   | 0.0%              | 0.5%              | 7.0%     | 8.0%  | 0.0%             | 1.5%           | 86.5% | 200       |

**Table A7 Bias Incidents**

|   | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|----------------------------|-------|----------------|--------------------|------|
| I find it is worthwhile to know about bias incidents at CSU         | 1.7%              | 10.3%    | 25.7%                      | 41.1% | 21.1%          | 175                | 3.70 |
| The university is transparent in reporting bias incidents at CSU    | 0.8%              | 6.4%     | 36.8%                      | 38.4% | 17.6%          | 125                | 3.66 |
| I am alarmed about the number of bias incidents reported at CSU     | 8.4%              | 28.2%    | 53.4%                      | 8.4%  | 1.5%           | 131                | 2.66 |
| The number of bias incidents have increased at CSU in the past year | 3.3%              | 14.3%    | 68.1%                      | 11.0% | 3.3%           | 91                 | 2.97 |
| CSU handles incidents of bias well                                  | 1.9%              | 5.6%     | 49.5%                      | 36.4% | 6.5%           | 107                | 3.40 |

**Table A8 Employee Councils**

| Are you aware there is an employee group/organization that represents the interests of my employee group?(multiple response item) | %      | N   |
|---|--------|-----|
| Yes   | 68.8%  | 139 |
| No  | 31.2%  | 63  |
| Total   | 100.0% | 202 |

**Table A9 Employee Councils**

|  | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|--|-------------------|----------|----------------------------|-------|----------------|--------------------|------|
| I feel my employee council addresses issues and topics that are important and relevant to me                           | 1.0%              | 21.4%    | 37.8%                      | 35.7% | 4.1%           | 98                 | 3.20 |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | 0.0%              | 7.3%     | 28.2%                      | 50.0% | 14.5%          | 110                | 3.72 |



**Table A10 Principles of Community**

|   | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| I am familiar with the Principles of Community.   | 7.8%              | 22.2%    | 11.7%                         | 42.8% | 15.6%          | 180                | 3.36 |
| Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed) | 17.4%             | 29.8%    | 19.3%                         | 27.3% | 6.2%           | 161                | 2.75 |
| I feel the Principles of Community have made a positive impact on the climate in my department/office                         | 7.0%              | 19.6%    | 52.4%                         | 18.9% | 2.1%           | 143                | 2.90 |
| I feel the Principles of Community have made a positive impact on the climate in my division/college                          | 5.3%              | 14.3%    | 55.6%                         | 20.3% | 4.5%           | 133                | 3.05 |

**Table A11 Freedom of Speech**

|   | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| My division/college supports people speaking freely                 | 3.3%              | 5.5%     | 18.8%                         | 53.6% | 18.8%          | 181                | 3.79 |
| Free speech is an important issue on campus                         | 0.0%              | 2.2%     | 17.4%                         | 42.8% | 37.7%          | 138                | 4.16 |
| I have the skills to navigate free speech questions on campus       | 0.8%              | 7.8%     | 31.8%                         | 41.9% | 17.8%          | 129                | 3.68 |
| I know who to ask/where to go if I have questions about free speech | 4.7%              | 28.9%    | 25.5%                         | 28.2% | 12.8%          | 149                | 3.15 |
| Issues related to freedom of speech impact my work                  | 12.0%             | 50.9%    | 24.0%                         | 8.0%  | 5.1%           | 175                | 2.43 |

**Table A12 CSU Perceptions**

|   | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| CSU recruits employees from a diverse set of backgrounds                    | 0.7%              | 2.1%     | 16.6%                         | 58.6% | 22.1%          | 145                | 3.99 |
| CSU improves the campus climate for all employees                           | 0.0%              | 1.6%     | 21.3%                         | 57.4% | 19.7%          | 122                | 3.95 |
| CSU retains diverse employees   | 0.0%              | 6.6%     | 21.3%                         | 54.1% | 18.0%          | 122                | 3.84 |
| CSU creates a supportive environment for employees from diverse backgrounds | 0.0%              | 0.7%     | 16.9%                         | 60.3% | 22.1%          | 136                | 4.04 |
| CSU encourages discussions related to diversity                             | 0.0%              | 4.3%     | 24.1%                         | 49.6% | 22.0%          | 141                | 3.89 |
| CSU provides employees with a positive work experience                      | 0.6%              | 2.4%     | 14.1%                         | 55.3% | 27.6%          | 170                | 4.07 |
| CSU climate has become consistently more inclusive of all employees         | 0.0%              | 3.7%     | 27.2%                         | 44.9% | 24.3%          | 136                | 3.90 |
| I would recommend CSU as a place of employment                              | 1.1%              | 0.6%     | 8.4%                          | 49.7% | 40.2%          | 179                | 4.27 |

**Table A13 Department/Unit Perceptions**

|   | Strongly Disagree | Disagree | Neither Agree nor<br>Disagree | Agree | Strongly Agree | Total<br>(N   Avg) |      |
|---|-------------------|----------|-------------------------------|-------|----------------|--------------------|------|
| Department/office recruits employees from a diverse set of backgrounds                    | 2.3%              | 8.6%     | 18.3%                         | 52.6% | 18.3%          | 175                | 3.76 |
| Department/office improves the campus climate for all employees                           | 2.9%              | 10.1%    | 34.1%                         | 39.1% | 13.8%          | 138                | 3.51 |
| Department/office retains diverse employees   | 2.3%              | 9.9%     | 26.7%                         | 45.9% | 15.1%          | 172                | 3.62 |
| Department/office creates a supportive environment for employees from diverse backgrounds | 1.7%              | 4.6%     | 26.0%                         | 48.6% | 19.1%          | 173                | 3.79 |
| Department/office encourages discussions related to diversity                             | 4.2%              | 15.0%    | 37.7%                         | 30.5% | 12.6%          | 167                | 3.32 |
| Department/office provides employees with a positive work experience                      | 6.1%              | 9.1%     | 14.7%                         | 45.7% | 24.4%          | 197                | 3.73 |
| Department/office climate has become consistently more inclusive of all employees         | 4.7%              | 12.4%    | 34.9%                         | 30.8% | 17.2%          | 169                | 3.43 |
| I would recommend my department/office as a place of employment                           | 5.7%              | 7.2%     | 15.5%                         | 41.2% | 30.4%          | 194                | 3.84 |

**Table A14 Discriminatory Attitudes**

| <b>Discriminatory attitudes are present in your department/office based on:</b>  | <b>%</b> | <b>N</b> |
|--|----------|----------|
| No intolerant attitudes are present  | 45.6%    | 73       |
| Job title  | 25.0%    | 40       |
| Employment classification  | 19.4%    | 31       |
| Political affiliation  | 18.1%    | 29       |
| Age  | 15.0%    | 24       |
| Gender   | 13.1%    | 21       |
| Appearance   | 6.3%     | 10       |
| Veteran status   | 5.0%     | 8        |
| Gender identity and expression   | 5.0%     | 8        |
| Ethnic origin  | 4.4%     | 7        |
| Sexual orientation   | 4.4%     | 7        |
| Socioeconomic status   | 3.8%     | 6        |
| Parental status  | 2.5%     | 4        |
| Religion   | 2.5%     | 4        |
| Race or color  | 2.5%     | 4        |
| Other (Nationality/Country of origin, Disability (e.g. physical, mental), Marital status, Education/professional background) | 10.1%    | 16       |

