



# Employee Climate Survey Results (2018)







## Overall Institutional Findings

### Executive Summary

Overall, results provide an encouraging picture of employees' perceptions. The majority of participants responded positively when asked about their department/unit diversity culture, sense of belonging, perceptions of CSU, and respect. Although still somewhat favorable, leadership's accountability and favoritism were two of the survey's themes with relatively less positive overall results. Further, state classified respondents, respondents from a minoritized race/ethnicity, transgender/non-binary/gender non-conforming respondents, and women respondents had less favorable responses on average.

When examining perceptions over time, CSU has shown significant progress since 2014 and 2016 in respondents' perceptions of CSU and their Department/Unit. Notably, 80% of 2018 respondents agreed to the item "CSU encourages discussions related to diversity" compared to 63% in 2016. In 2018, 71% of respondents agreed they would recommend their department/office as a place of employment compared to only 56% in 2016. The 2018 response rate nearly doubled from previous administrations, increasing from 26% in 2014 to 30% in 2016 to 58.5% (n= 4,058) in 2018. The increase in respondent numbers for 2018 provided richer data that better represents employees at CSU and allowed for more meaningful comparisons by subgroups.

#### A few highlights by survey theme and employee characteristics.

-  **Department/Unit Diversity Culture:** Over two-thirds of employees agreed they feel valued as an employee.
-  **Department/Unit Diversity Culture:** Over three-fourths of respondents agreed their division/college and department/unit promotes respect for cultural differences.
-  **Sense of Belonging:** Respondents had the strongest sense of belonging to their department/office (71% agreement), while two-thirds (62%) agreed they had a strong sense of belonging to CSU and only 55% to their division/college.
-  **Respect:** The majority of respondents (79%) agreed the people with whom they interact treat each other with respect. Fifty-five percent of respondents agreed to the item "There is respect for conservative perspectives in my department/office," while 79% agreed there is respect for liberal perspectives.
-  **Favoritism:** Thirty-eight percent of respondents agreed "Favoritism plays a role in who gets recognized within my department/unit."
-  **Leadership & Accountability:** Respondents perceived their Department/Unit's Leadership and Accountability more favorably than their College/Division Leadership. Less than half of the respondents

agreed that college/division leadership holds employees accountable for poor performance, holds all employees to the same standards, and holds employees accountable for inappropriate behavior.

- ✚ **Misconduct:** Twenty-eight percent of respondents perceived bias as a problem at CSU and 13% viewed bullying as a problem. Eleven percent of respondents indicated they avoided someone because they fear verbal assaults.
- ✚ **Bias Incidents:** Sixty-two percent of respondents agreed CSU was transparent in reporting bias incidents, while about one-third of respondents were alarmed about the number of bias incidents reported.
- ✚ **Employee Councils:** Almost half of respondents agreed the councils address issues and topics important to them, while 71% of respondents agreed the councils' participation in shared governance is pertinent to the success of CSU.
- ✚ **Principles of Community:** Fifty-eight percent of respondents agreed the Principles of Community were visible in their daily working environment and over one-third of respondents indicated the Principles of Community made a positive impact on their climate in their department/office and division/college.
- ✚ **Freedom of Speech:** Over ninety percent of respondents agreed free speech was an important issue on campus, but only 60% agreed they knew how to navigate free speech questions on campus. About one-third of respondents agreed issues surrounding free speech impact their work.
- ✚ **Campus Perceptions:** Similar to 2014 and 2016, respondents had more favorable perceptions of CSU compared to their Department/Unit Perceptions.
- ✚ **Employee Category:** State classified respondents had less favorable perceptions compared to administrative professionals for every survey factor
- ✚ **Minoritized Race/Ethnicity:** Respondents with a minoritized race/ethnicity had significantly lower perceptions of their Department/Unit Diversity Culture, Favoritism, CSU and Department/Unit Perceptions and items related to misconduct and bias when compared to respondents from a non-minoritized race/ethnicity.
- ✚ **Gender:** Respondents with a gender classified as transgender/non-binary/gender non-conforming had less favorable perceptions for all survey factors, except Sense of Belonging, compared to men and women had less favorable perceptions compared to men for all survey factors except Sense of Belonging and overall CSU Perceptions.

This report is an institutional level look at employees' perceptions of their environment, working experiences, and overall climate. Although the aggregate results are favorable, response variance by employee characteristics and division may highlight how some employee characteristics or divisions/colleges have different perceptions compared to the average employee; therefore, it is also important to examine these results at the individual division and/or college level to explore employee perceptions at the division/college level.

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## Methodology

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

## Survey Design

The Assessment Group for Diversity Issues, a CSU service committee chaired by the Vice President for Diversity, develops survey items primarily based on feedback from CSU constituencies who serve as representatives of their areas. Areas of focus are rotated each survey administration with the exception of a core group of questions focused on campus perceptions that are asked each administration in order to provide a small longitudinal measure of change over time in climate. Since the survey is for CSU's internal improvement, items that inform initiatives, resources, policies, and needs are prioritized.

The primary focus of the 2018 assessment is to provide division (aka college or division under a vice president) level results; therefore, the construction of the 2018 item inclusion focused on components that would provide beneficial results to divisions. The 2016 survey, whose design was informed by soliciting feedback from campus constituents on their area of concern, also informed the 2018 survey design by utilizing the previous version's strengths and then applying those items at the division/college level.

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). Additionally, respondents provided information on their work stressors; perceived presence of discriminatory attitudes; dependent care challenges; and demographic characteristics (gender, race/ethnicity, employee type, and department/unit). The survey instrument also included three open ended questions seeking suggestions for CSU and the respondent's division/college. (The results of the open-ended questions are available on the [2018 Employee Climate Survey website](#).)

## Data Collection

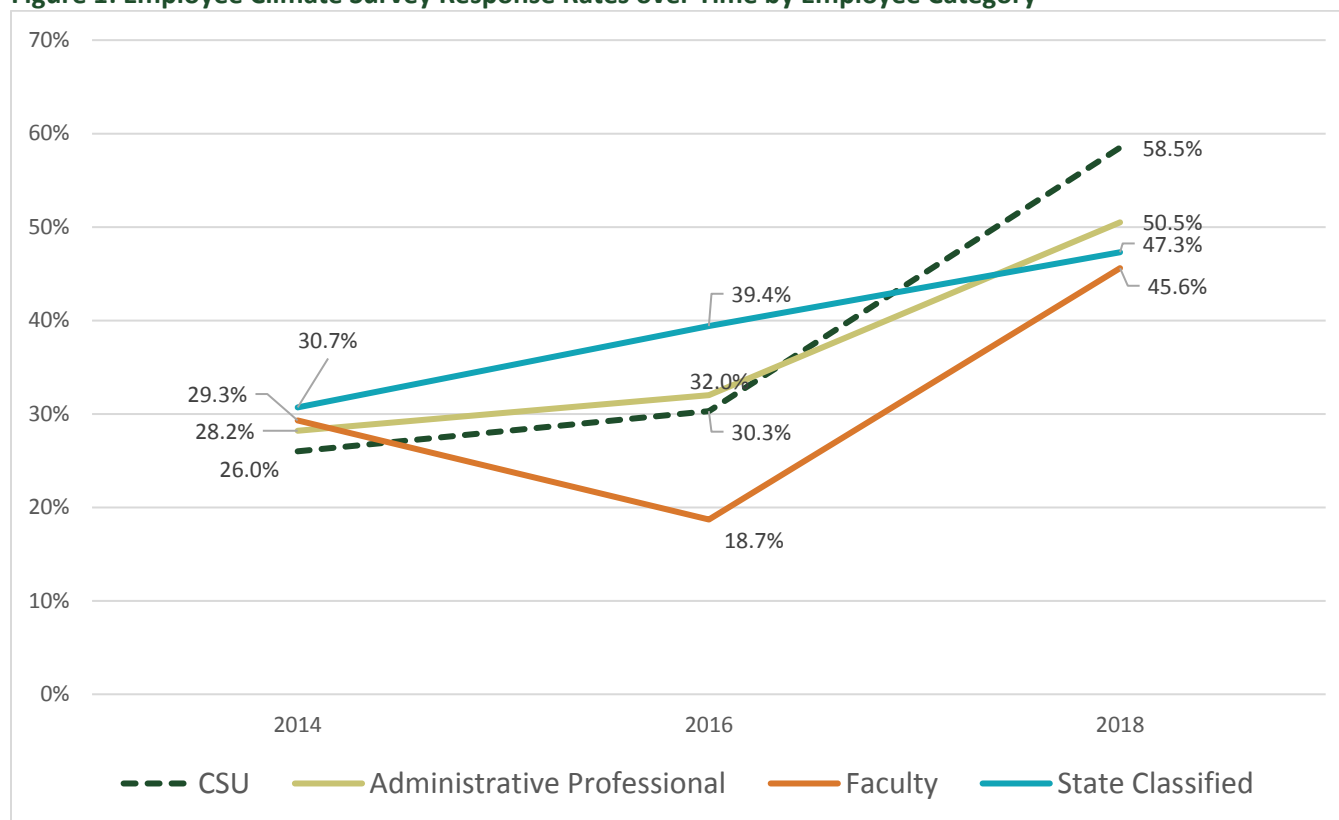
The 2018 Climate Survey was administered using Qualtrics, a web-based survey platform. All employees, excluding student workers and temporary workers, at CSU were contacted at least two times about the survey. The President of CSU sent the first email communication about the survey encouraging employees to participate. After this initial contact, each of the 22 division leaders sent an email to their area's employees with an online survey link that was unique to their division. Respondents alternatively had the option of completing a hard copy version (English or Spanish) that could be submitted using one of three drop boxes on main campus or via email attachment to Institutional Research, Planning, & Effectiveness (IRP&E). While each division was provided a unique link, specific steps were taken to ensure all responses to the survey were anonymous (both

online and paper). On average, the survey took about 15 minutes for employees to complete. A total of 4,058 employees completed the survey, providing an overall response rate of 58.5%<sup>1</sup> (see Table 1 for response rates by individual division/unit). This response rate nearly doubled from 2016 (30.3%) and 2014 (26%) climate survey administrations (see Figure 1 for response rate over time by employee category).

**Table 1: Response rate summary**

<b>Division/College</b>	<b>Response Rate</b>
Agricultural Sciences	74.7%
Business	48.9%
Walter Scott, Jr. College of Engineering	35.2%
Health and Human Sciences	69.5%
Liberal Arts	48.5%
Warner College of Natural Resources	49.8%
CEMML	48.3%
Natural Sciences	58.5%
Veterinary Medicine and Biomedical Sciences	75.5%
Engagement	56.9%
Enrollment and Access	83.9%
External Relations	64.9%
Graduate School or International Programs	80.6%
Information Technology & Libraries	60.5%
Office of the President	51.8%
Office of the Provost and Executive Vice President	56.7%
Student Affairs-All other units	68.5%
Student Affairs-Housing and Dining	32.0%
Student Affairs-Health Network & Wellness Programs	70.8%
Research	61.4%
University Advancement	79.0%
University Operations	63.0%
Total (n = 4,058)	58.5%

<sup>1</sup> The response rate excludes sixty-seven respondents who were removed for identifying as an undergraduate or graduate student.

**Figure 1: Employee Climate Survey Response Rates over Time by Employee Category**


## Data Analysis and Reporting

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 is not reported.

For the purposes of this report, “agreement” is defined as a respondent selecting either “Strongly Agree” or “Agree” on the Likert scale and 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 a 1 to 5 scale, where 1 = “Strongly Disagree” and 5 = “Strongly Agree” generally, the higher the mean score, the more favorable the rating.

On many of the survey items, respondents could choose a non-evaluative response such as “Don’t know/NA” or “Prefer not to disclose.” These responses have been excluded from all analyses.

Additionally, for the purposes of the survey and the report, a respondent’s division is the division under their vice president, while a respondent’s college is their academic college under the dean. Their department or unit is defined as their daily working area, a smaller subset of their division or college. Only select findings are covered in this report.

In addition to the descriptive statistics (frequencies and mean) provided in this report, IRP&E staff conducted factor analyses, which reduce data by meaningfully grouping correlated items. These analyses revealed several factors related to Department/Unit Culture, Department/Unit Diversity Culture, Sense of Belonging, Favoritism, College Leadership accountability, Department/Unit Leadership accountability, CSU Perceptions, and Department/Unit Perceptions. Please see Table 2 for a summary of the psychometric properties and Appendix D: Factor Items for the individual items in each factor.

Results for every item are available in [Appendix A: Item Percentages](#), while item mean scores and mean comparisons are available in [Appendix B: Mean Comparisons](#). [Appendix C: Mean Comparisons by Division/College](#) shows mean scores for each item by division/college level. For additional reports and results, please see the [2018 Employee Climate Survey website](#).

**Table 2: Factor summary<sup>2</sup>**

Factor		# of Items	Mean	Cronbach's Alpha
Culture	Department/Unit	5	3.52	0.92
	Department/Unit Diversity	4	4.00	0.89
Sense of Belonging		3	3.67	0.82
Favoritism		5	2.80	0.94
Leadership & Accountability	Division/College	6	3.31	0.94
	Department/Unit	6	3.42	0.94
Perceptions	CSU	8	3.82	0.91
	Department/Unit	8	3.66	0.93

Note: All items were asked on a five-point Likert scale (1 = Strongly Disagree and 5 = Strongly Agree)

<sup>2</sup> A principal axis factor analysis with a promax rotation was conducted on the possible survey sections. All items had a minimum loading of .55. For more detailed information on analyses, please contact [j.schneider@colostate.edu](mailto:j.schneider@colostate.edu).

## Results by Survey Theme

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This report breaks out the results by the key themes and topics covered by the survey: Culture, Respect, Favoritism, Leadership and Accountability, Misconduct, Bias Incidents, Employee Councils, Principles of Community, Freedom of Speech, Campus Perceptions, Discriminatory Attitudes, Work Stressors, Care Challenges, and Demographics.

### Culture

In the largest section of the survey, respondents were asked eighteen Likert items about their employment culture. Questions included items specific to their department/unit and a few specific to their division/college. Additionally, items on performance reviews, communication, and sense of belonging were included under this category of questions. Three factors emerged for culture: Department/Unit Culture, Department/Unit Diversity Culture, and Sense of Belonging.

Overall, employees tended to perceive CSU's culture university favorably (see Figure 2). Employees perceived Department/Unit Diversity Culture as significantly more favorable (mean = 4.00) than their Sense of Belonging (mean = 3.67,  $d = .38^3$ ) and Department/Unit Culture (mean = 3.52,  $d = .49$ ).

When examining the three factors by gender, men, on average had significantly higher perceptions of their Department/Unit's Culture (mean = 3.67) and Department/Unit's Diversity Culture (mean = 4.07) compared to women (mean = 3.48,  $d = .54$  and 3.99,  $d = .10$  respectively). Although T/NB/GNC<sup>4</sup> respondents did not significantly differ compared to men and women in their average Department/Unit's Culture, they did have significantly lower perceptions of their Department/Unit's Diversity Culture (mean = 3.75,  $d = .29$  (men) and .21 (women))<sup>5</sup>. Respondents did not significantly differ by gender in their Sense of Belonging.

On average, respondents did not significantly differ by their racial/ethnic minoritized status in their perceptions of Department/Unit Culture or Sense of Belonging; however, non-minoritized respondents had significantly higher perceptions of their Department/Unit's Diversity Culture (mean = 4.05) compared to respondents with a minoritized race/ethnicity (mean = 3.90,  $d = .19$ )<sup>6</sup>.

When examining the culture factors by employee type, state classified respondents had significantly lower perceptions of their Department/Unit's Culture (mean = 3.37) compared to faculty's (mean = 3.58,  $d = .21$ ) and administrative professionals' perceptions (mean = 3.58,  $d = .23$ ). When examining Department/Unit Diversity Culture, administrative professional respondents had significantly higher average perceptions (mean = 4.07)

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<sup>3</sup> For a statistically significant result, an effect size, reported as Cohen's  $d$ , is included. An effect size is a standardized measure that describes the magnitude of the difference between the two group means. This allows for a practical interpretation for understanding to what extent the two groups differ. Although there is no objective rule, Cohen (1988) suggests the following guide for interpreting an effect size: small = .20, moderate = .50, large = .80.

<sup>4</sup> Transgender/non-binary/gender non-conforming (T/NB/GNC) respondents include the following gender selections: two spirit, agender, gender queer/non-binary/non-conforming, transman/masculine, transwoman/feminine, and multiple genders selections.

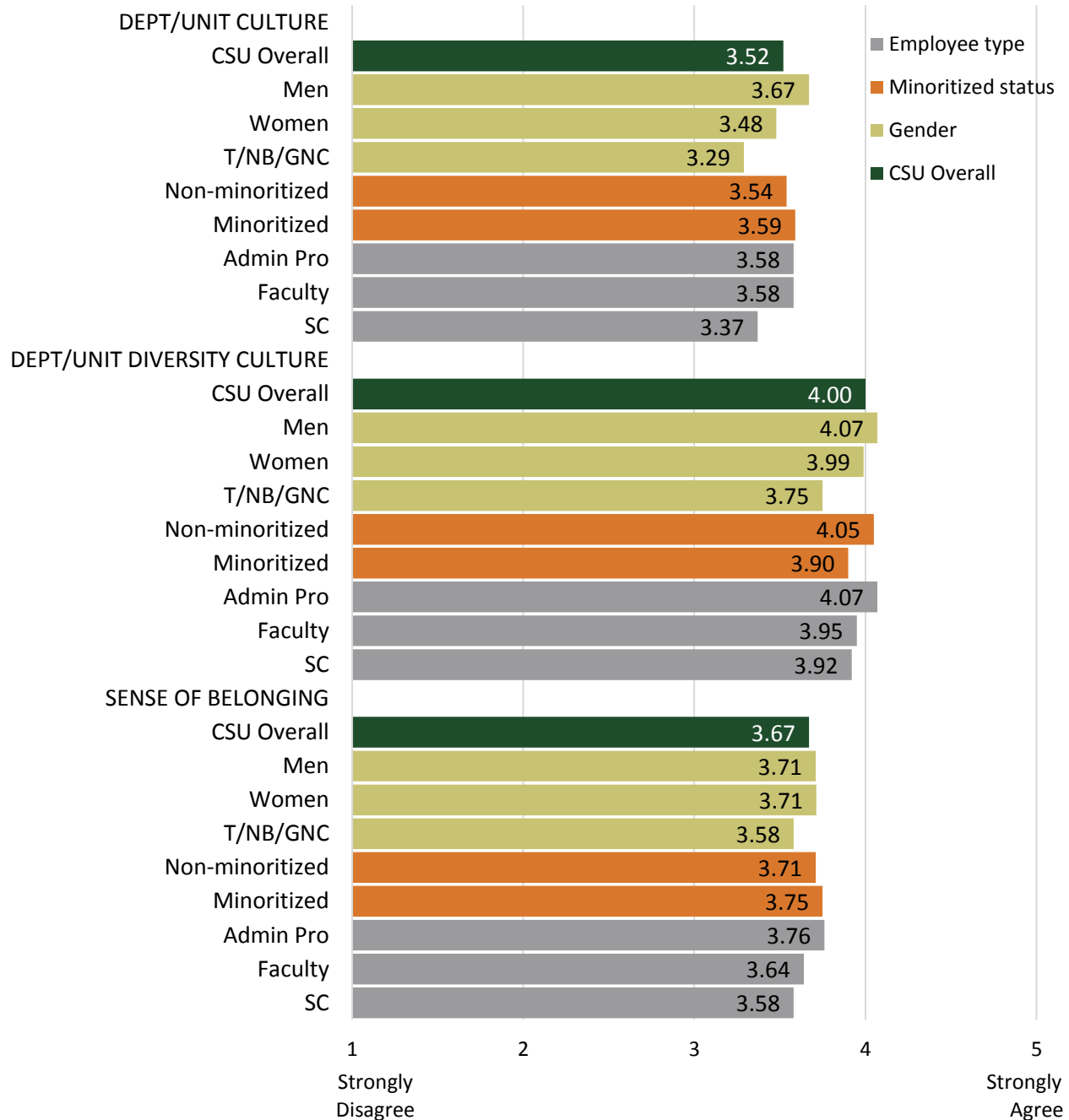
<sup>5</sup> 65 respondents selected their gender identity as T/NB/GNC compared to 2,131 women and 1,294 men. This small size makes extrapolating significant findings difficult.

<sup>6</sup> Minoritized status includes all race/ethnicities except White (see Figure 17 for respondents' race/ethnicity).



compared to both faculty (mean = 3.95,  $d = .15$ ) and state classified respondents (mean = 3.92,  $d = .19$ ). Moreover, administrative professional respondents had significantly higher responses to Sense of Belonging on average (mean = 3.76) compared to faculty (mean = 3.64,  $d = .12$ ) and state classified respondents (mean = 3.58,  $d = .19$ ).

**Figure 2: Average perceptions of culture by employee characteristics**



In addition to the previously mentioned differences by employee characteristics, additional highlights emerged when examining individual items related to culture.

- Overall, 71% of respondents agreed they had a strong sense of belonging to their department/office, while two-thirds (62%) agreed they had a strong sense of belonging to CSU and only 55% to their division/college.
- Although over three-fourths of respondents agreed their department understands the value of diversity (79%) and their division/college and department/unit promotes respect for cultural differences (76%), only 59% of respondents agreed that their department/unit treats all employees equitably.
- The vast majority (92%) of respondents agreed they had a performance review in the past year. Over three-fourths (77%) of respondents indicated they agreed their unit/department provides opportunities for professional development opportunities and 73% agreed their department supports a healthy work/life balance. However, these perceptions may vary by employee type.
  - State classified respondents answered less favorably to these three items compared to administrative professionals and faculty, while faculty answered less favorably to these three items compared to administrative professionals.
- State classified respondents had lower perceptions regarding communication. They responded less favorably to the items “My division/college is open and transparent in communication” and “I would be able to do my job more effectively if I received more information from my department/office” compared to administrative professionals and faculty.
- Women, state classified respondents, and respondents of a minoritized race/ethnicity agreed more that they feared negative consequences if they were to raise an issue of unfair treatment compared to men, faculty, administrative professionals, and non-minoritized respondents respectively.
- Men, non-minoritized, and administrative professional respondents perceived both their division/college and department/unit promoted respect for cultural respect more so than women, state classified, faculty, and respondents of a minoritized race/ethnicity.

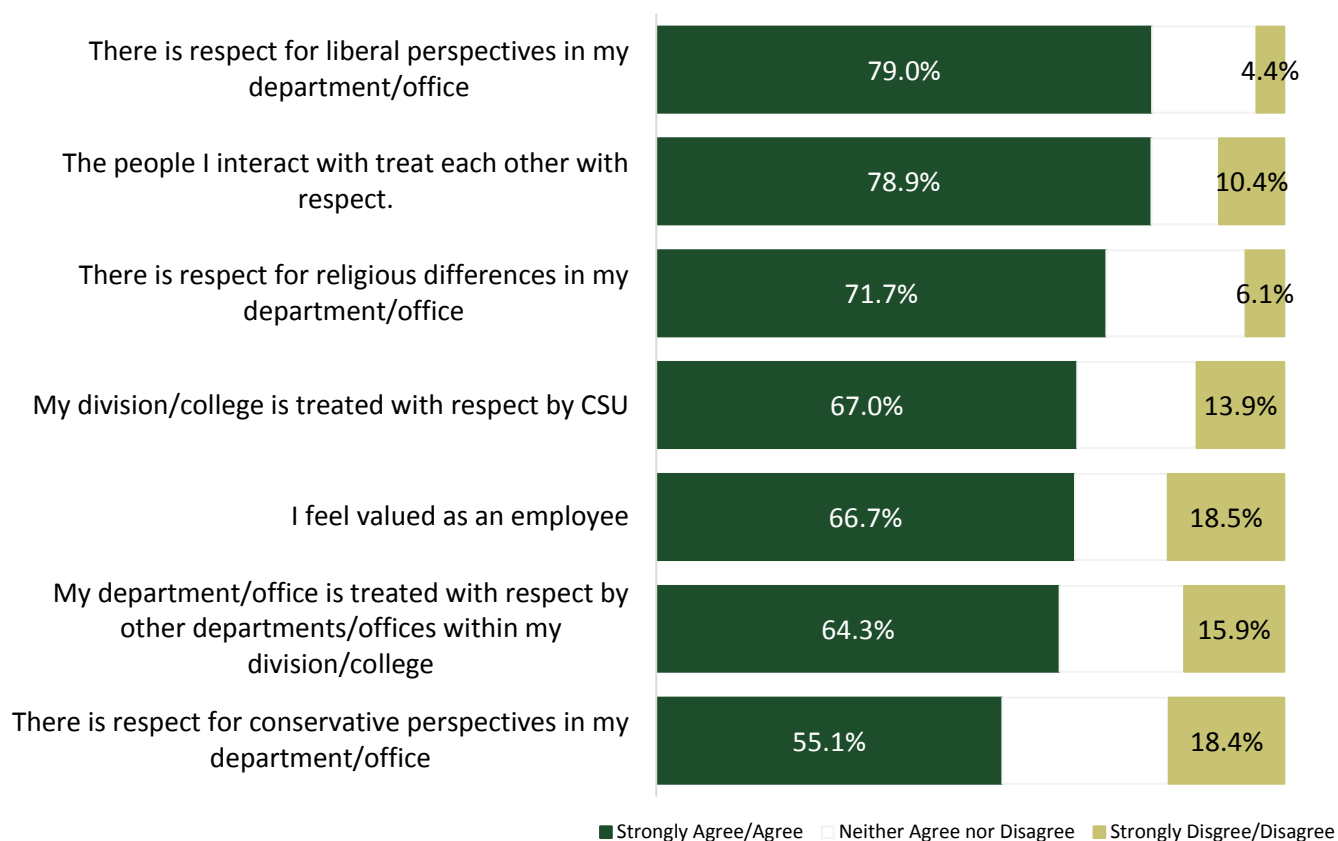
## Respect

Respondents were asked six Likert items about respect. Questions included items specific to their department/unit and division/college and half the questions related to respect for differences and perspectives. Respect items were examined as individual items since they were not similar enough to constitute a factor.

The majority of respondents (79%) agreed the people with whom they interact treat each other with respect (see Figure 3) and over two-thirds of employees strongly agreed or agreed they feel valued as an employee (67%). These items had less favorable responses from state classified respondents compared to administrative professional and faculty respondents.

Respondents had the lowest agreement to the item “There is respect for conservative perspectives in my department/office.” This is 24 percentage points (PP) lower than respondents’ agreement for whether there is respect for liberal perspectives (79% agreement) and 17 PPs lower than respondents’ agreement for respect for religious differences (72%).

**Figure 3: Respondent agreement to items related to respect**



## Favoritism

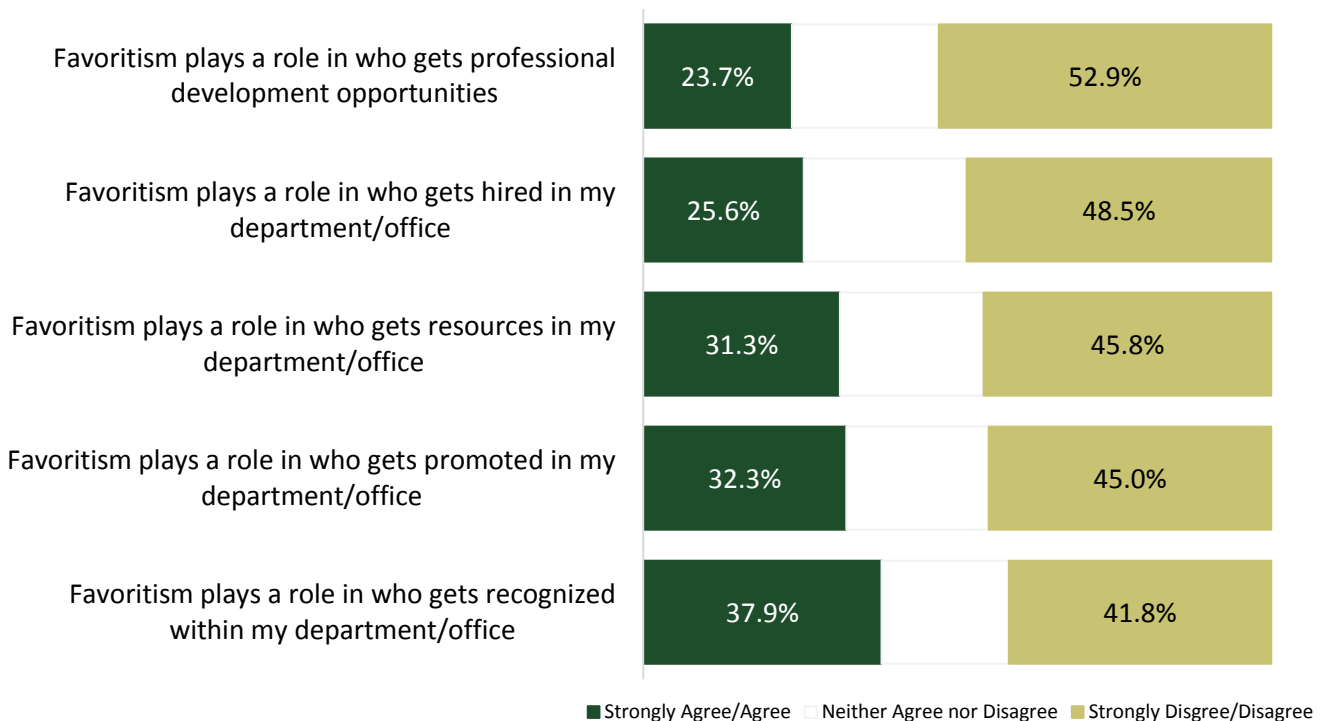
Respondents were asked five Likert items about their employment culture. Most questions were related to favoritism in their department/unit with one additional item related to favoritism on professional development opportunities. These five items grouped together to form an overall Favoritism factor.

Overall, the majority of respondents did not agree there was favoritism occurring in their department/units (see Figure 4). Among the various types of favoritism, the highest agreement (38%) was for the item “Favoritism plays a role in who gets recognized within my department/unit” and the lowest (24% agreement) to favoritism in who gets professional development opportunities and who gets hired (26% agreement).

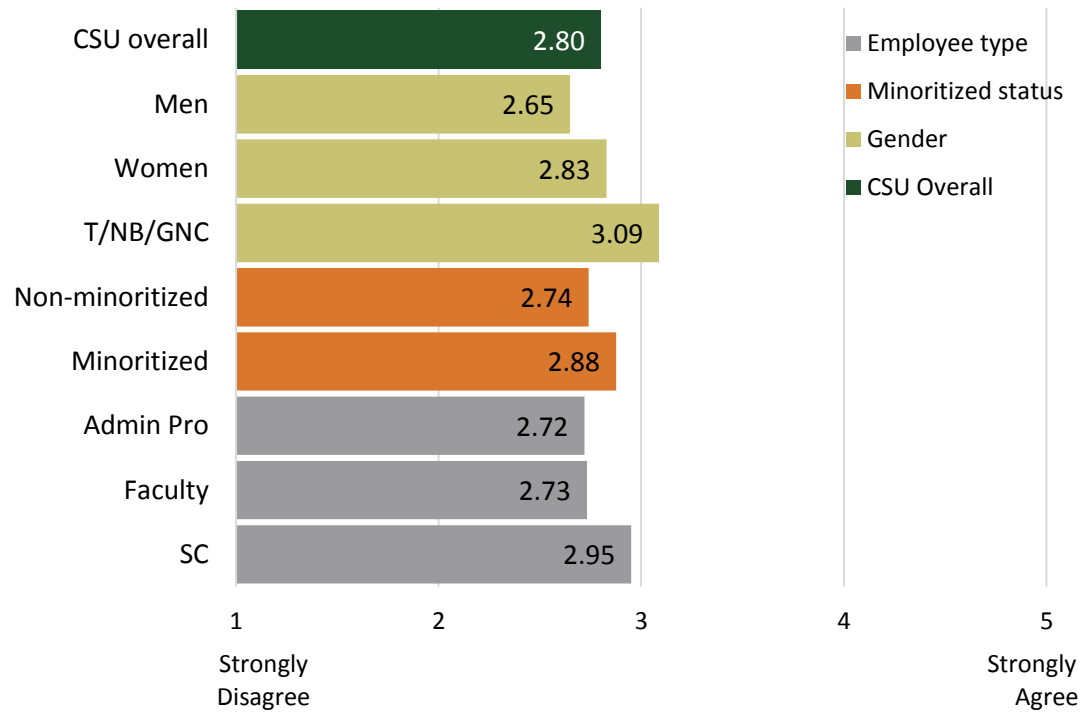
Despite the lower agreement to the items, there were significant findings when examining the Favoritism factor by employee characteristics. Men (mean = 2.65), non-minoritized (mean = 2.74), administrative professional (mean = 2.72), and faculty (mean = 2.73) respondents perceived significantly lower Favoritism compared to women (mean 2.83,  $d = .16$ ), respondents of a minoritized race/ethnicity (mean = 2.88,  $d = .12$ ), and state classified respondents (mean = 2.95,  $d = .19-.20$ ).