*Note: multiple response item.*

**Table A15 Work-Related Stressors**

| Please select your top THREE work-related stressors | %     | N  |
|---|-------|----|
| Job security  | 43.3% | 81 |
| Lower salary  | 31.0% | 58 |
| Lack of growth/promotion                            | 30.5% | 57 |
| Office/department climate                           | 25.7% | 48 |
| Workload  | 23.0% | 43 |
| Work/life balance                                   | 15.5% | 29 |
| Duties outside my job responsibilities              | 13.4% | 25 |
| Interpersonal conflict                              | 13.4% | 25 |
| Affordable housing near work                        | 12.8% | 24 |
| Ill-defined job                                     | 10.2% | 19 |
| Lack of resources/Budget/Funding                    | 10.2% | 19 |
| Physical environment                                | 8.6%  | 16 |
| Email overload                                      | 7.0%  | 13 |
| Health issues                                       | 7.0%  | 13 |
| Lack of work autonomy                               | 4.8%  | 9  |
| Physical safety                                     | 4.3%  | 8  |
| Misconduct occurring at work/Inequities/Bias        | 3.7%  | 7  |
| Lack of training/skills to do my work               | 3.7%  | 7  |
| Administration/Leadership                           | 3.7%  | 7  |
| Lack of work flexibility                            | 2.1%  | 4  |
| Other   | 2.1%  | 4  |
| Parking and Transportation                          | 1.6%  | 3  |
| Health Insurance/Benefits                           | 1.1%  | 2  |
| Communication                                       | 0.5%  | 1  |

*Note: multiple response item.*

**Table A16 Use of Child and/or Adult Care Services**

| Have you utilized child or adult care services this past year? | %      | N   |
|--|--------|-----|
| Yes  | 10.6%  | 21  |
| No   | 89.4%  | 178 |
| Total  | 100.0% | 199 |

**Table A17 Child and/or Adult Care-Related Challenges**

| Please indicate what child care and/or adult care-related challenges, if any, you have encountered this past year | %     | N  |
|---|-------|----|
| Cost of care services   | 78.3% | 18 |
| Finding child care services   | 26.1% | 6  |
| Dependability of care services  | 21.7% | 5  |
| Quality of care services  | 21.7% | 5  |
| Scheduling care to match work schedule  | 21.7% | 5  |
| Transportation to/from care services  | 17.4% | 4  |
| Finding care for a sick child/adult   | 13.0% | 3  |
| Finding summer care services  | 13.0% | 3  |
| Location of care services   | 13.0% | 3  |
| Finding temporary care services   | 8.7%  | 2  |
| I did not encounter any challenges related to care services   | 8.7%  | 2  |
| Finding adult care services   | 0.0%  | 0  |
| Finding care for a child or adult with special needs  | 0.0%  | 0  |
| Other   | 0.0%  | 0  |

*Note: This question was only asked to those who answered they used care services; multiple response item*

**Table A18 Gender**

|          | %     | N  |
|----------|-------|----|
| Men      | 53.8% | 98 |
| Women    | 42.9% | 78 |
| T/NB/GNC | 3.3%  | 6  |

*Note: Excludes respondents who specified Prefer not to disclose. T/NB/GNC = Transgender, non-binary, gender non-conforming.*

**Table A19 Minoritized Race/Ethnicity**

|                 | %     | N   |
|-----------------|-------|-----|
| Non-minoritized | 86.1% | 155 |
| Minoritized     | 13.9% | 25  |

*Note: Excludes respondents who specified Prefer not to disclose.*

**Table A20 Employee Type**

|                             | %      | N   |
|-----------------------------|--------|-----|
| Administrative Professional | 86.3%  | 170 |
| Faculty                     | 1.5%   | 3   |
| State Classified            | 2.5%   | 5   |
| Other                       | 3.0%   | 6   |
| Prefer not to disclose      | 6.6%   | 13  |
| Total                       | 100.0% | 197 |

## Appendix B: Employee Characteristics Mean Comparisons

The following tables show the mean comparison scores by employee characteristics. Mean scores for CSU overall and the Division are also provided. CEMML had fewer than 10 faculty or state classified respondents; therefore, results are not reported by employee type.

**Table B1 Department/Unit Culture**

| My department or office...                                    | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Race/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|----------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized            |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                        | N   | Avg               | N  |
| Supports a healthy work/life balance                          | 3.86 <sup>1</sup> | 4008 | 4.09 <sup>1</sup> | 203 | 4.16 <sub>a</sub> | 98 | 4.03 <sub>a</sub> | 75 | 4.15 <sub>a</sub>          | 152 | 3.79 <sub>a</sub> | 24 |
| Understands the value of diversity                            | 4.06 <sup>1</sup> | 3956 | 3.95 <sup>1</sup> | 192 | 4.01 <sub>a</sub> | 90 | 3.86 <sub>a</sub> | 72 | 4.02 <sub>a</sub>          | 144 | 3.52 <sub>b</sub> | 23 |
| Promotes a work environment where all employees feel included | 3.62 <sup>1</sup> | 3994 | 3.58 <sup>1</sup> | 203 | 3.68 <sub>a</sub> | 97 | 3.38 <sub>a</sub> | 76 | 3.61 <sub>a</sub>          | 151 | 3.29 <sub>a</sub> | 24 |
| Treats all employees equitably                                | 3.46 <sup>1</sup> | 3946 | 3.61 <sup>1</sup> | 197 | 3.76 <sub>a</sub> | 95 | 3.40 <sub>b</sub> | 73 | 3.69 <sub>a</sub>          | 147 | 3.04 <sub>b</sub> | 24 |
| Communicates the importance of valuing diversity              | 3.87 <sup>1</sup> | 3950 | 3.69 <sup>1</sup> | 198 | 3.71 <sub>a</sub> | 94 | 3.59 <sub>a</sub> | 74 | 3.74 <sub>a</sub>          | 148 | 3.30 <sub>a</sub> | 23 |
| Provides me with opportunities for professional development   | 3.99 <sup>1</sup> | 3999 | 3.91 <sup>1</sup> | 207 | 3.94 <sub>a</sub> | 97 | 3.92 <sub>a</sub> | 77 | 4.04 <sub>a</sub>          | 153 | 3.29 <sub>b</sub> | 24 |
| Promotes respect for cultural differences                     | 4.04 <sup>1</sup> | 3934 | 3.99 <sup>1</sup> | 196 | 4.08 <sub>a</sub> | 95 | 3.79 <sub>b</sub> | 72 | 4.06 <sub>a</sub>          | 147 | 3.48 <sub>b</sub> | 23 |
| Is open and transparent in communication                      | 3.44 <sup>1</sup> | 4009 | 3.36 <sup>1</sup> | 209 | 3.41 <sub>a</sub> | 98 | 3.23 <sub>a</sub> | 77 | 3.35 <sub>a</sub>          | 154 | 3.36 <sub>a</sub> | 25 |
| Values employee input in major department/office decisions    | 3.46 <sup>1</sup> | 3952 | 3.29 <sup>1</sup> | 202 | 3.38 <sub>a</sub> | 97 | 3.08 <sub>a</sub> | 73 | 3.30 <sub>a</sub>          | 148 | 3.04 <sub>a</sub> | 25 |

*Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.*

1. This category is not used in comparisons because there are no other valid categories to compare



**Table B2 Division/College Culture**

|  | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Race/Ethnicity |     |                   |    |
|--|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|----------------------------|-----|-------------------|----|
|  | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized            |     | Minoritized       |    |
|  | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                        | N   | Avg               | N  |
| My division/college is open and transparent in communication   | 3.39 <sup>1</sup> | 3931 | 3.46 <sup>1</sup> | 208 | 3.57 <sub>a</sub> | 97 | 3.26 <sub>a</sub> | 77 | 3.47 <sub>a</sub>          | 153 | 3.32 <sub>a</sub> | 25 |
| My division/college promotes respect for cultural differences  | 3.97 <sup>1</sup> | 3872 | 3.94 <sup>1</sup> | 191 | 4.02 <sub>a</sub> | 89 | 3.86 <sub>a</sub> | 71 | 4.02 <sub>a</sub>          | 142 | 3.59 <sub>b</sub> | 22 |
| I had a performance review of my progress as an employee in the last year                              | 4.32 <sup>1</sup> | 3691 | 4.24 <sup>1</sup> | 185 | 4.18 <sub>a</sub> | 89 | 4.30 <sub>a</sub> | 67 | 4.26 <sub>a</sub>          | 139 | 4.16 <sub>a</sub> | 19 |
| I was satisfied with the effort my supervisor puts into my performance reviews                         | 3.90 <sup>1</sup> | 3687 | 4.01 <sup>1</sup> | 183 | 4.14 <sub>a</sub> | 87 | 3.91 <sub>a</sub> | 67 | 4.07 <sub>a</sub>          | 137 | 3.80 <sub>a</sub> | 20 |
| I fear negative job consequences if I were to raise an issue of unfair treatment                       | 2.66 <sup>1</sup> | 3925 | 2.37 <sup>1</sup> | 204 | 2.29 <sub>a</sub> | 95 | 2.42 <sub>a</sub> | 76 | 2.31 <sub>a</sub>          | 150 | 2.71 <sub>a</sub> | 24 |
| I would be able to do my job more effectively if I received more information from my department/office | 3.10 <sup>1</sup> | 3910 | 3.18 <sup>1</sup> | 205 | 3.18 <sub>a</sub> | 95 | 3.05 <sub>a</sub> | 77 | 3.14 <sub>a</sub>          | 153 | 3.35 <sub>a</sub> | 23 |
| I feel a strong sense of belonging to CSU  | 3.65 <sup>1</sup> | 4012 | 3.28 <sup>1</sup> | 208 | 3.32 <sub>a</sub> | 96 | 3.21 <sub>a</sub> | 78 | 3.33 <sub>a</sub>          | 154 | 3.12 <sub>a</sub> | 24 |
| I feel a strong sense of belonging to my division/college  | 3.49 <sup>1</sup> | 4003 | 3.52 <sup>1</sup> | 207 | 3.61 <sub>a</sub> | 95 | 3.42 <sub>a</sub> | 78 | 3.59 <sub>a</sub>          | 153 | 3.33 <sub>a</sub> | 24 |
| I feel a strong sense of belonging to my department/office   | 3.88 <sup>1</sup> | 4007 | 3.79 <sup>1</sup> | 208 | 3.93 <sub>a</sub> | 97 | 3.72 <sub>a</sub> | 78 | 3.86 <sub>a</sub>          | 153 | 3.52 <sub>a</sub> | 25 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B3 Respect**

|  | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|--|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|  | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|  | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| My department/office is treated with respect by other departments/offices within my division/college | 3.64 <sup>1</sup> | 3673 | 3.77 <sup>1</sup> | 175 | 3.85 <sub>a</sub> | 80 | 3.69 <sub>a</sub> | 67 | 3.79 <sub>a</sub>         | 131 | 3.57 <sub>a</sub> | 21 |
| My division/college is treated with respect by CSU   | 3.69 <sup>1</sup> | 3656 | 3.63 <sup>1</sup> | 160 | 3.65 <sub>a</sub> | 74 | 3.60 <sub>a</sub> | 60 | 3.66 <sub>a</sub>         | 120 | 3.71 <sub>a</sub> | 17 |
| The people I interact with treat each other with respect.  | 3.95 <sup>1</sup> | 3999 | 4.03 <sup>1</sup> | 208 | 4.08 <sub>a</sub> | 98 | 3.96 <sub>a</sub> | 78 | 4.03 <sub>a</sub>         | 155 | 4.04 <sub>a</sub> | 25 |
| There is respect for religious differences in my department/office                                   | 3.91 <sup>1</sup> | 3459 | 3.95 <sup>1</sup> | 172 | 3.92 <sub>a</sub> | 86 | 3.85 <sub>a</sub> | 61 | 3.94 <sub>a</sub>         | 132 | 3.89 <sub>a</sub> | 19 |
| There is respect for liberal perspectives in my department/office                                    | 4.06 <sup>1</sup> | 3723 | 3.97 <sup>1</sup> | 185 | 3.98 <sub>a</sub> | 88 | 3.96 <sub>a</sub> | 69 | 3.99 <sub>a</sub>         | 140 | 3.68 <sub>a</sub> | 22 |
| There is respect for conservative perspectives in my department/office                               | 3.47 <sup>1</sup> | 3600 | 3.70 <sup>1</sup> | 177 | 3.56 <sub>a</sub> | 86 | 3.70 <sub>a</sub> | 64 | 3.71 <sub>a</sub>         | 133 | 3.38 <sub>a</sub> | 21 |
| I feel valued as an employee   | 3.68 <sup>1</sup> | 3991 | 3.83 <sup>1</sup> | 205 | 3.88 <sub>a</sub> | 95 | 3.78 <sub>a</sub> | 78 | 3.88 <sub>a</sub>         | 152 | 3.48 <sub>a</sub> | 25 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B4 Favoritism**

|  | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|--|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|  | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|  | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| Favoritism plays a role in who gets recognized within my department/office | 3.00 <sup>1</sup> | 3711 | 2.77 <sup>1</sup> | 183 | 2.71 <sub>a</sub> | 90 | 2.79 <sub>a</sub> | 68 | 2.76 <sub>a</sub>         | 138 | 2.91 <sub>a</sub> | 22 |
| Favoritism plays a role in who gets resources in my department/office      | 2.85 <sup>1</sup> | 3670 | 2.58 <sup>1</sup> | 184 | 2.60 <sub>a</sub> | 89 | 2.59 <sub>a</sub> | 69 | 2.54 <sub>a</sub>         | 138 | 2.96 <sub>a</sub> | 24 |
| Favoritism plays a role in who gets professional development opportunities | 2.64 <sup>1</sup> | 3665 | 2.52 <sup>1</sup> | 185 | 2.54 <sub>a</sub> | 89 | 2.46 <sub>a</sub> | 69 | 2.44 <sub>a</sub>         | 138 | 3.00 <sub>b</sub> | 24 |
| Favoritism plays a role in who gets promoted in my department/office       | 2.88 <sup>1</sup> | 3606 | 2.64 <sup>1</sup> | 179 | 2.63 <sub>a</sub> | 89 | 2.62 <sub>a</sub> | 65 | 2.60 <sub>a</sub>         | 136 | 2.95 <sub>a</sub> | 22 |
| Favoritism plays a role in who gets hired in my department/office          | 2.73 <sup>1</sup> | 3568 | 2.53 <sup>1</sup> | 180 | 2.60 <sub>a</sub> | 88 | 2.43 <sub>a</sub> | 67 | 2.47 <sub>a</sub>         | 136 | 2.91 <sub>a</sub> | 23 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B5 Leadership and Accountability**