When looking at specific items, women had a lower agreement compared to men that favoritism plays a role in who gets recognized and promoted. State classified respondents perceived more favoritism compared to faculty and administrative professional respondents related to who gets promoted and who gets professional development opportunities

**Figure 4: Respondent agreement to items related to favoritism**



**Figure 5: Average perceptions of Favoritism by employee characteristics**



## Leadership and Accountability

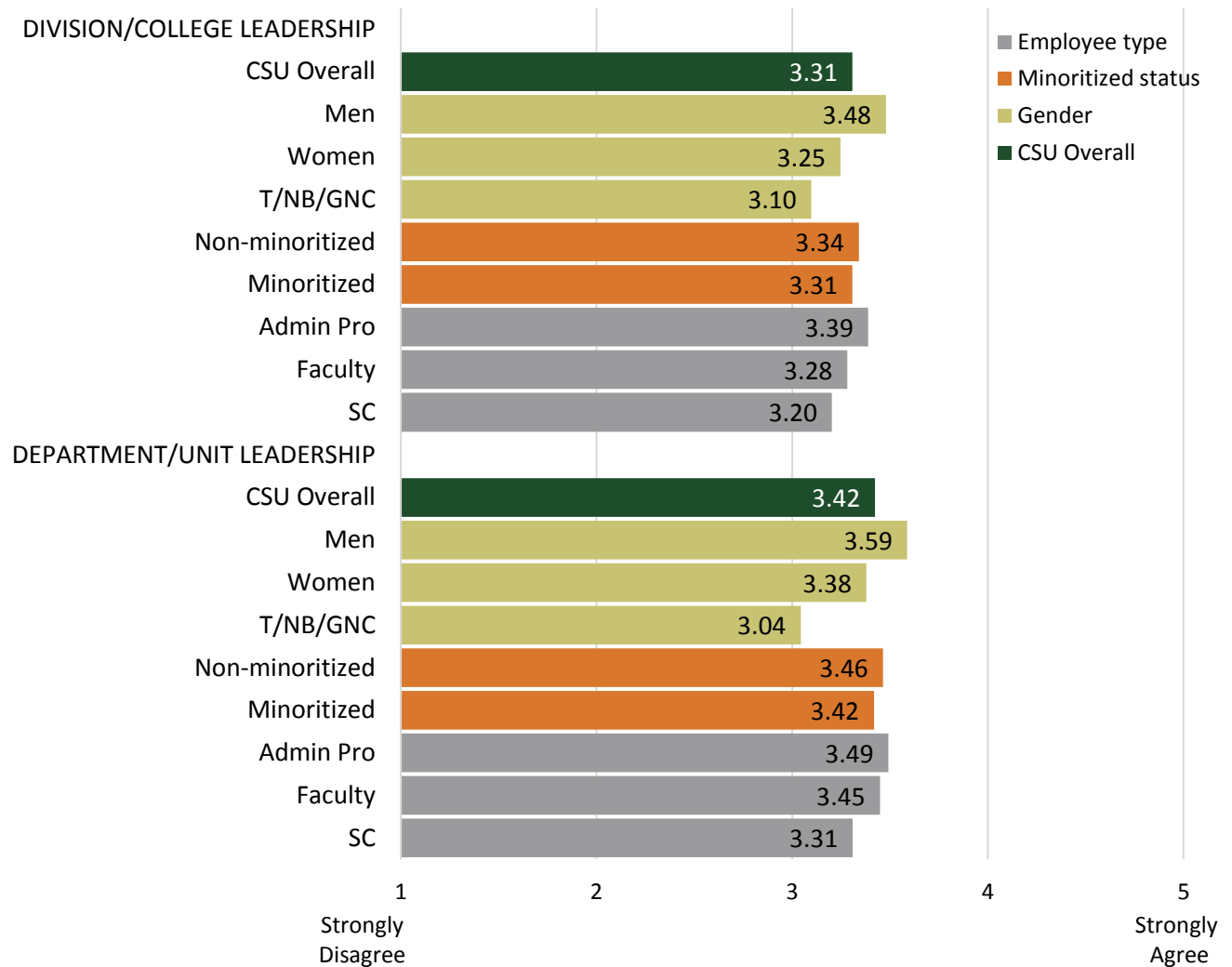
The survey included six Likert items about employee perceptions of accountability as it related to their division/college's leadership and department/office's leadership. Items included whether leadership addresses inappropriate behavior, holds employees accountable for inappropriate behavior, issues of inequity, and poor performance. Additionally items asked whether leadership acts ethically and honestly and holds employees to the same standards. These twelve items (six on division/college and six on department/office) created two factors by area: Division/College Leadership and Department/Unit Leadership.

Respondents perceived their Department/Unit's Leadership and Accountability more favorably (mean = 3.42) than their College/Division (mean = 3.31,  $d = .11$ , see Figure 6). Ratings for the individual items comprising this factor were slightly more favorable when looking at Department/Unit compared to the items in the College/Division factor. For example, three-fourths of respondents agreed that their department/office leadership acts ethically and honestly in the workplace compared to 69% of respondents feeling this way about their college/division. Respondents agreed less that division/college leadership held employees accountable for poor performance (42%) and held all employees to the same standards (46%) compared to department/unit leadership (51% and 51% respectively).

When examining the leadership factors by employee characteristics (see Figure 6), there were no significant differences by minoritized status for either factor; however, there were significant differences by gender and employee type. Men had significantly higher perceptions of Department/Unit Leadership and Accountability and Division/College Leadership and Accountability (means = 3.59 and 3.48 respectively) than women (means = 3.38,  $d = .21$  and 3.25,  $d = .24$  respectively) and T/NG/GNC (means = 3.04,  $d = .49$  and 3.10,  $d = .39$  respectively). When looking at individual items, men had more favorable perceptions than women and T/NB/GNC about their leadership (both Department/Unit and Division/College) addressing inappropriate behavior and holding employees accountable for inappropriate behavior.

State classified respondents had significantly lower perceptions of Department/Unit Leadership and Accountability (mean = 3.31) compared to administrative professionals (mean = 3.49,  $d = .17$ ) and faculty (mean = 3.45,  $d = .13$ ) and significantly lower perceptions of College/Division Leadership and Accountability (mean = 3.20) compared to administrative professionals (mean = 3.39,  $d = .19$ ). When looking at individual items of the factor, state classified respondents perceived division/college leadership and department/office leadership as acting less ethically in the workplace compared to faculty and administrative professional respondents.

**Figure 6: Average perceptions for Leadership and Accountability by employee characteristics**



## Misconduct

Respondents were asked via checkbox (i.e., mark all that apply) whether six areas of misconduct (sexual harassment, sexual misconduct, bullying, bias, physical assaults, and verbal assaults) were problematic at CSU, in their division/college, or in their department/office. Additionally, an item was asked for each type of misconduct about whether they avoid people at CSU because they fear that type of misconduct.

Overall, the most frequent misconduct reported as problematic was bias (see Figure 7). A fifth of respondents avoid someone at CSU because of bias. Twenty-eight percent of respondents perceived bias as a problem at CSU, while 23% and 24% perceived bias as a problem in their own division/colleges and department/units. When looking at bias by employee characteristics, over half (52%) of the respondents who identified as T/NB/GNC indicated bias was problematic at CSU. Additionally, 40% of respondents with a minoritized race/ethnicity indicated bias was problematic at CSU compared to 26% of non-minoritized respondents (14 PP difference). Further, faculty reported bias as more problematic (26%) compared to state classified (23%) and administrative professional (22%) respondents (see Figure 8).

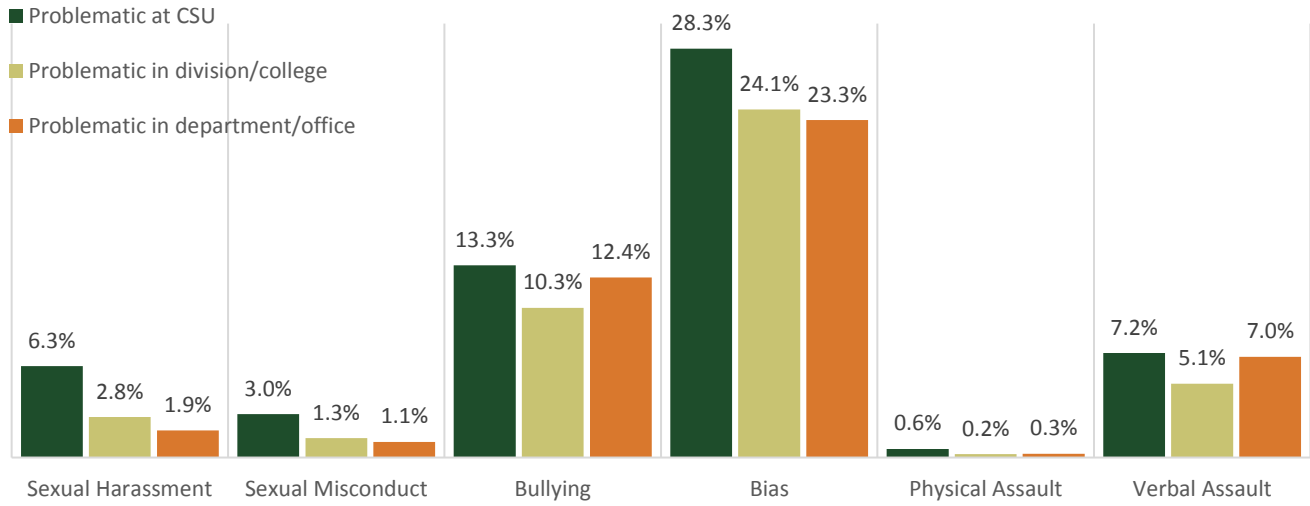
Overall, less than 1 in 10 respondents indicated sexual harassment, sexual misconduct, or verbal assault was problematic among employees at CSU or in their division/college or department/office. Two and one half percent of respondents indicated they avoid people at CSU because they fear sexual harassment and 1% of people indicate they avoid people because they fear sexual misconduct (see Figure 8). Faculty perceived sexual harassment (4%) as problematic in their department/office more often than administrative professional (1.1%) and state classified respondents (1.2%).

Bullying was viewed as problematic within CSU and within department/office and division/college by at least 1 in 10 respondents and 17% of respondents avoid someone at CSU because of bullying. Fourteen percent of women indicated bullying was problematic in their department/unit, which was 5 PP higher than what men indicated (9%).

Although .3% indicated physical assault was problematic in their department/office, 7% indicated verbal assault was problematic among employees at CSU and in their department/office; however, 11% indicated they avoided someone because they fear verbal assaults. Ten percent of state classified respondents indicated verbal assault was problematic in their department/office compared to 6% of administrative professionals and 7% of faculty. Respondents of a minoritized race/ethnicity indicated verbal assaults were problematic in their department/office (9%) compared to non-minoritized respondents (6.5%).

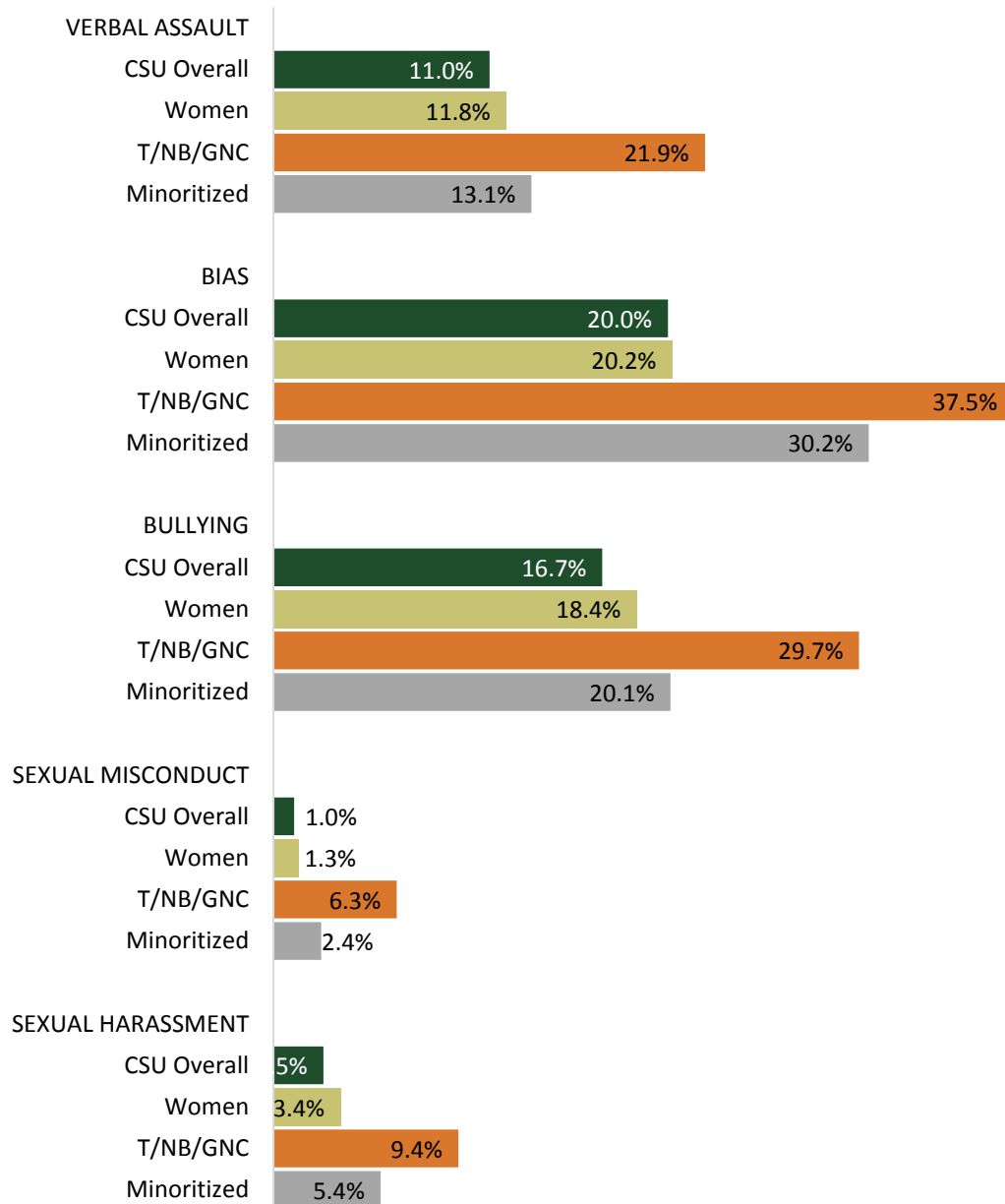


**Figure 7: Percentage of respondents who indicated misconduct at CSU or in their department/office**



**Figure 8: Percentage of respondents who indicated they would avoid people because of misconduct**

There are people at CSU I avoid because I fear:

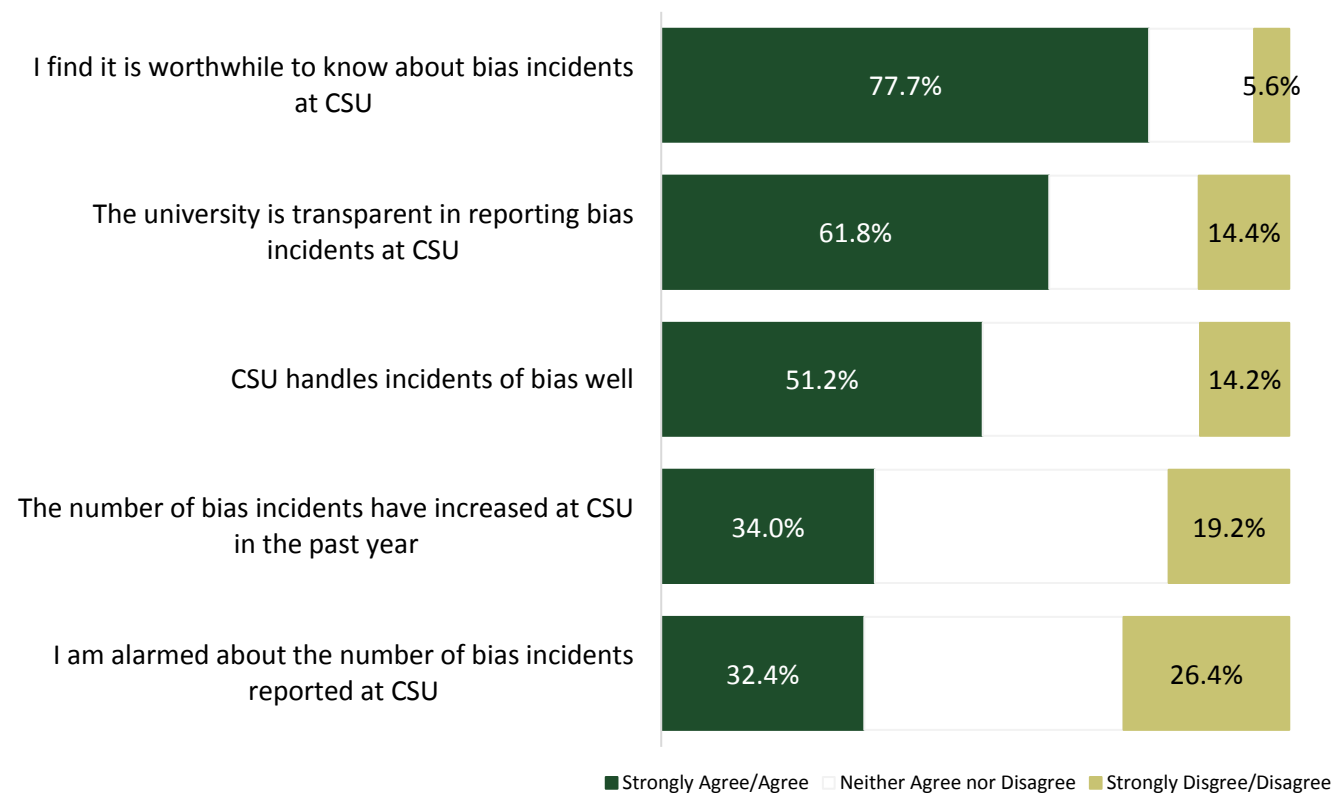


## Bias Incidents

Respondents were asked six Likert items regarding their perception of bias incidents at CSU. The majority of respondents (78%) agreed that it was worthwhile to know about bias incidents. Sixty-two percent of respondents agreed the university was transparent in reporting bias incidents and 51% of respondents agreed CSU handled bias incidents well. About one-third of respondents agreed the number of bias incidents had increased at CSU in the past year (34%) and were alarmed about the number of bias incidents reported (32%) (see Figure 9).

Overall, women had higher agreement to all items related to bias incidents compared to men. When examining minoritized status, respondents of a minoritized race/ethnicity had higher agreement that the number of bias incidents increased at CSU in the past year compared to non-minoritized respondents, but had higher disagreement that CSU handles incidents of bias well compared to non-minoritized respondents. State classified respondents were the least likely to agree that it is worthwhile to know about bias incidents at CSU, but disagreed the most to the item “CSU handles incidents of bias well.”

**Figure 9: Percentage of respondent agreement to items related to perceptions of bias incidents**

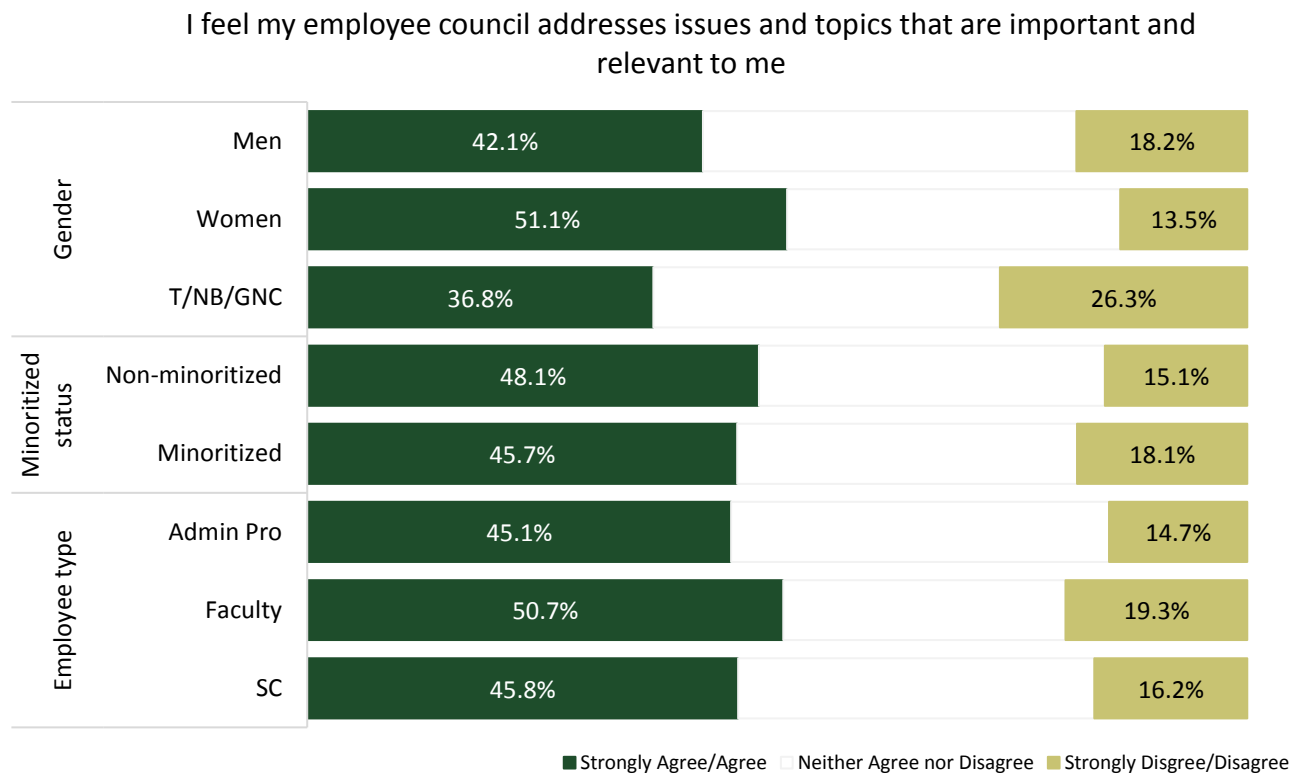


## Employee Councils

When asked whether employees were aware of employee councils (yes/no), the majority of respondents (82%) indicated they were aware of employee councils. When examining if one group knew about employee councils more than another, 86% of non-minoritized respondents knew of employee councils compared to 74% of respondents of a minoritized race/ethnicity.

Respondents who answered they were aware of employee councils were asked two follow-up Likert questions. Almost half of respondents (47%) agreed the councils address issues and topics important to them (see Figure 10). Women had higher agreement than men when asked if the councils address relevant issues and topics and involvement in shared governance was pertinent to success of CSU. Additionally, 71% of respondents agreed the councils' participation in shared governance is pertinent to the success of CSU. Faculty in particular had higher agreement to this item compared to administrative professional and state classified respondents.

**Figure 10: Respondent agreement to whether employee councils address issues and topics that are important and relevant**



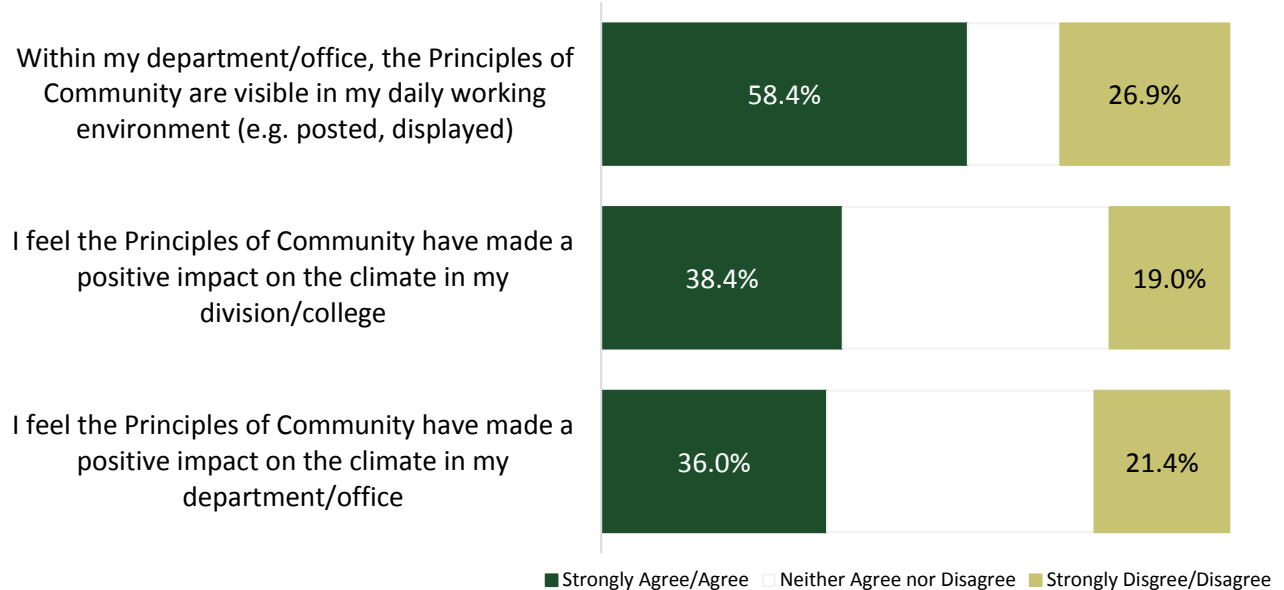
Note: includes only those respondents who were aware of employee councils.

## Principles of Community

Respondents were asked three Likert items about the Principles of Community. Over three fourths (77%) of respondents agreed they were familiar with the Principles of Community and 58% agreed the Principles of Community were visible in their daily working environment. Over one-third of respondents indicated the Principles of Community made a positive impact on their climate in their department/office (36%) and their division/college (38%; see Figure 11).

Women respondents agreed more than men that they were familiar with the Principles of Community and that the Principles of Community are posted in their daily working environment. Administrative professional respondents had higher agreement to all four items related to the Principles of Community compared to faculty and state classified respondents.

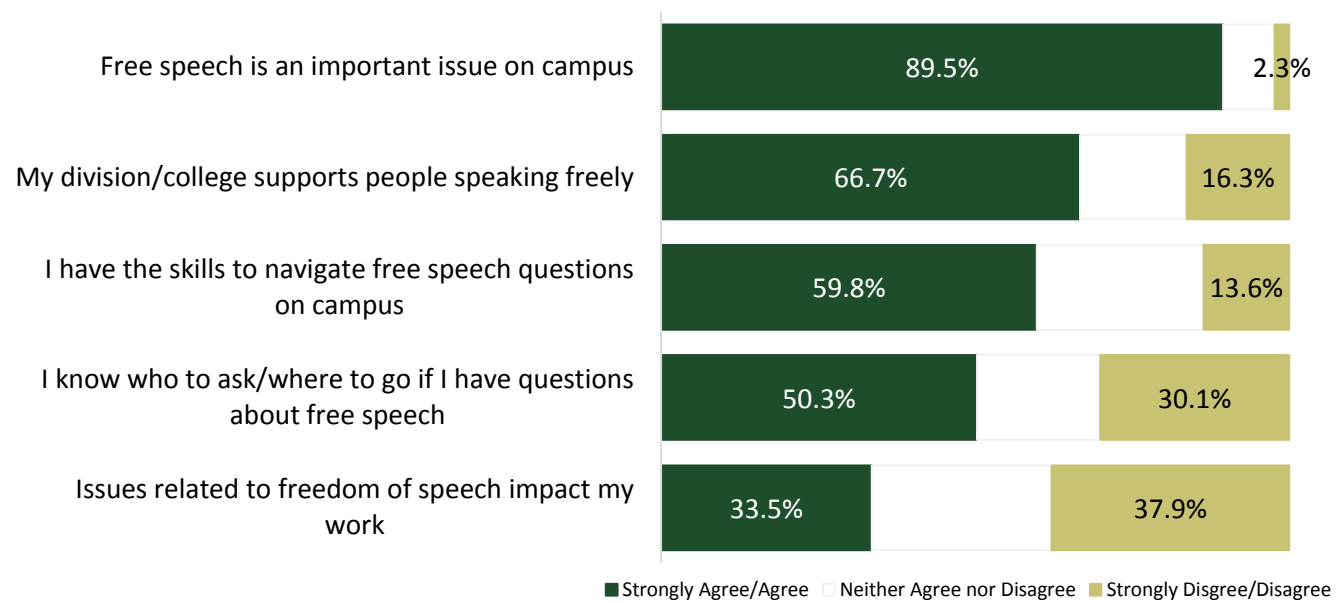
**Figure 11: Respondent agreement to items related to the [Principles of Community](#)**



## Freedom of Speech

Respondents were asked five Likert items about Freedom of Speech. Over ninety percent of respondents agreed free speech was an important issue on campus, but only 60% agreed they knew how to navigate free speech questions on campus (see Figure 12). Two-thirds of respondents agreed that their division/college supports people speaking freely. Men agreed to this item more than women and also had higher agreement compared to women to the item “I have the skills to navigate free speech questions on campus.” About one-third of respondents agreed issues surrounding free speech impact their work. Faculty and women in particular agreed to this item more so than men, state classified, and administrative professional respondents.

**Figure 12: Respondent agreement to items related to freedom of speech**



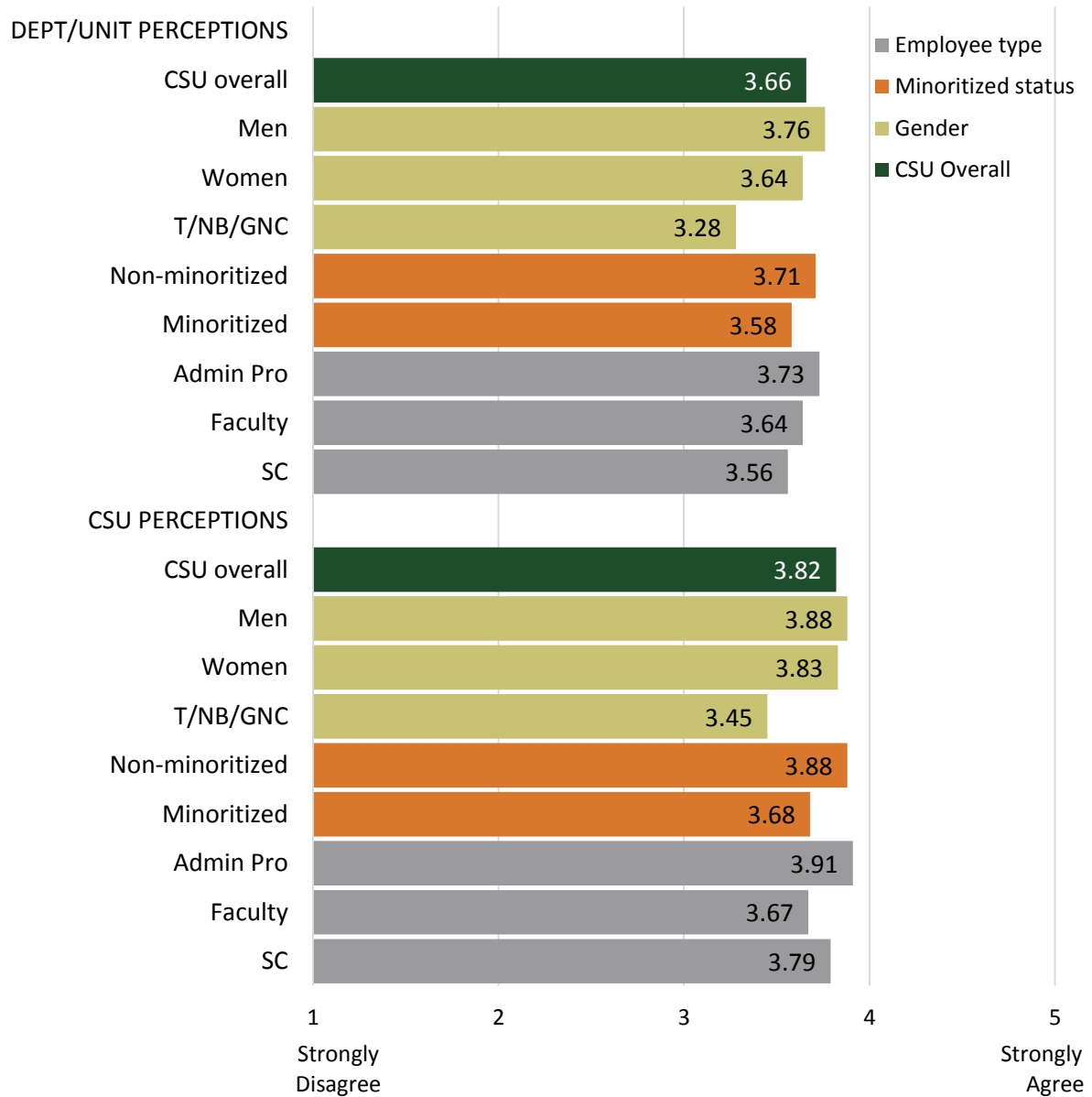
## Perceptions of CSU and Department/Unit

Respondents were asked eight Likert items about their CSU perceptions and the same eight Likert items for department/unit perceptions. Two factors emerged for campus perceptions: CSU Perceptions and Department/Unit Perceptions. Respondents had more favorable perceptions of CSU (mean = 3.82) compared to Department/Unit Perceptions (mean = 3.66,  $d = .24$ ).

Campus perceptions varied by employee characteristics (see Figure 13). Although men and women did not significantly differ in their CSU Perceptions, men (mean = 3.76) had significantly higher Department/Unit Perceptions compared to women (mean = 3.64,  $d = .14$ ). Men and women had significantly higher CSU and Department/Unit Perceptions compared to T/NB/GNC (means = 3.45 ( $d = .51$  (men) and  $.45$  (women)) and 3.28 ( $d = .49$  (men);  $d = .36$  (women)) respectively). Further, non-minoritized respondents had significantly higher CSU and Department/Unit perceptions (means = 3.88 and 3.71 respectively) compared to respondents from a minoritized race/ethnicity (means = 3.68,  $d = .26$  and 3.58,  $d = .14$  respectively).

When examining perceptions by employee type, administrative professional respondents had significantly higher perceptions of both CSU and Department/Unit Perceptions (means = 3.91 and 3.73 respectively) compared to faculty (means = 3.67,  $d = .33$  and 3.64,  $d = .11$ ) and state classified (means = 3.79,  $d = .17$  and 3.56,  $d = .20$  respectively). Faculty had significantly lower CSU perceptions (mean = 3.67) compared to state classified respondents (mean = 3.79,  $d = .15$ ), but did not significantly differ when examining Department/Unit Perceptions.