|  | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Race/Ethnicity |     |                   |    |
|--|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|----------------------------|-----|-------------------|----|
|  | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized            |     | Minoritized       |    |
|  | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                        | N   | Avg               | N  |
| Division/college leadership adequately addresses inappropriate behavior                        | 3.35 <sup>1</sup> | 2953 | 3.51 <sup>1</sup> | 154 | 3.64 <sub>a</sub> | 72 | 3.33 <sub>a</sub> | 60 | 3.53 <sub>a</sub>          | 113 | 3.25 <sub>a</sub> | 20 |
| Department/office leadership adequately addresses inappropriate behavior                       | 3.45 <sup>1</sup> | 3343 | 3.49 <sup>1</sup> | 163 | 3.66 <sub>a</sub> | 79 | 3.27 <sub>b</sub> | 62 | 3.49 <sub>a</sub>          | 121 | 3.35 <sub>a</sub> | 20 |
| Division/college leadership holds employees accountable for inappropriate behavior             | 3.30 <sup>1</sup> | 2849 | 3.50 <sup>1</sup> | 154 | 3.53 <sub>a</sub> | 73 | 3.34 <sub>a</sub> | 59 | 3.49 <sub>a</sub>          | 114 | 3.25 <sub>a</sub> | 20 |
| Department/office leadership holds employees accountable for inappropriate behavior            | 3.41 <sup>1</sup> | 3241 | 3.48 <sup>1</sup> | 164 | 3.63 <sub>a</sub> | 81 | 3.27 <sub>a</sub> | 60 | 3.48 <sub>a</sub>          | 122 | 3.35 <sub>a</sub> | 20 |
| Division/college leadership holds employees accountable for poor performance in the workplace  | 3.13 <sup>1</sup> | 2894 | 3.38 <sup>1</sup> | 155 | 3.52 <sub>a</sub> | 75 | 3.05 <sub>b</sub> | 58 | 3.36 <sub>a</sub>          | 114 | 3.15 <sub>a</sub> | 20 |
| Department/office leadership holds employees accountable for poor performance in the workplace | 3.25 <sup>1</sup> | 3365 | 3.32 <sup>1</sup> | 165 | 3.39 <sub>a</sub> | 82 | 3.11 <sub>a</sub> | 61 | 3.27 <sub>a</sub>          | 122 | 3.24 <sub>a</sub> | 21 |
| Division/college leadership acts ethically and honestly in the workplace                       | 3.78 <sup>1</sup> | 3369 | 3.90 <sup>1</sup> | 182 | 3.90 <sub>a</sub> | 84 | 3.86 <sub>a</sub> | 71 | 3.90 <sub>a</sub>          | 136 | 3.83 <sub>a</sub> | 23 |
| Department/office leadership acts ethically and honestly in the workplace                      | 3.89 <sup>1</sup> | 3705 | 3.87 <sup>1</sup> | 189 | 3.89 <sub>a</sub> | 91 | 3.84 <sub>a</sub> | 73 | 3.89 <sub>a</sub>          | 145 | 3.71 <sub>a</sub> | 21 |
| Division/college leadership addresses issues of inequity                                       | 3.37 <sup>1</sup> | 3033 | 3.61 <sup>1</sup> | 147 | 3.66 <sub>a</sub> | 68 | 3.45 <sub>a</sub> | 58 | 3.67 <sub>a</sub>          | 110 | 3.11 <sub>b</sub> | 19 |
| Department/office leadership addresses issues of inequity                                      | 3.47 <sup>1</sup> | 3351 | 3.56 <sup>1</sup> | 153 | 3.53 <sub>a</sub> | 75 | 3.48 <sub>a</sub> | 56 | 3.61 <sub>a</sub>          | 115 | 3.11 <sub>a</sub> | 18 |
| Division/college leaders hold all employees to the same standards                              | 3.20 <sup>1</sup> | 3130 | 3.58 <sup>1</sup> | 173 | 3.59 <sub>a</sub> | 79 | 3.46 <sub>a</sub> | 69 | 3.63 <sub>a</sub>          | 130 | 3.22 <sub>a</sub> | 23 |
| Department/office leaders hold all employees to the same standards                             | 3.25 <sup>1</sup> | 3599 | 3.41 <sup>1</sup> | 185 | 3.40 <sub>a</sub> | 89 | 3.35 <sub>a</sub> | 71 | 3.41 <sub>a</sub>          | 140 | 3.22 <sub>a</sub> | 23 |

*Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.*

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B6 Misconduct Among Employees at CSU**

| ___ is problematic among employees at CSU | Overall |      | Division |     | Gender |    |       |    | Minoritized Rae/Ethnicity |     |             |    |
|---|---------|------|----------|-----|--------|----|-------|----|---------------------------|-----|-------------|----|
|   | CSU     |      | CEMML    |     | Men    |    | Women |    | Non-minoritized           |     | Minoritized |    |
|   | %       | N    | %        | N   | %      | N  | %     | N  | %                         | N   | %           | N  |
| Sexual Harassment                         | 6.3%    | 247  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Sexual Misconduct                         | 3.0%    | 117  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bullying                                  | 13.3%   | 519  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bias                                      | 28.3%   | 1104 | 8.0%     | 16  | *      | *  | *     | *  | 7.9%                      | 12  | *           | *  |
| Physical Assault                          | 0.6%    | 23   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Verbal Assault                            | 7.2%    | 282  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| None                                      | 65.7%   | 2566 | 90.0%    | 180 | 90.5%  | 86 | 89.6% | 69 | 89.4%                     | 135 | 88.0%       | 22 |

*Note: multiple response item; statistical significance not tested*

*Means and percentages are reported only for items with n ≥ 10.*

**Table B7 Misconduct Among Division/College**

| ___ is problematic among employees in my division/college | Overall |      | Division |     | Gender |    |       |    | Minoritized Rae/Ethnicity |     |             |    |
|---|---------|------|----------|-----|--------|----|-------|----|---------------------------|-----|-------------|----|
|   | CSU     |      | CEMML    |     | Men    |    | Women |    | Non-minoritized           |     | Minoritized |    |
|   | %       | N    | %        | N   | %      | N  | %     | N  | %                         | N   | %           | N  |
| Sexual Harassment   | 2.8%    | 109  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Sexual Misconduct   | 1.3%    | 52   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bullying  | 10.3%   | 404  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bias  | 24.1%   | 940  | 9.5%     | 19  | *      | *  | *     | *  | 8.6%                      | 13  | *           | *  |
| Physical Assault  | *       | *    | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Verbal Assault  | 5.1%    | 199  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| None  | 70.8%   | 2765 | 87.5%    | 175 | 90.5%  | 86 | 83.1% | 64 | 88.1%                     | 133 | 76.0%       | 19 |

*Note: multiple response item; statistical significance not tested*

*Means and percentages are reported only for items with n ≥ 10.*

**Table B8 Misconduct Among Department/Office**

| ___ is problematic among employees in my department/office | Overall |      | Division |     | Gender |    |       |    | Minoritized Rae/Ethnicity |     |             |    |
|--|---------|------|----------|-----|--------|----|-------|----|---------------------------|-----|-------------|----|
|  | CSU     |      | CEMML    |     | Men    |    | Women |    | Non-minoritized           |     | Minoritized |    |
|  | %       | N    | %        | N   | %      | N  | %     | N  | %                         | N   | %           | N  |
| Sexual Harassment  | 1.9%    | 73   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Sexual Misconduct  | 1.1%    | 42   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bullying   | 12.4%   | 486  | 6.5%     | 13  | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bias   | 23.3%   | 911  | 16.5%    | 33  | 14.7%  | 14 | 19.5% | 15 | 15.9%                     | 24  | *           | *  |
| Physical Assault   | 0.3%    | 10   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Verbal Assault   | 7.0%    | 272  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| None   | 69.9%   | 2731 | 81.5%    | 163 | 85.3%  | 81 | 76.6% | 59 | 82.1%                     | 124 | 72.0%       | 18 |

Note: multiple response item; statistical significance not tested

Means and percentages are reported only for items with  $n \geq 10$ .

**Table B9 Avoidance due to Misconduct**

| There are people at CSU I avoid because I fear ___ | Overall |      | Division |     | Gender |    |       |    | Minoritized Rae/Ethnicity |     |             |    |
|--|---------|------|----------|-----|--------|----|-------|----|---------------------------|-----|-------------|----|
|  | CSU     |      | CEMML    |     | Men    |    | Women |    | Non-minoritized           |     | Minoritized |    |
|  | %       | N    | %        | N   | %      | N  | %     | N  | %                         | N   | %           | N  |
| Sexual Harassment                                  | 2.5%    | 99   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Sexual Misconduct                                  | 1.0%    | 41   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Bullying   | 16.7%   | 651  | 7.0%     | 14  | *      | *  | *     | *  | 7.3%                      | 11  | *           | *  |
| Bias   | 20.0%   | 781  | 8.0%     | 16  | *      | *  | *     | *  | 7.9%                      | 12  | *           | *  |
| Physical Assault                                   | 0.9%    | 37   | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| Verbal Assault                                     | 11.0%   | 428  | *        | *   | *      | *  | *     | *  | *                         | *   | *           | *  |
| None   | 68.7%   | 2682 | 86.5%    | 173 | 89.5%  | 85 | 84.4% | 65 | 86.1%                     | 130 | 80.0%       | 20 |

Note: multiple response item; statistical significance not tested

Means and percentages are reported only for items with  $n \geq 10$ .