**Figure 13: Averages for perceptions for CSU and Department/Unit Perceptions by employee characteristics**

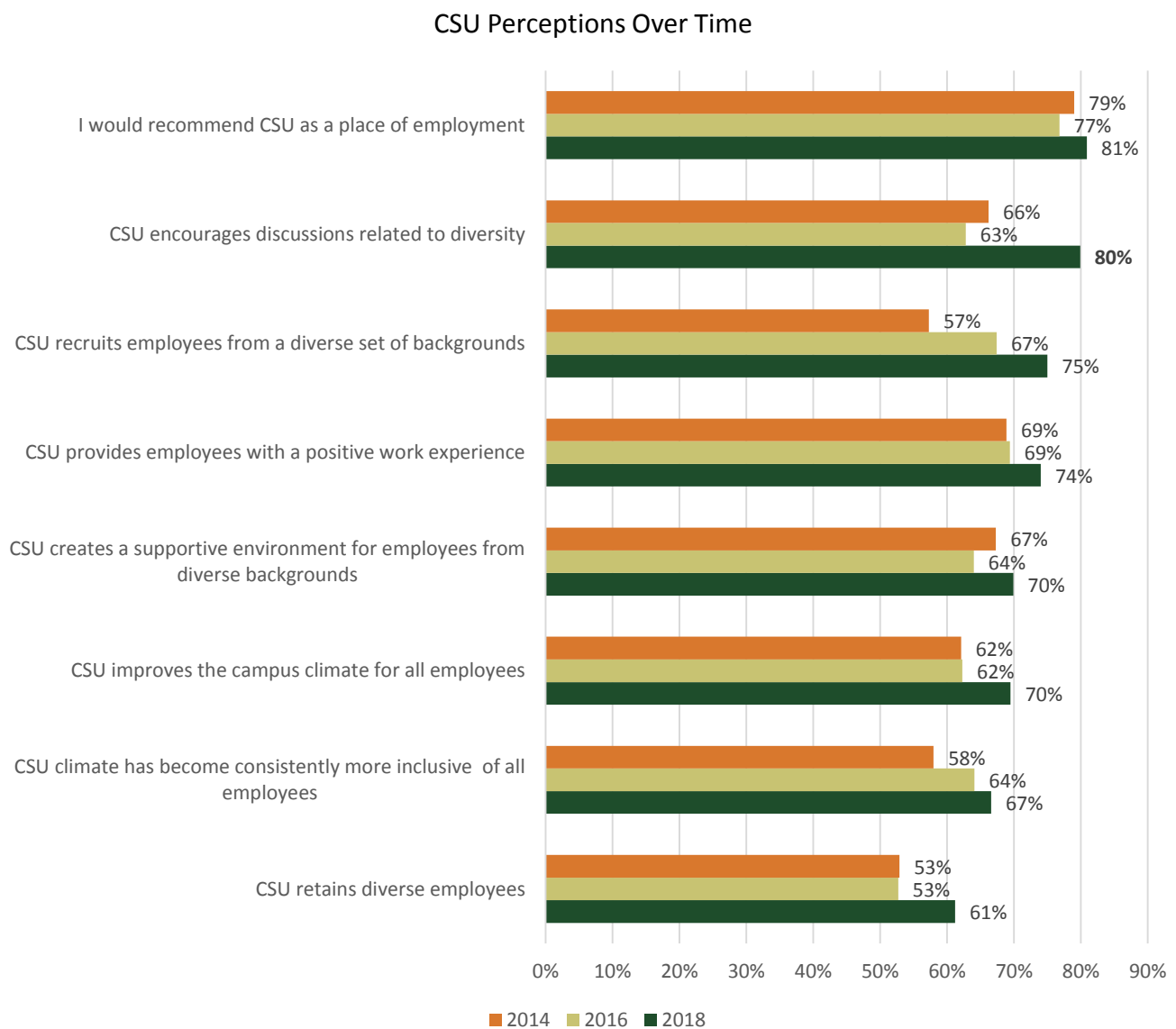




## CSU Perceptions over Time

Campus perception items are asked in each survey administration to allow for comparison over time. Overall, respondents had a significantly higher mean score for CSU perceptions (3.78) compared to 2016 (mean=3.66;  $d=.17$ ). Respondents had more favorable perceptions to every item compared to 2016 or 2014 (see Figure 14). Specifically, respondents had a 17 PP increase from 2016 in their agreement with the question “CSU encourages discussions related to diversity.” The smallest percentage point increase from 2016 was for “CSU climate has become consistently more inclusive of all employees,” which only had a 2.5 PP increase.

**Figure 14: Agreement CSU perceptions by employee characteristics**

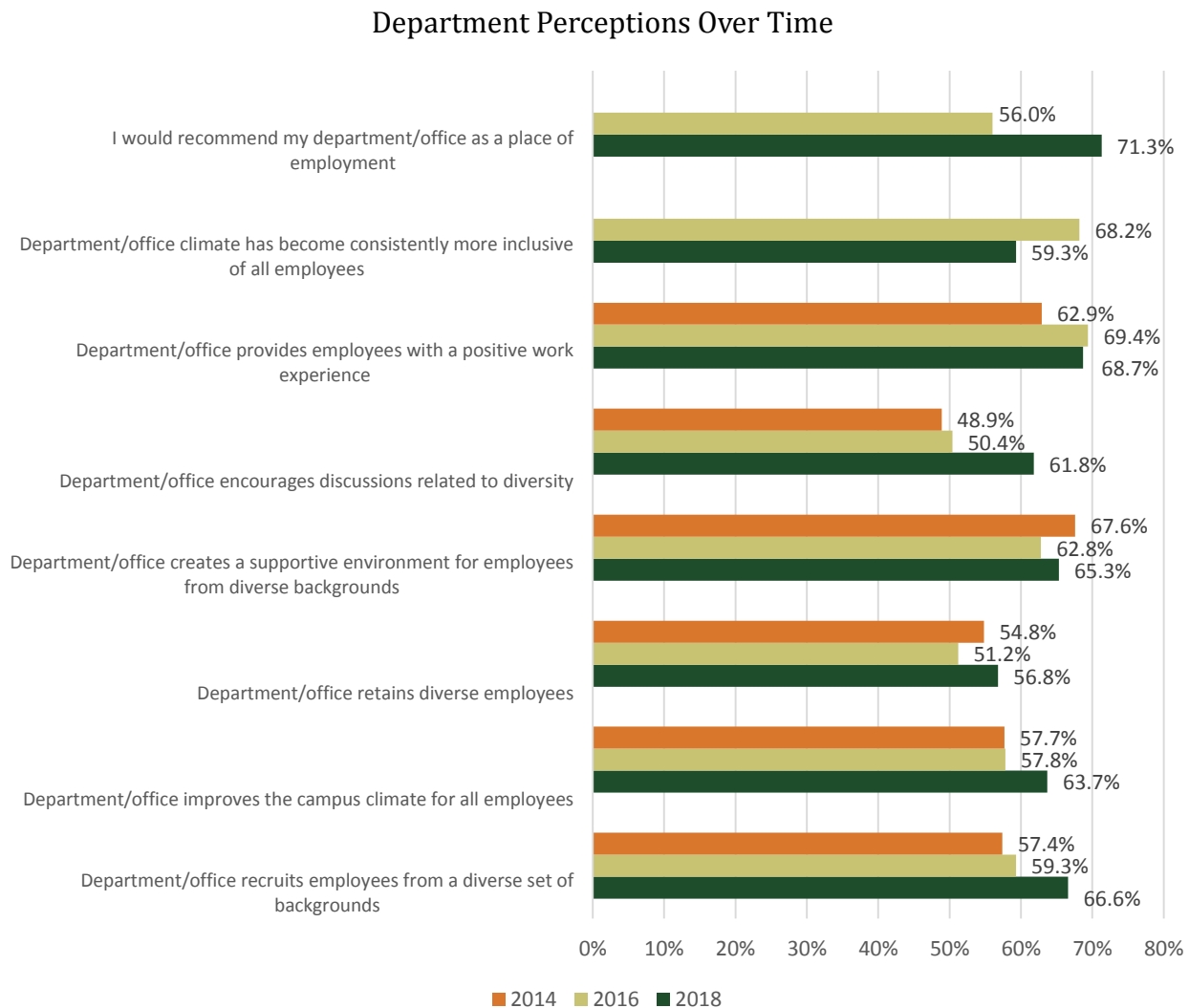


## Department/Unit Perceptions over Time

Overall, respondents had a significantly higher mean score for department perceptions (mean = 3.63) compared to 2016 (mean = 3.51;  $d = .14$ ) and more favorable perceptions compared to 2016 for six of the eight items (see Figure 15). Compared to 2016, the percent of respondents who would recommend their department/office as a place of employment increased 15.3 PP, increasing from 56% agree to 71%. Despite this increase, significantly fewer respondents would recommend their department as a place of employment compared to the university overall (71% versus 81%, see also Figure 14).

Respondents also responded much more favorably in 2018 compared to 2016 to the item “Department/office encourages discussions related to diversity” (11.4 PP increase); however, this was still 18.1 PP lower than perceptions of whether CSU encourages discussions. The most notable drop from 2016 to 2018 (8.9 PP) was for the item “Department/office climate has become consistently more inclusive of all employees, which was also the smallest PP increase when examining the parallel item for CSU perceptions.

**Figure 15: Agreement for department/unit perceptions by employee characteristics**



## Discriminatory Attitudes

Respondents were asked to select what discriminatory attitudes, if any, were present in their department/office. The primary areas in an office that respondents indicated discriminatory attitudes existed included their job title (31%), employment classification (29%), political affiliation (20%), age (19%), and gender (17%). Less than 10% of respondents selected all other discriminatory attitudes. Top write-in answers included nepotism/favoritism, education background, reverse discrimination, employment duration, and research/grant money.

## Work Stressors

Respondents were asked to select their top three work-related stressors. Nearly half of respondents indicated a low salary as one of their top stressors (47%). The other top stressors were workload (33%), work/life balance (29%), lack of growth/promotion (29%), office/department climate (21%), email overload (18%), and lack of budget/funding/resources (17%). Common write-in answers included parking and transportation, bureaucracy, and leadership.

## Care Challenges

Fourteen percent of respondents utilized care services. Among those respondents, the top three challenges reported were cost of care services (72%), scheduling care services to match work schedules (40%), and finding care services (32%). Additionally, more than one-quarter of the respondents who utilized care services indicated challenges surrounding transportation to and from care services (29%), finding care for a sick/child (29%), and finding summer care services (29%).

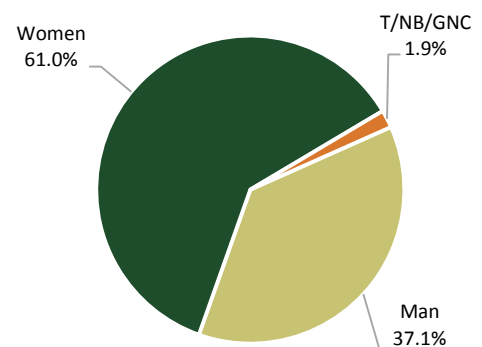
## Demographics

### Gender

Among those respondents who identified their gender (14% of all respondents did not), 61% of respondents were women and 37% were men, while two percent (n = 65) were transgender/non-binary/gender non-conforming (T/NB/GNC). Similar to previous employee climate surveys, women were overrepresented and men underrepresented compared to their fiscal year 2019 representation at CSU (women: 52%, men 48%) (see Figure 16).

T/NB/GNC respondents include the following gender selections: two spirit, agender, gender queer/non-binary/non-conforming, transman/masculine, transwoman/feminine, and multiple genders selections. Frequencies for a selection categorized as T/NB/GNC and more detailed gender analyses will be available in the [intersectionality report](#).

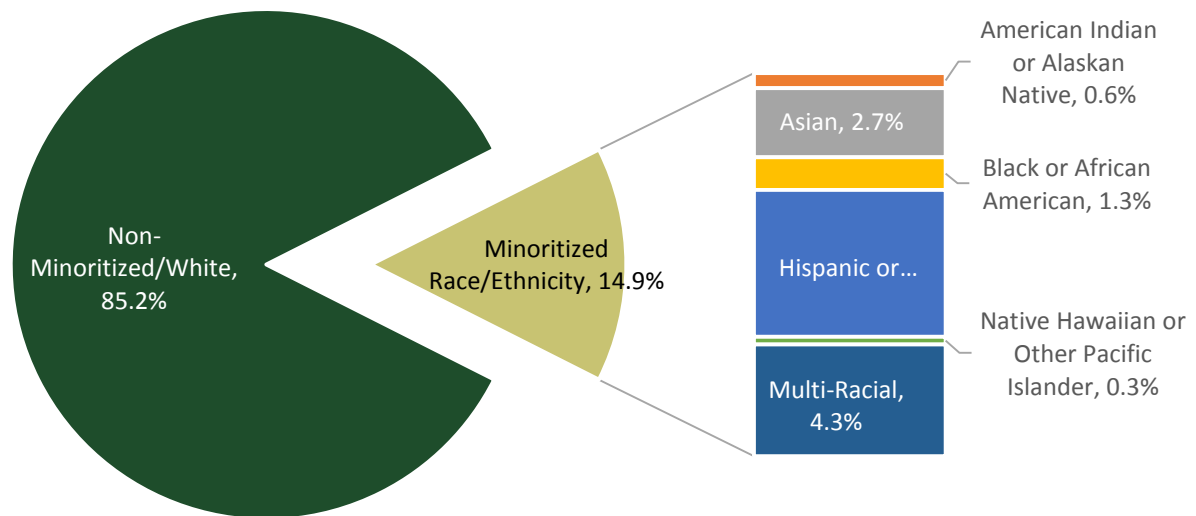
Figure 16: Gender



## Minoritized Race/Ethnicity

Among those respondents who identified their race/ethnicity (17% of all respondents did not specify their race/ethnicity), 15% were of a minoritized race/ethnicity (see Figure 17). This is comparable to the representation of the overall employee population (14%). Hispanic or LatinX (5.7%) and multi-racial respondents (4.3%) were the second and third most reported race/ethnicities after White (85.2%). More detailed race/ethnicity analyses will be available in the [intersectionality report](#).

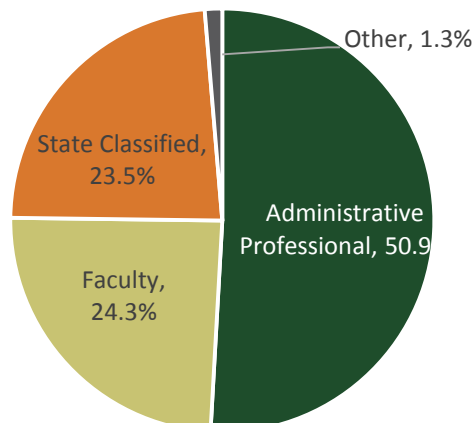
**Figure 17: Race/Ethnicity**



## Employee Type

Among those respondents who identified their employment type (13% of all respondents did not), half (51%) were administrative professionals (including research associates) and roughly a quarter were state classified (24%) and faculty (24%) (see Figure 18). This is comparable to the representation for CSU's current employee types. About 1% of respondents had another employee category, which included non-student hourly, postdoctoral researchers, and fellowship employees.

**Figure 18: Employee Type**



## Division/College

The largest division among all respondents were from CVMBS (16%) and University Operations (11%), while other divisions/colleges represented less than seven percent of all respondents (see Table 3). For results broken out by division/college, see the [division/college level reports](#).

**Table 3: Respondent counts by division/college**

Division/College	#	%
Agricultural Sciences	242	6.0
Business	90	2.2
Walter Scott, Jr. College of Engineering	168	4.1
Health and Human Sciences	248	6.1
Liberal Arts	267	6.6
Warner College of Natural Resources	200	4.9
CEMML	210	5.2
Natural Sciences	228	5.6
Veterinary Medicine and Biomedical Sciences	649	16.0
Engagement	160	3.9
Enrollment and Access	130	3.2
External Relations	48	1.2
Graduate School or International Programs	50	1.2
Information Technology & Libraries	112	2.8
Office of the President	101	2.5
Office of the Provost and Executive Vice President	51	1.3
Student Affairs-All other units	198	4.9
Student Affairs-Housing and Dining	147	3.6
Student Affairs-Health Network & Wellness Programs	138	3.4
Research	105	2.6
University Advancement	79	1.9
University Operations	437	10.8
Total	4,058	100%

## Division/College Descriptors

When asked what three words describe your division/college culture, the most common words chosen were “inclusive,” “supportive,” “friendly,” “collaborative,” and “diverse.” Of the top 20 most used words, only three words, “favoritism,” “overworked,” and “busy,” had negative or neutral connotation. The word cloud in Figure 19 visually displays some of the more frequent words chosen.

**Figure 19: Overall word cloud for the top three words to describe division/college culture**



## Open Ends & Focus Groups

Please visit the [2018 Employee Climate survey website](#) for a summary of the open end results and focus groups.

## Conclusion

These survey results provide an overall picture of CSU employee perceptions. On average, the results were positive and the majority of employees reported favorable perceptions and work experiences. However, these results vary some by employee characteristic. Generally, state classified and T/NB/GNC had less favorable responses to the survey and women and respondents of a minoritized race/ethnicity had less favorable responses to items in the survey that asked specifically about diversity and culture. It is important to examine these results at the individual division and/or college level to explore employee perceptions within one's own division/college. This report is intended to serve as a starting point for discussions on how the survey data, in conjunction with the larger assessment including open ends, focus groups, and open forum reports, can support the creation of an exceptional, equitable work environment for staff and faculty.

## Appendices

### Appendix A. Item Percentages

**Table A1 Department/Unit Culture**

My department or office...	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)
Supports a healthy work/life balance	3.5%	12.3%	11.8%	40.1%	32.3%	4,008 3.86
Understands the value of diversity	2.1%	6.9%	12.4%	40.4%	38.2%	3,956 4.06
Promotes a work environment where all employees feel included	6.8%	15.0%	13.5%	38.4%	26.3%	3,994 3.62
Treats all employees equitably	8.8%	18.6%	14.1%	34.4%	24.0%	3,946 3.46
Communicates the importance of valuing diversity	3.3%	8.8%	18.1%	36.8%	33.0%	3,950 3.87
Provides me with opportunities for professional development	4.1%	8.5%	10.5%	38.8%	38.2%	3,999 3.99
Promotes respect for cultural differences	1.9%	4.6%	17.4%	40.0%	36.1%	3,934 4.04
Is open and transparent in communication	9.6%	16.4%	16.7%	34.5%	22.8%	4,009 3.44
Values employee input in major department/office decisions	9.8%	16.0%	16.9%	33.0%	24.3%	3,952 3.46

**Table A2 Culture**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)
My division/college is open and transparent in communication	7.1%	15.7%	23.0%	39.8%	14.3%	3,931 3.39
My division/college promotes respect for cultural differences	2.0%	4.6%	17.3%	46.6%	29.5%	3,872 3.97
I had a performance review of my progress as an employee in the last year	2.1%	3.3%	3.0%	43.6%	48.1%	3,691 4.32
I was satisfied with the effort my supervisor puts into my performance reviews	5.6%	9.6%	12.0%	35.6%	37.3%	3,687 3.90
I fear negative job consequences if I were to raise an issue of unfair treatment	19.9%	34.5%	17.5%	15.7%	12.3%	3,925 2.66
I would be able to do my job more effectively if I received more information from my department/office	7.2%	23.6%	32.2%	25.5%	11.5%	3,910 3.10
I feel a strong sense of belonging to CSU	4.9%	11.9%	20.7%	38.3%	24.1%	4,012 3.65
I feel a strong sense of belonging to my division/college	5.9%	15.0%	23.7%	34.9%	20.5%	4,003 3.49
I feel a strong sense of belonging to my department/office	5.6%	9.4%	13.7%	34.3%	37.1%	4,007 3.88



**Table A3 Respect**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
My department/office is treated with respect by other departments/offices within my division/college	3.8%	12.1%	19.8%	45.1%	19.2%	3,673	3.64
My division/college is treated with respect by CSU	3.9%	10.1%	19.0%	46.9%	20.1%	3,656	3.69
The people I interact with treat each other with respect.	2.3%	8.1%	10.8%	49.7%	29.2%	3,999	3.95
There is respect for religious differences in my department/office	1.9%	4.2%	22.2%	43.9%	27.8%	3,459	3.91
There is respect for liberal perspectives in my department/office	1.4%	3.0%	16.6%	46.2%	32.7%	3,723	4.06
There is respect for conservative perspectives in my department/office	6.2%	12.2%	26.5%	38.8%	16.3%	3,600	3.47
I feel valued as an employee	7.0%	11.5%	14.8%	40.2%	26.5%	3,991	3.68

**Table A4 Favoritism**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
Favoritism plays a role in who gets recognized within my department/office	12.0%	29.8%	20.3%	22.4%	15.5%	3,711	3.00
Favoritism plays a role in who gets resources in my department/office	13.4%	32.4%	22.9%	18.6%	12.7%	3,670	2.85
Favoritism plays a role in who gets professional development opportunities	15.9%	37.0%	23.4%	14.2%	9.5%	3,665	2.64
Favoritism plays a role in who gets promoted in my department/office	14.8%	30.2%	22.7%	17.2%	15.1%	3,606	2.88
Favoritism plays a role in who gets hired in my department/office	15.4%	33.0%	26.0%	14.2%	11.3%	3,568	2.73

**Table A5 Leadership and Accountability**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
Division/college leadership adequately addresses inappropriate behavior	8.1%	14.8%	25.4%	37.7%	14.0%	2,953	3.35
Department/office leadership adequately addresses inappropriate behavior	7.6%	15.8%	18.5%	40.8%	17.4%	3,343	3.45
Division/college leadership holds employees accountable for inappropriate behavior	8.5%	14.6%	28.7%	35.0%	13.1%	2,849	3.30
Department/office leadership holds employees accountable for inappropriate behavior	7.7%	15.7%	21.2%	38.7%	16.7%	3,241	3.41
Division/college leadership holds employees accountable for poor performance in the workplace	9.2%	19.4%	29.9%	32.4%	9.1%	2,894	3.13
Department/office leadership holds employees accountable for poor performance in the workplace	8.9%	20.6%	19.9%	37.7%	12.8%	3,365	3.25
Division/college leadership acts ethically and honestly in the workplace	4.8%	6.7%	19.1%	44.7%	24.7%	3,369	3.78
Department/office leadership acts ethically and honestly in the workplace	4.7%	6.9%	13.3%	44.6%	30.6%	3,705	3.89
Division/college leadership addresses issues of inequity	7.7%	13.8%	28.2%	34.6%	15.7%	3,033	3.37
Department/office leadership addresses issues of inequity	6.8%	13.5%	23.9%	37.0%	18.8%	3,351	3.47
Division/college leaders hold all employees to the same standards	11.2%	18.5%	24.4%	31.1%	14.7%	3,130	3.20
Department/office leaders hold all employees to the same standards	12.1%	19.4%	17.4%	33.3%	17.8%	3,599	3.25

**Table A6 Misconduct**

Check whether or not the following statements are true based on the type of misconduct. (Select all that apply)	Sexual Harassment	Sexual Misconduct	Bullying	Bias	Physical Assault	Verbal Assault	None	Total (N)
___ is problematic among employees at CSU	6.3%	3.0%	13.3%	28.3%	0.6%	7.2%	65.7%	3,905
___ is problematic among employees in my division/college	2.8%	1.3%	10.3%	24.1%	0.2%	5.1%	70.8%	3,905
___ is problematic among employees in my department/office	1.9%	1.1%	12.4%	23.3%	0.3%	7.0%	69.9%	3,905
There are people at CSU I avoid because I fear ___	2.5%	1.0%	16.7%	20.0%	0.9%	11.0%	68.7%	3,905

Note: multiple response item.

**Table A7 Bias Incidents**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
I find it is worthwhile to know about bias incidents at CSU	1.2%	4.4%	16.7%	48.4%	29.3%	3,726	4.00
The university is transparent in reporting bias incidents at CSU	3.0%	11.4%	23.8%	42.3%	19.5%	3,199	3.64
I am alarmed about the number of bias incidents reported at CSU	4.7%	21.7%	41.3%	23.2%	9.1%	3,174	3.10
The number of bias incidents have increased at CSU in the past year	3.1%	16.1%	46.8%	24.8%	9.2%	2,397	3.21
CSU handles incidents of bias well	4.3%	9.9%	34.6%	40.1%	11.0%	2,962	3.44

**Table A8 Employee Councils**

Are you aware there is an employee group/organization that represents the interests of my employee group?	%	N
Yes	83.9%	3,260
No	16.1%	627
Total	100.0%	3,887

**Table A9 Employee Councils**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
I feel my employee council addresses issues and topics that are important and relevant to me	3.8%	12.2%	37.3%	38.7%	7.9%	2,437	3.35
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	1.9%	4.7%	22.7%	45.7%	25.1%	2,700	3.87

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

**Table A10 Principles of Community**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
I am familiar with the Principles of Community.	4.0%	11.5%	7.3%	43.9%	33.3%	3,644	3.91
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	6.5%	20.4%	14.7%	31.3%	27.1%	3,366	3.52
I feel the Principles of Community have made a positive impact on the climate in my department/office	5.9%	15.6%	42.6%	24.7%	11.2%	3,209	3.20
I feel the Principles of Community have made a positive impact on the climate in my division/college	5.4%	13.7%	42.5%	26.4%	12.0%	3,082	3.26

**Table A11 Freedom of Speech**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)	
My division/college supports people speaking freely	4.8%	11.5%	16.9%	48.6%	18.1%	3,629	3.64
Free speech is an important issue on campus	0.6%	1.6%	8.2%	48.3%	41.1%	3,697	4.28
I have the skills to navigate free speech questions on campus	1.4%	12.2%	26.6%	45.8%	14.0%	3,525	3.59
I know who to ask/where to go if I have questions about free speech	4.0%	26.1%	19.6%	36.5%	13.8%	3,473	3.30
Issues related to freedom of speech impact my work	8.1%	29.8%	28.6%	23.7%	9.8%	3,648	2.97

**Table A12 CSU Perceptions**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)
CSU recruits employees from a diverse set of backgrounds	2.1%	6.9%	16.0%	54.6%	20.4%	3,315 3.84
CSU improves the campus climate for all employees	2.6%	7.7%	20.3%	53.9%	15.6%	3,408 3.72
CSU retains diverse employees	3.1%	10.9%	24.8%	45.4%	15.8%	2,992 3.60
CSU creates a supportive environment for employees from diverse backgrounds	2.2%	6.6%	21.3%	52.1%	17.8%	3,194 3.77
CSU encourages discussions related to diversity	1.4%	3.8%	14.9%	50.9%	29.0%	3,472 4.02
CSU provides employees with a positive work experience	2.4%	6.2%	17.4%	53.3%	20.7%	3,541 3.84
CSU climate has become consistently more inclusive of all employees	2.5%	6.0%	24.9%	46.5%	20.1%	3,183 3.76
I would recommend CSU as a place of employment	2.2%	4.0%	12.9%	45.7%	35.2%	3,708 4.08

**Table A13 Department/Unit Perceptions**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N   Avg)
Department/office recruits employees from a diverse set of backgrounds	3.1%	12.2%	18.1%	47.4%	19.2%	3,603 3.67
Department/office improves the campus climate for all employees	4.5%	10.5%	21.4%	46.8%	16.9%	3,548 3.61
Department/office retains diverse employees	4.3%	13.1%	25.8%	41.7%	15.1%	3,414 3.50
Department/office creates a supportive environment for employees from diverse backgrounds	3.9%	8.4%	22.4%	46.6%	18.7%	3,458 3.68
Department/office encourages discussions related to diversity	3.8%	11.6%	22.8%	38.7%	23.1%	3,561 3.66
Department/office provides employees with a positive work experience	5.6%	10.3%	15.5%	44.5%	24.2%	3,739 3.71
Department/office climate has become consistently more inclusive of all employees	4.9%	9.3%	26.5%	40.3%	19.0%	3,380 3.59
I would recommend my department/office as a place of employment	5.9%	7.6%	15.3%	37.4%	33.9%	3,735 3.86

**Table A14 Discriminatory Attitudes**

<b>Discriminatory attitudes are present in your department/office based on:</b>	<b>%</b>	<b>N</b>
Job title	31.0%	991
Employment classification	29.4%	940
Political affiliation	19.7%	629
Age	18.7%	597
Gender	16.9%	539
Appearance	9.3%	297
Parental status	8.5%	270
Religion	6.9%	220
Race or color	6.7%	213
Gender identity and expression	6.4%	203
Ethnic origin	6.1%	196
Socioeconomic status	5.2%	167
Disability (e.g. physical, mental)	4.2%	133
Marital status	4.2%	133
Sexual orientation	3.9%	123
Nationality/Country of origin	3.8%	121
Other	6.1%	194
Education/professional background	1.2%	38
Veteran status	1.0%	31
Nepotism/favoritism	0.7%	23
Differing opinions/work styles/personalities	0.6%	19
Research area/Grant money brought in	0.3%	11
Employment duration	0.3%	10
Other write-ins	2%	62
No intolerant attitudes are present	36.3%	1,161

*Note: multiple response item.*

**Table A15 Work-related Stressors**

Please select your top THREE work-related stressors	%	N
Lower salary	46.6%	1,695
Workload	32.8%	1,193
Work/life balance	29.1%	1,059
Lack of growth/promotion	28.5%	1,037
Office/department climate	20.6%	748
Email overload	17.7%	645
Lack of resources/Budget/Funding	16.7%	609
Affordable housing near work	12.7%	461
Interpersonal conflict	12.4%	451
Duties outside my job responsibilities	11.8%	430
Job security	11.2%	408
Ill-defined job	6.0%	220
Physical environment	5.5%	199
Lack of work flexibility	4.9%	180
Misconduct occurring at work/Inequities/Bias	4.8%	176
Health issues	4.6%	168
Lack of training/skills to do my work	4.1%	150
Lack of work autonomy	3.3%	120
Other General	2.1%	77
Physical safety	1.4%	52
Other: General Climate	0.4%	13
Other: Feeling Undervalued	0.5%	18
Other: Parking and Transportation	1.0%	37
Other: Communication	0.4%	13
Other: Dependent Care	0.4%	13
Other: Administration/Leadership	1.0%	38
Other: Health Insurance/Benefits	0.4%	14
Other: Bureaucracy	0.6%	22

*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	14.1%	533
No	85.9%	3,247
Total	100.0%	3,780

**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	72.3%	391
Scheduling care to match work schedule	40.1%	217
Finding child care services	31.8%	172
Transportation to/from care services	29.2%	158
Finding care for a sick child/adult	28.7%	155
Finding summer care services	27.9%	151
Quality of care services	17.2%	93
Location of care services	15.5%	84
Dependability of care services	15.0%	81
Finding temporary care services	12.0%	65
Finding adult care services	5.5%	30
Finding care for a child or adult with special needs	3.5%	19
Other	2.2%	12
I did not encounter any challenges related to care services	10.2%	55

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

**Table A18 Gender**

	%	N
Woman	57.2%	2,144
Man	34.7%	1,302
Gender Queer/Non-binary/Non-conforming	0.8%	31
Two spirit	0.3%	13
The gender I most closely align with is not listed (specify)	0.3%	12
Agender	0.2%	9
Transman/masculine	0.2%	7
Transwoman/feminine	0.1%	4
Prefer not to disclose	7.0%	263

*Note: multiple response item.*



**Table A19 Minoritized Race/Ethnicity**

	%	N
Non-minoritized	85.2%	2,883
Minoritized	14.8%	502
Total	100.0%	3,385

**Table A20 Race and/or Ethnicity**

	%	N
White	80.1%	3,003
Hispanic or Latinx	7.2%	269
Asian	3.5%	130
Black or African American	1.5%	57
American Indian or Alaskan Native	1.3%	48
Native Hawaiian or Other Pacific Islander	0.5%	20
Other	0.4%	14
Prefer not to disclose	9.7%	364

*Note: multiple response item.*

**Table A21 Employee Type**

	%	N
Administrative Professional	47.8%	1,800
Faculty	22.9%	860
State Classified	22.1%	830
Other	1.2%	47
Prefer not to disclose	6.0%	225
Total	100.0%	3,762

## Appendix B. Mean Comparisons

**Table B1 Department/Unit Culture**

My department or office...	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Supports a healthy work/life balance	3.86	3.94 <sub>a</sub>	3.84 <sub>b</sub>	3.74 <sub>a,b</sub>	3.87 <sub>a</sub>	3.94 <sub>a</sub>	3.99 <sub>a</sub>	3.65 <sub>b</sub>	3.82 <sub>c</sub>
Understands the value of diversity	4.06	4.14 <sub>a</sub>	4.05 <sub>b</sub>	3.77 <sub>c</sub>	4.10 <sub>a</sub>	3.97 <sub>b</sub>	4.13 <sub>a</sub>	3.98 <sub>b</sub>	4.02 <sub>b</sub>
Promotes a work environment where all employees feel included	3.62	3.79 <sub>a</sub>	3.56 <sub>b</sub>	3.33 <sub>b</sub>	3.64 <sub>a</sub>	3.68 <sub>a</sub>	3.70 <sub>a</sub>	3.60 <sub>a,b</sub>	3.52 <sub>b</sub>
Treats all employees equitably	3.46	3.67 <sub>a</sub>	3.39 <sub>b</sub>	3.23 <sub>b</sub>	3.49 <sub>a</sub>	3.53 <sub>a</sub>	3.54 <sub>a</sub>	3.42 <sub>b</sub>	3.37 <sub>b</sub>
Communicates the importance of valuing diversity	3.87	3.95 <sub>a</sub>	3.87 <sub>b</sub>	3.59 <sub>c</sub>	3.91 <sub>a</sub>	3.81 <sub>b</sub>	3.95 <sub>a</sub>	3.86 <sub>b</sub>	3.76 <sub>b</sub>
Provides me with opportunities for professional development	3.99	4.02 <sub>a</sub>	4.02 <sub>a</sub>	3.84 <sub>a</sub>	4.02 <sub>a</sub>	4.01 <sub>a</sub>	4.12 <sub>a</sub>	3.98 <sub>b</sub>	3.77 <sub>c</sub>
Promotes respect for cultural differences	4.04	4.11 <sub>a</sub>	4.04 <sub>b</sub>	3.87 <sub>a,b</sub>	4.09 <sub>a</sub>	3.92 <sub>b</sub>	4.13 <sub>a</sub>	4.00 <sub>b</sub>	3.93 <sub>b</sub>
Is open and transparent in communication	3.44	3.58 <sub>a</sub>	3.41 <sub>b</sub>	3.29 <sub>a,b</sub>	3.45 <sub>a</sub>	3.55 <sub>a</sub>	3.48 <sub>a</sub>	3.52 <sub>a</sub>	3.29 <sub>b</sub>
Values employee input in major department/office decisions	3.46	3.60 <sub>a</sub>	3.42 <sub>b</sub>	3.38 <sub>a,b</sub>	3.47 <sub>a</sub>	3.56 <sub>a</sub>	3.45 <sub>a</sub>	3.75 <sub>b</sub>	3.21 <sub>c</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.*