**Table B10 Bias Incidents**

|   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Race/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|----------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized            |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                        | N   | Avg               | N  |
| I find it is worthwhile to know about bias incidents at CSU         | 4.00 <sup>1</sup> | 3726 | 3.70 <sup>1</sup> | 175 | 3.56 <sub>a</sub> | 84 | 3.86 <sub>b</sub> | 71 | 3.73 <sub>a</sub>          | 135 | 3.74 <sub>a</sub> | 23 |
| The university is transparent in reporting bias incidents at CSU    | 3.64 <sup>1</sup> | 3199 | 3.66 <sup>1</sup> | 125 | 3.53 <sub>a</sub> | 57 | 3.82 <sub>a</sub> | 51 | 3.71 <sub>a</sub>          | 97  | 3.50 <sub>a</sub> | 14 |
| I am alarmed about the number of bias incidents reported at CSU     | 3.10 <sup>1</sup> | 3174 | 2.66 <sup>1</sup> | 131 | 2.55 <sub>a</sub> | 60 | 2.76 <sub>a</sub> | 54 | 2.65 <sub>a</sub>          | 104 | 2.71 <sub>a</sub> | 14 |
| The number of bias incidents have increased at CSU in the past year | 3.21 <sup>1</sup> | 2397 | 2.97 <sup>1</sup> | 91  | 2.83 <sub>a</sub> | 42 | 3.03 <sub>a</sub> | 37 | 2.96 <sub>a</sub>          | 68  | 2.92 <sub>a</sub> | 13 |
| CSU handles incidents of bias well                                  | 3.44 <sup>1</sup> | 2962 | 3.40 <sup>1</sup> | 107 | 3.45 <sub>a</sub> | 51 | 3.33 <sub>a</sub> | 39 | 3.41 <sub>a</sub>          | 82  | 3.42 <sub>a</sub> | 12 |

*Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.*

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B11 Employee Councils**

| Are you aware there is an employee group/organization that represents my employee group's interests (i.e., Administrative Professional Council, Classified Personnel Council, Faculty Council). | Overall            |      | Division           |     | Gender             |    |                    |    | Minoritized Rae/Ethnicity |     |                    |    |
|---|--------------------|------|--------------------|-----|--------------------|----|--------------------|----|---------------------------|-----|--------------------|----|
|   | CSU                |      | CEMML              |     | Men                |    | Women              |    | Non-minoritized           |     | Minoritized        |    |
|   | %                  | N    | %                  | N   | %                  | N  | %                  | N  | %                         | N   | %                  | N  |
| Yes   | 83.9% <sup>1</sup> | 3260 | 68.8% <sup>1</sup> | 139 | 70.4% <sub>a</sub> | 69 | 72.7% <sub>a</sub> | 56 | 75.3% <sub>a</sub>        | 116 | 40.0% <sub>b</sub> | 10 |
| No  | 16.1% <sup>1</sup> | 627  | 31.2% <sup>1</sup> | 63  | 29.6% <sub>a</sub> | 29 | 27.3% <sub>a</sub> | 21 | 24.7% <sub>a</sub>        | 38  | 60.0% <sub>b</sub> | 15 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B12 Employee Councils**

|  | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |    |                |   |
|--|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|----|----------------|---|
|  | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |    | Minoritized    |   |
|  | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N  | Avg            | N |
| I feel my employee council addresses issues and topics that are important and relevant to me                           | 3.35 <sup>1</sup> | 2437 | 3.20 <sup>1</sup> | 98  | 3.25 <sub>a</sub> | 51 | 3.06 <sub>a</sub> | 36 | 3.19 <sub>a</sub>         | 81 | * <sub>a</sub> | * |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | 3.87 <sup>1</sup> | 2700 | 3.72 <sup>1</sup> | 110 | 3.67 <sub>a</sub> | 58 | 3.71 <sub>a</sub> | 41 | 3.67 <sub>a</sub>         | 93 | * <sub>a</sub> | * |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with  $n \geq 10$ .

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B13 Principles of Community**

|   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| I am familiar with the Principles of Community.   | 3.91 <sup>1</sup> | 3644 | 3.36 <sup>1</sup> | 180 | 3.43 <sub>a</sub> | 84 | 3.25 <sub>a</sub> | 73 | 3.36 <sub>a</sub>         | 137 | 3.26 <sub>a</sub> | 23 |
| Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed) | 3.52 <sup>1</sup> | 3366 | 2.75 <sup>1</sup> | 161 | 2.74 <sub>a</sub> | 78 | 2.69 <sub>a</sub> | 64 | 2.70 <sub>a</sub>         | 127 | 2.76 <sub>a</sub> | 17 |
| I feel the Principles of Community have made a positive impact on the climate in my department/office                         | 3.20 <sup>1</sup> | 3209 | 2.90 <sup>1</sup> | 143 | 2.97 <sub>a</sub> | 71 | 2.87 <sub>a</sub> | 54 | 2.88 <sub>a</sub>         | 112 | 2.93 <sub>a</sub> | 14 |
| I feel the Principles of Community have made a positive impact on the climate in my division/college                          | 3.26 <sup>1</sup> | 3082 | 3.05 <sup>1</sup> | 133 | 3.11 <sub>a</sub> | 66 | 3.12 <sub>a</sub> | 49 | 3.05 <sub>a</sub>         | 104 | 3.08 <sub>a</sub> | 13 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B14 Freedom of Speech**

|   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| My division/college supports people speaking freely                 | 3.64 <sup>1</sup> | 3629 | 3.79 <sup>1</sup> | 181 | 3.85 <sub>a</sub> | 89 | 3.63 <sub>a</sub> | 68 | 3.85 <sub>a</sub>         | 138 | 3.27 <sub>b</sub> | 22 |
| Free speech is an important issue on campus                         | 4.28 <sup>1</sup> | 3697 | 4.16 <sup>1</sup> | 138 | 4.14 <sub>a</sub> | 70 | 4.14 <sub>a</sub> | 49 | 4.15 <sub>a</sub>         | 108 | 4.15 <sub>a</sub> | 13 |
| I have the skills to navigate free speech questions on campus       | 3.59 <sup>1</sup> | 3525 | 3.68 <sup>1</sup> | 129 | 3.72 <sub>a</sub> | 71 | 3.41 <sub>a</sub> | 39 | 3.59 <sub>a</sub>         | 100 | 3.83 <sub>a</sub> | 12 |
| I know who to ask/where to go if I have questions about free speech | 3.30 <sup>1</sup> | 3473 | 3.15 <sup>1</sup> | 149 | 3.15 <sub>a</sub> | 75 | 3.02 <sub>a</sub> | 54 | 3.13 <sub>a</sub>         | 118 | 2.92 <sub>a</sub> | 13 |
| Issues related to freedom of speech impact my work                  | 2.97 <sup>1</sup> | 3648 | 2.43 <sup>1</sup> | 175 | 2.42 <sub>a</sub> | 89 | 2.29 <sub>a</sub> | 66 | 2.34 <sub>a</sub>         | 139 | 2.63 <sub>a</sub> | 16 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare



**Table B15 CSU Perceptions**

|   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Race/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|----------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized            |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                        | N   | Avg               | N  |
| CSU recruits employees from a diverse set of backgrounds                    | 3.84 <sup>1</sup> | 3315 | 3.99 <sup>1</sup> | 145 | 3.91 <sub>a</sub> | 70 | 4.00 <sub>a</sub> | 55 | 4.02 <sub>a</sub>          | 114 | 3.56 <sub>b</sub> | 16 |
| CSU improves the campus climate for all employees                           | 3.72 <sup>1</sup> | 3408 | 3.95 <sup>1</sup> | 122 | 3.82 <sub>a</sub> | 66 | 4.00 <sub>a</sub> | 43 | 3.95 <sub>a</sub>          | 99  | 3.83 <sub>a</sub> | 12 |
| CSU retains diverse employees   | 3.60 <sup>1</sup> | 2992 | 3.84 <sup>1</sup> | 122 | 3.79 <sub>a</sub> | 62 | 3.76 <sub>a</sub> | 45 | 3.82 <sub>a</sub>          | 96  | 3.60 <sub>a</sub> | 15 |
| CSU creates a supportive environment for employees from diverse backgrounds | 3.77 <sup>1</sup> | 3194 | 4.04 <sup>1</sup> | 136 | 3.94 <sub>a</sub> | 69 | 4.02 <sub>a</sub> | 50 | 4.02 <sub>a</sub>          | 106 | 4.00 <sub>a</sub> | 16 |
| CSU encourages discussions related to diversity                             | 4.02 <sup>1</sup> | 3472 | 3.89 <sup>1</sup> | 141 | 3.78 <sub>a</sub> | 74 | 3.90 <sub>a</sub> | 51 | 3.92 <sub>a</sub>          | 111 | 3.67 <sub>a</sub> | 15 |
| CSU provides employees with a positive work experience                      | 3.84 <sup>1</sup> | 3541 | 4.07 <sup>1</sup> | 170 | 4.06 <sub>a</sub> | 85 | 4.00 <sub>a</sub> | 63 | 4.12 <sub>a</sub>          | 133 | 3.61 <sub>b</sub> | 18 |
| CSU climate has become consistently more inclusive of all employees         | 3.76 <sup>1</sup> | 3183 | 3.90 <sup>1</sup> | 136 | 3.76 <sub>a</sub> | 67 | 3.94 <sub>a</sub> | 52 | 3.93 <sub>a</sub>          | 106 | 3.62 <sub>a</sub> | 16 |
| I would recommend CSU as a place of employment                              | 4.08 <sup>1</sup> | 3708 | 4.27 <sup>1</sup> | 179 | 4.24 <sub>a</sub> | 88 | 4.29 <sub>a</sub> | 69 | 4.36 <sub>a</sub>          | 139 | 3.67 <sub>b</sub> | 21 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B16 Department/Unit Perceptions**

|   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|---|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| Department/office recruits employees from a diverse set of backgrounds                    | 3.67 <sup>1</sup> | 3603 | 3.76 <sup>1</sup> | 175 | 3.86 <sub>a</sub> | 87 | 3.58 <sub>a</sub> | 67 | 3.76 <sub>a</sub>         | 135 | 3.52 <sub>a</sub> | 23 |
| Department/office improves the campus climate for all employees                           | 3.61 <sup>1</sup> | 3548 | 3.51 <sup>1</sup> | 138 | 3.52 <sub>a</sub> | 73 | 3.46 <sub>a</sub> | 50 | 3.54 <sub>a</sub>         | 109 | 3.27 <sub>a</sub> | 15 |
| Department/office retains diverse employees   | 3.50 <sup>1</sup> | 3414 | 3.62 <sup>1</sup> | 172 | 3.68 <sub>a</sub> | 85 | 3.46 <sub>a</sub> | 67 | 3.61 <sub>a</sub>         | 133 | 3.42 <sub>a</sub> | 24 |
| Department/office creates a supportive environment for employees from diverse backgrounds | 3.68 <sup>1</sup> | 3458 | 3.79 <sup>1</sup> | 173 | 3.86 <sub>a</sub> | 87 | 3.64 <sub>a</sub> | 66 | 3.80 <sub>a</sub>         | 133 | 3.57 <sub>a</sub> | 23 |
| Department/office encourages discussions related to diversity                             | 3.66 <sup>1</sup> | 3561 | 3.32 <sup>1</sup> | 167 | 3.38 <sub>a</sub> | 82 | 3.21 <sub>a</sub> | 68 | 3.36 <sub>a</sub>         | 131 | 3.00 <sub>a</sub> | 20 |
| Department/office provides employees with a positive work experience                      | 3.71 <sup>1</sup> | 3739 | 3.73 <sup>1</sup> | 197 | 3.91 <sub>a</sub> | 95 | 3.62 <sub>a</sub> | 77 | 3.83 <sub>a</sub>         | 151 | 3.16 <sub>b</sub> | 25 |
| Department/office climate has become consistently more inclusive of all employees         | 3.59 <sup>1</sup> | 3380 | 3.43 <sup>1</sup> | 169 | 3.40 <sub>a</sub> | 83 | 3.48 <sub>a</sub> | 66 | 3.49 <sub>a</sub>         | 130 | 3.09 <sub>a</sub> | 22 |
| I would recommend my department/office as a place of employment                           | 3.86 <sup>1</sup> | 3735 | 3.84 <sup>1</sup> | 194 | 3.91 <sub>a</sub> | 94 | 3.79 <sub>a</sub> | 77 | 3.95 <sub>a</sub>         | 149 | 3.16 <sub>b</sub> | 25 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B17 Use of Child and/or Adult Care Services**

|   | Overall            |      | Division           |     | Gender             |    |                    |    | Minoritized Rae/Ethnicity |     |                    |    |
|---|--------------------|------|--------------------|-----|--------------------|----|--------------------|----|---------------------------|-----|--------------------|----|
|   | CSU                |      | CEMML              |     | Men                |    | Women              |    | Non-minoritized           |     | Minoritized        |    |
|   | %                  | N    | %                  | N   | %                  | N  | %                  | N  | %                         | N   | %                  | N  |
| <b>Have you utilized child or adult care services this past year?</b> |                    |      |                    |     |                    |    |                    |    |                           |     |                    |    |
| Yes   | 14.1% <sup>1</sup> | 533  | 10.6% <sup>1</sup> | 21  | 14.4% <sub>a</sub> | 14 | * <sub>a</sub>     | *  | 11.1% <sub>a</sub>        | 17  | * <sub>a</sub>     | *  |
| No  | 85.9% <sup>1</sup> | 3247 | 89.4% <sup>1</sup> | 178 | 85.6% <sub>a</sub> | 83 | 93.5% <sub>a</sub> | 72 | 88.9% <sub>a</sub>        | 136 | 92.0% <sub>a</sub> | 23 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with  $n \geq 10$ .

1. This category is not used in comparisons because there are no other valid categories to compare

**Table B18 Child and/or Adult Care-Related Challenges**

|   | Overall |     | Division |    | Gender |    |       |   | Minoritized Race/Ethnicity |    |             |   |
|---|---------|-----|----------|----|--------|----|-------|---|----------------------------|----|-------------|---|
|   | CSU     |     | CEMML    |    | Men    |    | Women |   | Non-minoritized            |    | Minoritized |   |
|   | %       | N   | %        | N  | %      | N  | %     | N | %                          | N  | %           | N |
| Cost of care services                                       | 72.3%   | 391 | 78.3%    | 18 | 93.3%  | 14 | *     | * | 78.9%                      | 15 | *           | * |
| Finding child care services                                 | 31.8%   | 172 | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Finding adult care services                                 | 5.5%    | 30  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Finding temporary care services                             | 12.0%   | 65  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Finding care for a sick child/adult                         | 28.7%   | 155 | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Finding care for a child or adult with special needs        | 3.5%    | 19  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Other   | 2.2%    | 12  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Transportation to/from care services                        | 29.2%   | 158 | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Dependability of care services                              | 15.0%   | 81  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Quality of care services                                    | 17.2%   | 93  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Scheduling care to match work schedule                      | 40.1%   | 217 | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Finding summer care services                                | 27.9%   | 151 | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| Location of care services                                   | 15.5%   | 84  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |
| I did not encounter any challenges related to care services | 10.2%   | 55  | *        | *  | *      | *  | *     | * | *                          | *  | *           | * |

*Note: only asked of those who used child and/or adult care services; multiple response item; statistical significance not tested*