**Table B2 Culture**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
My division/college is open and transparent in communication	3.39	3.49 <sub>a</sub>	3.35 <sub>b</sub>	3.33 <sub>a,b</sub>	3.41 <sub>a</sub>	3.46 <sub>a</sub>	3.44 <sub>a</sub>	3.34 <sub>b</sub>	3.28 <sub>b</sub>
My division/college promotes respect for cultural differences	3.97	4.05 <sub>a</sub>	3.97 <sub>b</sub>	3.76 <sub>b</sub>	4.03 <sub>a</sub>	3.84 <sub>b</sub>	4.05 <sub>a</sub>	3.92 <sub>b</sub>	3.89 <sub>b</sub>
I had a performance review of my progress as an employee in the last year	4.32	4.35 <sub>a</sub>	4.34 <sub>a</sub>	4.29 <sub>a</sub>	4.33 <sub>a</sub>	4.41 <sub>a</sub>	4.29 <sub>a</sub>	4.47 <sub>b</sub>	4.37 <sub>c</sub>
I was satisfied with the effort my supervisor puts into my performance reviews	3.90	3.98 <sub>a</sub>	3.88 <sub>b</sub>	3.71 <sub>a,b</sub>	3.91 <sub>a</sub>	3.97 <sub>a</sub>	3.90 <sub>a,b</sub>	3.99 <sub>a</sub>	3.86 <sub>b</sub>
I fear negative job consequences if I were to raise an issue of unfair treatment	2.66	2.51 <sub>a</sub>	2.67 <sub>b</sub>	3.11 <sub>c</sub>	2.59 <sub>a</sub>	2.67 <sub>a</sub>	2.55 <sub>a</sub>	2.58 <sub>a</sub>	2.86 <sub>b</sub>
I would be able to do my job more effectively if I received more information from my department/office	3.10	3.02 <sub>a</sub>	3.12 <sub>b</sub>	3.31 <sub>b</sub>	3.05 <sub>a</sub>	3.24 <sub>b</sub>	3.07 <sub>a</sub>	2.91 <sub>b</sub>	3.27 <sub>c</sub>
I feel a strong sense of belonging to CSU	3.65	3.63 <sub>a</sub>	3.72 <sub>b</sub>	3.63 <sub>a,b</sub>	3.68 <sub>a</sub>	3.71 <sub>a</sub>	3.75 <sub>a</sub>	3.59 <sub>b</sub>	3.56 <sub>b</sub>
I feel a strong sense of belonging to my division/college	3.49	3.56 <sub>a</sub>	3.51 <sub>a</sub>	3.43 <sub>a</sub>	3.52 <sub>a</sub>	3.59 <sub>a</sub>	3.56 <sub>a</sub>	3.47 <sub>a,b</sub>	3.42 <sub>b</sub>
I feel a strong sense of belonging to my department/office	3.88	3.97 <sub>a</sub>	3.90 <sub>a</sub>	3.69 <sub>a</sub>	3.92 <sub>a</sub>	3.94 <sub>a</sub>	3.98 <sub>a</sub>	3.87 <sub>b</sub>	3.76 <sub>b</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.*

**Table B3 Respect**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
My department/office is treated with respect by other departments/offices within my division/college	3.64	3.69 <sub>a</sub>	3.64 <sub>a</sub>	3.58 <sub>a</sub>	3.66 <sub>a</sub>	3.63 <sub>a</sub>	3.73 <sub>a</sub>	3.63 <sub>b</sub>	3.44 <sub>c</sub>
My division/college is treated with respect by CSU	3.69	3.66 <sub>a</sub>	3.75 <sub>b</sub>	3.72 <sub>a,b</sub>	3.71 <sub>a</sub>	3.79 <sub>a</sub>	3.85 <sub>a</sub>	3.50 <sub>b</sub>	3.56 <sub>b</sub>
The people I interact with treat each other with respect.	3.95	4.06 <sub>a</sub>	3.93 <sub>b</sub>	3.85 <sub>a,b</sub>	3.98 <sub>a</sub>	3.98 <sub>a</sub>	4.01 <sub>a</sub>	4.01 <sub>a</sub>	3.83 <sub>b</sub>
There is respect for religious differences in my department/office	3.91	3.96 <sub>a</sub>	3.91 <sub>a</sub>	3.83 <sub>a</sub>	3.95 <sub>a</sub>	3.86 <sub>a</sub>	3.94 <sub>a</sub>	3.96 <sub>a</sub>	3.80 <sub>b</sub>
There is respect for liberal perspectives in my department/office	4.06	4.06 <sub>a</sub>	4.07 <sub>a</sub>	3.95 <sub>a</sub>	4.08 <sub>a</sub>	4.02 <sub>a</sub>	4.11 <sub>a</sub>	4.16 <sub>a</sub>	3.87 <sub>b</sub>
There is respect for conservative perspectives in my department/office	3.47	3.49 <sub>a</sub>	3.49 <sub>a</sub>	3.70 <sub>a</sub>	3.49 <sub>a</sub>	3.53 <sub>a</sub>	3.45 <sub>a</sub>	3.50 <sub>a</sub>	3.48 <sub>a</sub>
I feel valued as an employee	3.68	3.75 <sub>a</sub>	3.70 <sub>a</sub>	3.52 <sub>a</sub>	3.73 <sub>a</sub>	3.67 <sub>a</sub>	3.80 <sub>a</sub>	3.67 <sub>b</sub>	3.49 <sub>c</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.*

**Table B4 Favoritism**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Favoritism plays a role in who gets recognized within my department/office	3.00	2.82 <sub>a</sub>	3.05 <sub>b</sub>	3.23 <sub>b</sub>	2.95 <sub>a</sub>	3.01 <sub>a</sub>	2.93 <sub>a</sub>	3.00 <sub>a,b</sub>	3.09 <sub>b</sub>
Favoritism plays a role in who gets resources in my department/office	2.85	2.72 <sub>a</sub>	2.87 <sub>b</sub>	2.96 <sub>a,b</sub>	2.80 <sub>a</sub>	2.87 <sub>a</sub>	2.76 <sub>a</sub>	2.90 <sub>b</sub>	2.89 <sub>b</sub>
Favoritism plays a role in who gets professional development opportunities	2.64	2.53 <sub>a</sub>	2.65 <sub>b</sub>	2.84 <sub>a,b</sub>	2.58 <sub>a</sub>	2.74 <sub>b</sub>	2.55 <sub>a</sub>	2.56 <sub>a</sub>	2.83 <sub>b</sub>
Favoritism plays a role in who gets promoted in my department/office	2.88	2.68 <sub>a</sub>	2.92 <sub>b</sub>	3.27 <sub>c</sub>	2.81 <sub>a</sub>	2.95 <sub>b</sub>	2.84 <sub>a</sub>	2.65 <sub>b</sub>	3.10 <sub>c</sub>
Favoritism plays a role in who gets hired in my department/office	2.73	2.59 <sub>a</sub>	2.74 <sub>b</sub>	3.22 <sub>c</sub>	2.66 <sub>a</sub>	2.80 <sub>b</sub>	2.64 <sub>a</sub>	2.65 <sub>a</sub>	2.90 <sub>b</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.*

**Table B5 Leadership and Accountability**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Division/college leadership adequately addresses inappropriate behavior	3.35	3.54 <sub>a</sub>	3.26 <sub>b</sub>	3.13 <sub>b</sub>	3.37 <sub>a</sub>	3.37 <sub>a</sub>	3.41 <sub>a</sub>	3.32 <sub>a,b</sub>	3.27 <sub>b</sub>
Department/office leadership adequately addresses inappropriate behavior	3.45	3.65 <sub>a</sub>	3.38 <sub>b</sub>	3.06 <sub>b</sub>	3.47 <sub>a</sub>	3.49 <sub>a</sub>	3.49 <sub>a</sub>	3.47 <sub>a,b</sub>	3.36 <sub>b</sub>
Division/college leadership holds employees accountable for inappropriate behavior	3.30	3.49 <sub>a</sub>	3.21 <sub>b</sub>	3.08 <sub>b</sub>	3.32 <sub>a</sub>	3.28 <sub>a</sub>	3.36 <sub>a</sub>	3.24 <sub>b</sub>	3.24 <sub>b</sub>
Department/office leadership holds employees accountable for inappropriate behavior	3.41	3.61 <sub>a</sub>	3.34 <sub>b</sub>	3.04 <sub>b</sub>	3.44 <sub>a</sub>	3.43 <sub>a</sub>	3.45 <sub>a</sub>	3.41 <sub>a</sub>	3.36 <sub>a</sub>
Division/college leadership holds employees accountable for poor performance in the workplace	3.13	3.24 <sub>a</sub>	3.10 <sub>b</sub>	2.72 <sub>c</sub>	3.14 <sub>a</sub>	3.18 <sub>a</sub>	3.20 <sub>a</sub>	3.05 <sub>b</sub>	3.06 <sub>b</sub>
Department/office leadership holds employees accountable for poor performance in the workplace	3.25	3.36 <sub>a</sub>	3.22 <sub>b</sub>	2.92 <sub>b</sub>	3.28 <sub>a</sub>	3.23 <sub>a</sub>	3.29 <sub>a</sub>	3.24 <sub>a,b</sub>	3.17 <sub>b</sub>
Division/college leadership acts ethically and honestly in the workplace	3.78	3.89 <sub>a</sub>	3.78 <sub>b</sub>	3.74 <sub>a,b</sub>	3.83 <sub>a</sub>	3.77 <sub>a</sub>	3.86 <sub>a</sub>	3.84 <sub>a</sub>	3.60 <sub>b</sub>
Department/office leadership acts ethically and honestly in the workplace	3.89	3.98 <sub>a</sub>	3.91 <sub>a</sub>	3.72 <sub>a</sub>	3.95 <sub>a</sub>	3.85 <sub>b</sub>	3.96 <sub>a</sub>	4.00 <sub>a</sub>	3.71 <sub>b</sub>
Division/college leadership addresses issues of inequity	3.37	3.53 <sub>a</sub>	3.31 <sub>b</sub>	3.12 <sub>b</sub>	3.42 <sub>a</sub>	3.28 <sub>b</sub>	3.46 <sub>a</sub>	3.34 <sub>b</sub>	3.25 <sub>b</sub>
Department/office leadership addresses issues of inequity	3.47	3.64 <sub>a</sub>	3.43 <sub>b</sub>	3.15 <sub>b</sub>	3.52 <sub>a</sub>	3.44 <sub>a</sub>	3.53 <sub>a</sub>	3.53 <sub>a</sub>	3.34 <sub>b</sub>
Division/college leaders hold all employees to the same standards	3.20	3.36 <sub>a</sub>	3.15 <sub>b</sub>	2.94 <sub>b</sub>	3.24 <sub>a</sub>	3.20 <sub>a</sub>	3.27 <sub>a</sub>	3.25 <sub>a</sub>	3.02 <sub>b</sub>
Department/office leaders hold all employees to the same standards	3.25	3.42 <sub>a</sub>	3.21 <sub>b</sub>	3.00 <sub>b</sub>	3.29 <sub>a</sub>	3.30 <sub>a</sub>	3.33 <sub>a</sub>	3.27 <sub>a</sub>	3.11 <sub>b</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.

**Table B6 Misconduct Among Employees at CSU**

___ is problematic among employees at CSU	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Sexual Harassment	6.3%	5.5%	7.3%	9.4%	6.3%	8.7%	6.8%	8.8%	3.5%
Sexual Misconduct	3.0%	2.3%	3.6%	3.1%	3.0%	4.4%	2.9%	3.6%	2.7%
Bullying	13.3%	9.5%	15.4%	21.9%	12.6%	16.7%	13.1%	13.7%	13.8%
Bias	28.3%	22.2%	31.0%	51.6%	25.9%	39.6%	28.5%	29.1%	28.0%
Physical Assault	0.6%	0.3%	0.7%	1.6%	0.6%	0.4%	0.3%	0.6%	1.2%
Verbal Assault	7.2%	5.4%	8.4%	9.4%	6.8%	10.1%	7.2%	6.8%	8.5%
None	65.7%	72.0%	62.8%	45.3%	68.2%	53.1%	66.2%	65.5%	64.4%

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

**Table B7 Misconduct Among Division/College**

___ is problematic among employees in my division/college	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Sexual Harassment	2.8%	2.5%	3.2%	3.1%	2.7%	4.0%	2.5%	4.9%	1.5%
Sexual Misconduct	1.3%	1.1%	1.5%	0.0%	1.4%	1.6%	1.0%	1.9%	1.7%
Bullying	10.3%	7.7%	11.7%	15.6%	9.9%	11.7%	10.8%	9.1%	11.2%
Bias	24.1%	19.6%	25.0%	39.1%	21.5%	31.8%	23.5%	23.7%	24.4%
Physical Assault	0.2%	0.3%	0.1%	0.0%	0.2%	0.4%	0.1%	0.1%	0.8%
Verbal Assault	5.1%	4.2%	5.5%	7.8%	4.6%	7.4%	4.9%	4.7%	7.0%
None	70.8%	75.6%	69.4%	57.8%	73.2%	63.4%	71.5%	70.6%	69.9%

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

**Table B8 Misconduct Among Department/Office**

___ is problematic among employees in my department/office	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Sexual Harassment	1.9%	1.7%	1.9%	3.1%	1.8%	2.0%	1.1%	4.0%	1.2%
Sexual Misconduct	1.1%	0.9%	1.2%	0.0%	1.0%	1.6%	0.8%	1.6%	1.0%
Bullying	12.4%	8.8%	14.1%	18.8%	11.9%	13.9%	11.5%	13.8%	13.1%
Bias	23.3%	18.7%	24.8%	43.8%	21.4%	30.2%	21.5%	26.1%	22.7%
Physical Assault	0.3%	0.3%	0.1%	0.0%	0.2%	0.2%	0.1%	0.2%	0.6%
Verbal Assault	7.0%	5.6%	7.3%	14.1%	6.5%	8.9%	5.9%	7.0%	9.6%
None	69.9%	76.0%	67.6%	50.0%	71.6%	64.4%	72.7%	65.6%	70.4%

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

**Table B9 Avoidance due to Misconduct**

There are people at CSU I avoid because I fear ___	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Sexual Harassment	2.5%	0.5%	3.4%	9.4%	1.9%	5.4%	2.7%	2.9%	1.7%
Sexual Misconduct	1.0%	0.3%	1.3%	6.3%	0.8%	2.4%	1.1%	0.7%	1.2%
Bullying	16.7%	11.5%	18.4%	29.7%	15.3%	20.1%	16.0%	15.6%	17.8%
Bias	20.0%	16.8%	20.2%	37.5%	17.1%	30.2%	18.2%	19.4%	22.6%
Physical Assault	0.9%	0.5%	0.8%	3.1%	0.7%	1.6%	0.6%	0.6%	1.6%
Verbal Assault	11.0%	8.5%	11.8%	21.9%	10.3%	13.1%	10.5%	9.7%	13.7%
None	68.7%	74.6%	66.8%	50.0%	71.1%	59.6%	70.8%	69.6%	64.4%

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



**Table B10 Bias Incidents**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
I find it is worthwhile to know about bias incidents at CSU	4.00	3.89 <sub>a</sub>	4.10 <sub>b</sub>	4.17 <sub>b</sub>	4.00 <sub>a</sub>	4.18 <sub>b</sub>	4.05 <sub>a</sub>	4.11 <sub>a</sub>	3.81 <sub>b</sub>
The university is transparent in reporting bias incidents at CSU	3.64	3.60 <sub>a</sub>	3.71 <sub>b</sub>	3.63 <sub>a,b</sub>	3.70 <sub>a</sub>	3.56 <sub>b</sub>	3.79 <sub>a</sub>	3.55 <sub>b</sub>	3.48 <sub>b</sub>
I am alarmed about the number of bias incidents reported at CSU	3.10	2.89 <sub>a</sub>	3.23 <sub>b</sub>	2.98 <sub>a,b</sub>	3.11 <sub>a</sub>	3.12 <sub>a</sub>	3.07 <sub>a</sub>	3.13 <sub>a</sub>	3.15 <sub>a</sub>
The number of bias incidents have increased at CSU in the past year	3.21	3.05 <sub>a</sub>	3.28 <sub>b</sub>	3.14 <sub>a,b</sub>	3.17 <sub>a</sub>	3.42 <sub>b</sub>	3.20 <sub>a</sub>	3.15 <sub>a</sub>	3.23 <sub>a</sub>
CSU handles incidents of bias well	3.44	3.41 <sub>a</sub>	3.50 <sub>b</sub>	3.27 <sub>a,b</sub>	3.50 <sub>a</sub>	3.30 <sub>b</sub>	3.55 <sub>a</sub>	3.40 <sub>b</sub>	3.29 <sub>c</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.