*Means and percentages are reported only for items with n ≥ 10.*

**Table B19 Factors**

|                                   | Overall           |      | Division          |     | Gender            |    |                   |    | Minoritized Rae/Ethnicity |     |                   |    |
|-----------------------------------|-------------------|------|-------------------|-----|-------------------|----|-------------------|----|---------------------------|-----|-------------------|----|
|                                   | CSU               |      | CEMML             |     | Men               |    | Women             |    | Non-minoritized           |     | Minoritized       |    |
|                                   | Avg               | N    | Avg               | N   | Avg               | N  | Avg               | N  | Avg                       | N   | Avg               | N  |
| CSU Perceptions                   | 3.82 <sup>1</sup> | 2524 | 3.97 <sup>1</sup> | 90  | 3.84 <sub>a</sub> | 50 | 3.97 <sub>a</sub> | 30 | 3.99 <sub>a</sub>         | 71  | 3.64 <sub>a</sub> | 10 |
| Department/Unit Perceptions       | 3.66 <sup>1</sup> | 2869 | 3.62 <sup>1</sup> | 111 | 3.61 <sub>a</sub> | 60 | 3.58 <sub>a</sub> | 39 | 3.64 <sub>a</sub>         | 86  | 3.31 <sub>a</sub> | 14 |
| Department/Unit Leadership        | 3.42 <sup>1</sup> | 2859 | 3.52 <sup>1</sup> | 139 | 3.59 <sub>a</sub> | 67 | 3.38 <sub>a</sub> | 53 | 3.52 <sub>a</sub>         | 103 | 3.28 <sub>a</sub> | 17 |
| College/Division Leadership       | 3.31 <sup>1</sup> | 2472 | 3.58 <sup>1</sup> | 130 | 3.69 <sub>a</sub> | 59 | 3.35 <sub>a</sub> | 53 | 3.59 <sub>a</sub>         | 94  | 3.23 <sub>a</sub> | 18 |
| Favoritism                        | 2.80 <sup>1</sup> | 3417 | 2.61 <sup>1</sup> | 173 | 2.62 <sub>a</sub> | 86 | 2.55 <sub>a</sub> | 64 | 2.56 <sub>a</sub>         | 131 | 2.95 <sub>a</sub> | 21 |
| Sense of Belonging                | 3.67 <sup>1</sup> | 3978 | 3.53 <sup>1</sup> | 206 | 3.62 <sub>a</sub> | 95 | 3.45 <sub>a</sub> | 78 | 3.59 <sub>a</sub>         | 152 | 3.33 <sub>a</sub> | 24 |
| Department/Unit Culture           | 3.52 <sup>1</sup> | 3807 | 3.56 <sup>1</sup> | 190 | 3.64 <sub>a</sub> | 93 | 3.38 <sub>a</sub> | 72 | 3.56 <sub>a</sub>         | 143 | 3.24 <sub>a</sub> | 23 |
| Department/Unit Diversity Culture | 4.00 <sup>1</sup> | 3753 | 3.89 <sup>1</sup> | 183 | 3.95 <sub>a</sub> | 84 | 3.78 <sub>a</sub> | 70 | 3.95 <sub>a</sub>         | 137 | 3.47 <sub>b</sub> | 22 |

*Note: Values in the same row and subtable not sharing the same subscript are significantly different at  $p < .05$  in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.*

1. This category is not used in comparisons because there are no other valid categories to compare

## Appendix C: Division Comparisons to CSU Overall

The following tables display the Division's mean score compared to CSU overall. Division results are noted as being "higher," "similar," or "lower" than the CSU average, meaning that the Division's score for the item is either statistically similar to or different than (higher or lower)<sup>1</sup> the university's score.

**Table C1 Department/Unit Culture**

| My department or office...                                    |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| Supports a healthy work/life balance                          | Higher  | 4.09             | 3.86        | .24     | 83.7%                  | 72.5%             | 11.3   |
| Understands the value of diversity                            | Similar | 3.95             | 4.06        | -.10    | 76.6%                  | 78.6%             | -2.1   |
| Promotes a work environment where all employees feel included | Similar | 3.58             | 3.62        | -.04    | 63.5%                  | 64.7%             | -1.1   |
| Treats all employees equitably                                | Similar | 3.61             | 3.46        | .15     | 66.0%                  | 58.5%             | 7.5    |
| Communicates the importance of valuing diversity              | Lower   | 3.69             | 3.87        | -.19    | 60.6%                  | 69.8%             | -9.2   |
| Provides me with opportunities for professional development   | Similar | 3.91             | 3.99        | -.07    | 77.3%                  | 77.0%             | .3     |
| Promotes respect for cultural differences                     | Similar | 3.99             | 4.04        | -.05    | 75.0%                  | 76.1%             | -1.1   |
| Is open and transparent in communication                      | Similar | 3.36             | 3.44        | -.08    | 55.0%                  | 57.3%             | -2.2   |
| Values employee input in major department/office decisions    | Similar | 3.29             | 3.46        | -.17    | 52.5%                  | 57.3%             | -4.9   |

<sup>1</sup> Based a 95% confidence interval where the margin of error for any given item is calculated as  $1.96 \times (\sigma \div \sqrt{n})$ .

**Table C2 Culture**

|  |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|--|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| My division/college is open and transparent in communication   | Similar | 3.46             | 3.39        | .08     | 57.7%                  | 54.2%             | 3.5    |
| My division/college promotes respect for cultural differences  | Similar | 3.94             | 3.97        | -.03    | 76.4%                  | 76.1%             | .3     |
| I had a performance review of my progress as an employee in the last year                              | Similar | 4.24             | 4.32        | -.08    | 89.2%                  | 91.6%             | -2.4   |
| I was satisfied with the effort my supervisor puts into my performance reviews                         | Similar | 4.01             | 3.90        | .11     | 77.0%                  | 72.9%             | 4.1    |
| I fear negative job consequences if I were to raise an issue of unfair treatment                       | Lower   | 2.37             | 2.66        | -.29    | 16.2%                  | 28.0%             | -11.8  |
| I would be able to do my job more effectively if I received more information from my department/office | Similar | 3.18             | 3.10        | .07     | 40.0%                  | 37.0%             | 3.0    |
| I feel a strong sense of belonging to CSU  | Lower   | 3.28             | 3.65        | -.37    | 49.0%                  | 62.4%             | -13.4  |
| I feel a strong sense of belonging to my division/college  | Similar | 3.52             | 3.49        | .03     | 57.0%                  | 55.4%             | 1.6    |
| I feel a strong sense of belonging to my department/office   | Similar | 3.79             | 3.88        | -.08    | 69.7%                  | 71.3%             | -1.6   |

**Table C3 Respect**

|  |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|--|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| My department/office is treated with respect by other departments/offices within my division/college | Higher  | 3.77             | 3.64        | .13     | 65.7%                  | 64.3%             | 1.5    |
| My division/college is treated with respect by CSU   | Similar | 3.63             | 3.69        | -.06    | 61.9%                  | 67.0%             | -5.2   |
| The people I interact with treat each other with respect   | Similar | 4.03             | 3.95        | .08     | 82.7%                  | 78.9%             | 3.8    |
| There is respect for religious differences in my department/office                                   | Similar | 3.95             | 3.91        | .04     | 75.0%                  | 71.7%             | 3.3    |
| There is respect for liberal perspectives in my department/office                                    | Similar | 3.97             | 4.06        | -.09    | 76.2%                  | 79.0%             | -2.8   |
| There is respect for conservative perspectives in my department/office                               | Higher  | 3.70             | 3.47        | .23     | 66.1%                  | 55.1%             | 11.0   |
| I feel valued as an employee   | Higher  | 3.83             | 3.68        | .16     | 72.7%                  | 66.7%             | 6.0    |

**Table C4 Favoritism**

|  |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|--|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| Favoritism plays a role in who gets recognized within my department/office | Lower   | 2.77             | 3.00        | -.23    | 26.2%                  | 37.9%             | -11.7  |
| Favoritism plays a role in who gets resources in my department/office      | Lower   | 2.58             | 2.85        | -.27    | 19.6%                  | 31.3%             | -11.8  |
| Favoritism plays a role in who gets professional development opportunities | Similar | 2.52             | 2.64        | -.12    | 17.8%                  | 23.7%             | -5.8   |
| Favoritism plays a role in who gets promoted in my department/office       | Lower   | 2.64             | 2.88        | -.23    | 24.6%                  | 32.3%             | -7.8   |
| Favoritism plays a role in who gets hired in my department/office          | Lower   | 2.53             | 2.73        | -.20    | 17.2%                  | 25.6%             | -8.3   |

**Table C5 Leadership and Accountability**

|  |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|--|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| Division/college leadership adequately addresses inappropriate behavior            | Higher  | 3.51             | 3.35        | .17     | 55.2%                  | 51.7%             | 3.5    |
| Department/office leadership adequately addresses inappropriate behavior           | Similar | 3.49             | 3.45        | .04     | 57.7%                  | 58.2%             | -.5    |
| Division/college leadership holds employees accountable for inappropriate behavior | Higher  | 3.50             | 3.30        | .20     | 53.9%                  | 48.1%             | 5.8    |



|  |         |      |      |      |       |       |      |
|--|---------|------|------|------|-------|-------|------|
| Department/office leadership holds employees accountable for inappropriate behavior            | Similar | 3.48 | 3.41 | .07  | 59.1% | 55.4% | 3.8  |
| Division/college leadership holds employees accountable for poor performance in the workplace  | Higher  | 3.38 | 3.13 | .25  | 50.3% | 41.5% | 8.8  |
| Department/office leadership holds employees accountable for poor performance in the workplace | Similar | 3.32 | 3.25 | .07  | 53.9% | 50.5% | 3.4  |
| Division/college leadership acts ethically and honestly in the workplace                       | Similar | 3.90 | 3.78 | .12  | 75.8% | 69.4% | 6.4  |
| Department/office leadership acts ethically and honestly in the workplace                      | Similar | 3.87 | 3.89 | -.02 | 75.1% | 75.1% | .0   |
| Division/college leadership addresses issues of inequity                                       | Higher  | 3.61 | 3.37 | .24  | 58.5% | 50.3% | 8.2  |
| Department/office leadership addresses issues of inequity                                      | Similar | 3.56 | 3.47 | .08  | 57.5% | 55.8% | 1.7  |
| Division/college leaders hold all employees to the same standards                              | Higher  | 3.58 | 3.20 | .38  | 61.8% | 45.8% | 16.0 |
| Department/office leaders hold all employees to the same standards                             | Similar | 3.41 | 3.25 | .15  | 56.2% | 51.1% | 5.1  |

**Table C6 Bias Incidents**

|   |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| I find it is worthwhile to know about bias incidents at CSU         | Lower   | 3.70             | 4.00        | -.31    | 62.3%                  | 77.7%             | -15.4  |
| The university is transparent in reporting bias incidents at CSU    | Similar | 3.66             | 3.64        | .02     | 56.0%                  | 61.8%             | -5.8   |
| I am alarmed about the number of bias incidents reported at CSU     | Lower   | 2.66             | 3.10        | -.44    | 9.9%                   | 32.4%             | -22.4  |
| The number of bias incidents have increased at CSU in the past year | Lower   | 2.97             | 3.21        | -.24    | 14.3%                  | 34.0%             | -19.8  |
| CSU handles incidents of bias well                                  | Similar | 3.40             | 3.44        | -.04    | 43.0%                  | 51.2%             | -8.2   |

**Table C7 Employee Councils**

|  |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|--|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| I feel my employee council addresses issues and topics that are important and relevant to me                           | Similar | 3.20             | 3.35        | -.14    | 39.8%                  | 46.7%             | -6.9   |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | Lower   | 3.72             | 3.87        | -.16    | 64.5%                  | 70.8%             | -6.2   |

*Note: This question was only asked to those who answered they were aware of employee councils.*

**Table C8 Principles of Community**

|   |       | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|-------|------------------|-------------|---------|------------------------|-------------------|--------|
| I am familiar with the Principles of Community  | Lower | 3.36             | 3.91        | -.55    | 58.3%                  | 77.2%             | -18.9  |
| Within my department/office, the Principles of Community are visible in my daily working environment  | Lower | 2.75             | 3.52        | -.77    | 33.5%                  | 58.4%             | -24.8  |
| I feel the Principles of Community have made a positive impact on the climate in my department/office | Lower | 2.90             | 3.20        | -.30    | 21.0%                  | 36.0%             | -15.0  |
| I feel the Principles of Community have made a positive impact on the climate in my division/college  | Lower | 3.05             | 3.26        | -.22    | 24.8%                  | 38.4%             | -13.6  |

**Table C9 Freedom of Speech**

|   |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| My division/college supports people speaking freely                 | Higher  | 3.79             | 3.64        | .15     | 72.4%                  | 66.7%             | 5.7    |
| Free speech is an important issue on campus                         | Similar | 4.16             | 4.28        | -.12    | 80.4%                  | 89.5%             | -9.0   |
| I have the skills to navigate free speech questions on campus       | Similar | 3.68             | 3.59        | .09     | 59.7%                  | 59.8%             | -.1    |
| I know who to ask/where to go if I have questions about free speech | Similar | 3.15             | 3.30        | -.15    | 40.9%                  | 50.3%             | -9.4   |
| Issues related to freedom of speech impact my work                  | Lower   | 2.43             | 2.97        | -.54    | 13.1%                  | 33.5%             | -20.4  |

**Table C10 CSU Perceptions**

|   |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| CSU recruits employees from a diverse set of backgrounds                    | Higher  | 3.99             | 3.84        | .15     | 80.7%                  | 75.0%             | 5.7    |
| CSU improves the campus climate for all employees                           | Higher  | 3.95             | 3.72        | .23     | 77.0%                  | 69.5%             | 7.5    |
| CSU retains diverse employees   | Higher  | 3.84             | 3.60        | .24     | 72.1%                  | 61.2%             | 10.9   |
| CSU creates a supportive environment for employees from diverse backgrounds | Higher  | 4.04             | 3.77        | .27     | 82.4%                  | 69.9%             | 12.5   |
| CSU encourages discussions related to diversity                             | Similar | 3.89             | 4.02        | -.13    | 71.6%                  | 79.9%             | -8.3   |
| CSU provides employees with a positive work experience                      | Higher  | 4.07             | 3.84        | .23     | 82.9%                  | 74.0%             | 9.0    |
| CSU climate has become consistently more inclusive of all employees         | Higher  | 3.90             | 3.76        | .14     | 69.1%                  | 66.6%             | 2.5    |
| Would recommend CSU as a place of employment                                | Higher  | 4.27             | 4.08        | .20     | 89.9%                  | 80.9%             | 9.0    |

**Table C11 Department/Unit Perceptions**

|   |         | Division average | CSU average | Avg Gap | Division percent agree | CSU percent agree | PP Gap |
|---|---------|------------------|-------------|---------|------------------------|-------------------|--------|
| Department/office recruits employees from a diverse set of backgrounds                    | Similar | 3.76             | 3.67        | .09     | 70.9%                  | 66.6%             | 4.2    |
| Department/office improves the campus climate for all employees                           | Similar | 3.51             | 3.61        | -.10    | 52.9%                  | 63.7%             | -10.8  |
| Department/office retains diverse employees   | Similar | 3.62             | 3.50        | .11     | 61.0%                  | 56.8%             | 4.2    |
| Department/office creates a supportive environment for employees from diverse backgrounds | Similar | 3.79             | 3.68        | .11     | 67.6%                  | 65.3%             | 2.4    |
| Department/office encourages discussions related to diversity                             | Lower   | 3.32             | 3.66        | -.33    | 43.1%                  | 61.8%             | -18.6  |
| Department/office provides employees with a positive work experience                      | Similar | 3.73             | 3.71        | .02     | 70.1%                  | 68.7%             | 1.4    |
| Department/office climate has become consistently more inclusive of all employees         | Lower   | 3.43             | 3.59        | -.16    | 47.9%                  | 59.3%             | -11.4  |
| Would recommend department/office as a place of employment                                | Similar | 3.84             | 3.86        | -.02    | 71.6%                  | 71.3%             | .4     |

**Table C12 Factors**

|                                   |         | Division average | CSU average | Avg Gap |
|-----------------------------------|---------|------------------|-------------|---------|
| CSU Perceptions                   | Higher  | 3.97             | 3.82        | .15     |
| Department/Unit Perceptions       | Similar | 3.62             | 3.66        | -.04    |
| Department/Unit Leadership        | Similar | 3.52             | 3.42        | .10     |
| College/Division Leadership       | Higher  | 3.58             | 3.31        | .27     |
| Favoritism                        | Lower   | 2.61             | 2.80        | -.19    |
| Sense of Belonging                | Lower   | 3.53             | 3.67        | -.14    |
| Department/Unit Culture           | Similar | 3.56             | 3.52        | .03     |
| Department/Unit Diversity Culture | Similar | 3.89             | 4.00        | -.11    |