**Table B11 Employee Councils**

Are you aware there is an employee group/organization that represents the interests of my employee group.	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Yes	83.9%	84.8% <sub>a</sub>	85.0% <sub>a</sub>	78.5% <sub>a</sub>	86.3% <sub>a</sub>	74.4% <sub>b</sub>	88.4% <sub>a</sub>	86.7% <sub>a</sub>	81.5% <sub>b</sub>
No	16.1%	15.2% <sub>a</sub>	15.0% <sub>a</sub>	21.5% <sub>a</sub>	13.7% <sub>a</sub>	25.6% <sub>b</sub>	11.6% <sub>a</sub>	13.3% <sub>a</sub>	18.5% <sub>b</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 proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

**Table B12 Employee Councils**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
I feel my employee council addresses issues and topics that are important and relevant to me	3.35	3.26 <sub>a</sub>	3.43 <sub>b</sub>	3.05 <sub>a</sub>	3.37 <sub>a</sub>	3.32 <sub>a</sub>	3.35 <sub>a</sub>	3.35 <sub>a</sub>	3.33 <sub>a</sub>
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	3.87	3.81 <sub>a</sub>	3.95 <sub>b</sub>	3.92 <sub>a,b</sub>	3.91 <sub>a</sub>	3.80 <sub>b</sub>	3.87 <sub>a</sub>	4.00 <sub>b</sub>	3.79 <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.

**Table B13 Principles of Community**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
I am familiar with the Principles of Community.	3.91	3.81 <sub>a</sub>	4.01 <sub>b</sub>	3.82 <sub>a,b</sub>	3.93 <sub>a</sub>	3.94 <sub>a</sub>	4.08 <sub>a</sub>	3.82 <sub>b</sub>	3.78 <sub>b</sub>
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	3.52	3.48 <sub>a</sub>	3.58 <sub>b</sub>	3.36 <sub>a,b</sub>	3.53 <sub>a</sub>	3.60 <sub>a</sub>	3.64 <sub>a</sub>	3.31 <sub>b</sub>	3.52 <sub>c</sub>
I feel the Principles of Community have made a positive impact on the climate in my department/office	3.20	3.23 <sub>a</sub>	3.24 <sub>a</sub>	3.10 <sub>a</sub>	3.23 <sub>a</sub>	3.29 <sub>a</sub>	3.32 <sub>a</sub>	3.10 <sub>b</sub>	3.09 <sub>b</sub>
I feel the Principles of Community have made a positive impact on the climate in my division/college	3.26	3.28 <sub>a</sub>	3.32 <sub>a</sub>	3.16 <sub>a</sub>	3.30 <sub>a</sub>	3.33 <sub>a</sub>	3.41 <sub>a</sub>	3.14 <sub>b</sub>	3.15 <sub>b</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.

**Table B14 Freedom of Speech**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
My division/college supports people speaking freely	3.64	3.74 <sub>a</sub>	3.63 <sub>b</sub>	3.42 <sub>b</sub>	3.70 <sub>a</sub>	3.58 <sub>b</sub>	3.70 <sub>a</sub>	3.79 <sub>b</sub>	3.39 <sub>c</sub>
Free speech is an important issue on campus	4.28	4.30 <sub>a</sub>	4.28 <sub>a</sub>	4.37 <sub>a</sub>	4.30 <sub>a</sub>	4.23 <sub>a</sub>	4.33 <sub>a</sub>	4.37 <sub>a</sub>	4.14 <sub>b</sub>
I have the skills to navigate free speech questions on campus	3.59	3.74 <sub>a</sub>	3.51 <sub>b</sub>	3.75 <sub>a</sub>	3.61 <sub>a</sub>	3.49 <sub>b</sub>	3.63 <sub>a</sub>	3.67 <sub>a</sub>	3.44 <sub>b</sub>
I know who to ask/where to go if I have questions about free speech	3.30	3.29 <sub>a</sub>	3.32 <sub>a</sub>	3.47 <sub>a</sub>	3.32 <sub>a</sub>	3.27 <sub>a</sub>	3.40 <sub>a</sub>	3.27 <sub>b</sub>	3.14 <sub>c</sub>
Issues related to freedom of speech impact my work	2.97	2.89 <sub>a</sub>	2.97 <sub>b</sub>	3.50 <sub>c</sub>	2.91 <sub>a</sub>	3.19 <sub>b</sub>	2.94 <sub>a</sub>	3.06 <sub>b</sub>	2.90 <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.*

**Table B15 CSU Perceptions**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
CSU recruits employees from a diverse set of backgrounds	3.84	3.89 <sub>a</sub>	3.83 <sub>a,b</sub>	3.62 <sub>b</sub>	3.92 <sub>a</sub>	3.59 <sub>b</sub>	3.88 <sub>a</sub>	3.64 <sub>b</sub>	4.01 <sub>c</sub>
CSU improves the campus climate for all employees	3.72	3.77 <sub>a</sub>	3.74 <sub>a</sub>	3.55 <sub>a</sub>	3.77 <sub>a</sub>	3.67 <sub>b</sub>	3.84 <sub>a</sub>	3.61 <sub>b</sub>	3.63 <sub>b</sub>
CSU retains diverse employees	3.60	3.71 <sub>a</sub>	3.54 <sub>b</sub>	3.18 <sub>c</sub>	3.66 <sub>a</sub>	3.33 <sub>b</sub>	3.59 <sub>a</sub>	3.38 <sub>b</sub>	3.81 <sub>c</sub>
CSU creates a supportive environment for employees from diverse backgrounds	3.77	3.85 <sub>a</sub>	3.74 <sub>b</sub>	3.53 <sub>b</sub>	3.83 <sub>a</sub>	3.55 <sub>b</sub>	3.83 <sub>a</sub>	3.57 <sub>b</sub>	3.83 <sub>a</sub>
CSU encourages discussions related to diversity	4.02	4.00 <sub>a</sub>	4.06 <sub>b</sub>	3.91 <sub>a,b</sub>	4.08 <sub>a</sub>	3.87 <sub>b</sub>	4.13 <sub>a</sub>	3.95 <sub>b</sub>	3.89 <sub>b</sub>
CSU provides employees with a positive work experience	3.84	3.89 <sub>a</sub>	3.86 <sub>a</sub>	3.52 <sub>b</sub>	3.88 <sub>a</sub>	3.83 <sub>a</sub>	3.97 <sub>a</sub>	3.75 <sub>b</sub>	3.66 <sub>b</sub>
CSU climate has become consistently more inclusive of all employees	3.76	3.80 <sub>a</sub>	3.79 <sub>a</sub>	3.56 <sub>a</sub>	3.82 <sub>a</sub>	3.68 <sub>b</sub>	3.84 <sub>a</sub>	3.71 <sub>b</sub>	3.67 <sub>b</sub>
I would recommend CSU as a place of employment	4.08	4.11 <sub>a</sub>	4.12 <sub>a</sub>	3.87 <sub>b</sub>	4.13 <sub>a</sub>	4.01 <sub>b</sub>	4.22 <sub>a</sub>	4.00 <sub>b</sub>	3.94 <sub>b</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.*

**Table B16 Department/Unit Perceptions**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non- minoritized	Minoritized	Admin Pro	Faculty	SC
Department/office recruits employees from a diverse set of backgrounds	3.67	3.80 <sub>a</sub>	3.62 <sub>b</sub>	3.32 <sub>c</sub>	3.70 <sub>a</sub>	3.60 <sub>b</sub>	3.68 <sub>a,b</sub>	3.61 <sub>a</sub>	3.74 <sub>b</sub>
Department/office improves the campus climate for all employees	3.61	3.73 <sub>a</sub>	3.60 <sub>b</sub>	3.34 <sub>b</sub>	3.65 <sub>a</sub>	3.63 <sub>a</sub>	3.69 <sub>a</sub>	3.62 <sub>a</sub>	3.49 <sub>b</sub>
Department/office retains diverse employees	3.50	3.64 <sub>a</sub>	3.44 <sub>b</sub>	3.13 <sub>c</sub>	3.54 <sub>a</sub>	3.38 <sub>b</sub>	3.50 <sub>a</sub>	3.42 <sub>a</sub>	3.61 <sub>b</sub>
Department/office creates a supportive environment for employees from diverse backgrounds	3.68	3.80 <sub>a</sub>	3.64 <sub>b</sub>	3.31 <sub>c</sub>	3.73 <sub>a</sub>	3.54 <sub>b</sub>	3.74 <sub>a</sub>	3.60 <sub>b</sub>	3.65 <sub>b</sub>
Department/office encourages discussions related to diversity	3.66	3.71 <sub>a</sub>	3.66 <sub>a,b</sub>	3.38 <sub>b</sub>	3.70 <sub>a</sub>	3.58 <sub>b</sub>	3.74 <sub>a</sub>	3.64 <sub>b</sub>	3.49 <sub>c</sub>
Department/office provides employees with a positive work experience	3.71	3.84 <sub>a</sub>	3.71 <sub>b</sub>	3.38 <sub>c</sub>	3.76 <sub>a</sub>	3.71 <sub>a</sub>	3.83 <sub>a</sub>	3.77 <sub>a</sub>	3.47 <sub>b</sub>
Department/office climate has become consistently more inclusive of all employees	3.59	3.70 <sub>a</sub>	3.59 <sub>b</sub>	3.37 <sub>b</sub>	3.65 <sub>a</sub>	3.55 <sub>a</sub>	3.64 <sub>a</sub>	3.66 <sub>a</sub>	3.48 <sub>b</sub>
I would recommend my department/office as a place of employment	3.86	3.99 <sub>a</sub>	3.86 <sub>b</sub>	3.52 <sub>c</sub>	3.92 <sub>a</sub>	3.81 <sub>b</sub>	3.95 <sub>a</sub>	3.93 <sub>a</sub>	3.66 <sub>b</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.*

**Table B17 Discriminatory Attitudes**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Note: multiple response item; statistical significance not tested									
Job title	31.0%	23.8%	34.9%	38.3%	30.9%	29.4%	30.4%	32.6%	30.6%
Employment classification	29.4%	23.2%	32.8%	31.7%	30.1%	26.7%	26.6%	32.6%	32.5%
Political affiliation	19.7%	20.9%	18.2%	21.7%	18.4%	22.7%	22.4%	14.6%	19.0%
Age	18.7%	13.7%	21.0%	26.7%	17.4%	23.1%	20.2%	15.0%	18.7%
Gender	16.9%	10.5%	20.0%	30.0%	16.4%	19.5%	17.8%	22.1%	10.2%
Appearance	9.3%	8.4%	9.1%	15.0%	8.4%	12.5%	9.5%	7.4%	10.9%
Parental status	8.5%	5.4%	10.4%	5.0%	8.4%	8.4%	8.9%	10.2%	6.6%
Religion	6.9%	7.1%	6.4%	10.0%	5.7%	11.6%	6.9%	6.1%	7.3%
Race or color	6.7%	5.9%	6.5%	11.7%	4.4%	17.8%	6.9%	7.4%	5.2%
Gender identity and expression	6.4%	5.7%	6.2%	21.7%	5.6%	10.6%	6.2%	7.6%	5.9%
Ethnic origin	6.1%	5.7%	6.1%	10.0%	4.2%	17.1%	5.7%	7.4%	5.4%
Socioeconomic status	5.2%	3.4%	5.7%	11.7%	4.3%	8.4%	5.3%	2.5%	6.9%
Disability (e.g. physical, mental)	4.2%	2.4%	4.6%	16.7%	3.9%	6.7%	5.1%	2.3%	4.1%
Marital status	4.2%	3.0%	4.7%	3.3%	4.0%	4.8%	4.1%	3.9%	5.0%
Sexual orientation	3.9%	4.3%	3.1%	16.7%	3.3%	5.5%	3.8%	3.9%	4.1%
Nationality/Country of origin	3.8%	3.6%	3.5%	6.7%	2.4%	10.4%	3.0%	5.0%	3.4%
Other: general	2.0%	1.7%	1.9%	1.7%	1.6%	2.6%	1.4%	1.9%	2.1%
Other: Education/professional background	1.2%	1.4%	1.2%	1.7%	1.3%	1.0%	1.5%	0.4%	1.6%
Other: Veteran status	1.0%	1.7%	0.4%	1.7%	0.9%	1.7%	1.1%	0.4%	1.3%
Other: Nepotism/favoritism	0.7%	0.7%	0.5%	3.3%	0.5%	1.0%	0.5%	0.3%	1.1%
Other: Differing opinions/work styles/personalities	0.6%	0.3%	0.8%	0.0%	0.7%	0.5%	0.4%	1.0%	0.6%
Other: Research area/Grant money brought in	0.3%	0.4%	0.3%	0.0%	0.3%	0.2%	0.0%	1.1%	0.1%
Other: Employment duration	0.3%	0.3%	0.3%	0.0%	0.3%	0.5%	0.5%	0.0%	0.3%
No intolerant attitudes are present	36.3%	44.3%	33.1%	30.0%	38.3%	32.0%	36.4%	34.6%	39.6%

**Table B18 Work-related Stressors**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Lower salary	46.6%	47.7%	45.9%	44.6%	45.7%	51.2%	42.9%	42.5%	60.2%
Workload	32.8%	31.0%	35.0%	29.2%	34.4%	29.6%	34.6%	39.9%	24.4%
Work/life balance	29.1%	29.5%	29.9%	27.7%	29.5%	30.0%	28.8%	40.9%	18.6%
Lack of growth/promotion	28.5%	29.0%	27.8%	24.6%	27.9%	27.9%	30.5%	15.4%	39.1%
Office/department climate	20.6%	16.5%	21.6%	20.0%	19.8%	19.0%	21.5%	18.3%	20.0%
Email overload	17.7%	18.6%	18.5%	13.8%	19.1%	15.0%	18.7%	27.5%	8.3%
Lack of resources/Budget/Funding	16.7%	21.2%	14.8%	13.8%	17.7%	13.5%	15.3%	28.3%	10.1%
Affordable housing near work	12.7%	14.2%	11.8%	23.1%	12.2%	16.7%	13.3%	7.9%	17.3%
Interpersonal conflict	12.4%	11.2%	12.5%	7.7%	11.8%	12.5%	11.9%	9.5%	14.6%
Duties outside my job responsibilities/Taking on additional work	11.8%	12.4%	11.4%	13.8%	11.7%	11.4%	11.1%	10.3%	14.0%
Job security	11.2%	12.7%	10.4%	12.3%	11.5%	9.7%	13.2%	11.6%	5.0%
Ill-defined job	6.0%	5.6%	6.1%	12.3%	6.3%	4.9%	7.6%	2.2%	6.0%
Physical environment	5.5%	5.6%	5.0%	10.8%	5.3%	5.3%	4.8%	5.6%	5.6%
Lack of work flexibility	4.9%	3.7%	5.8%	6.2%	4.5%	7.4%	5.6%	1.7%	6.9%
Misconduct occurring at work/Inequities/Bias	4.8%	3.9%	4.8%	6.2%	4.1%	5.9%	4.1%	4.2%	6.7%
Health issues	4.6%	4.0%	4.9%	7.7%	4.9%	4.4%	4.3%	3.8%	6.0%
Lack of training/skills to do my work	4.1%	3.7%	4.3%	0.0%	3.9%	5.9%	3.4%	2.1%	7.4%
Lack of work autonomy	3.3%	2.4%	3.6%	4.6%	2.9%	4.4%	3.4%	1.1%	3.2%
Other General	2.1%	2.1%	2.3%	1.5%	2.3%	1.9%	2.0%	2.2%	2.4%
Physical safety	1.4%	1.5%	1.2%	3.1%	1.3%	1.7%	1.0%	0.7%	2.7%
Other: Parking and Transportation	1.0%	1.1%	1.1%	1.5%	1.2%	0.4%	1.0%	0.6%	1.4%
Other: Administration/Leadership	1.0%	0.9%	0.9%	0.0%	0.9%	0.8%	1.2%	0.4%	1.1%
Other: Bureaucracy	0.6%	0.7%	0.5%	1.5%	0.5%	1.1%	0.6%	0.5%	0.8%

**Table B18 Work-related Stressors**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Other: Feeling Undervalued	0.5%	0.3%	0.3%	0.0%	0.3%	0.2%	0.2%	0.2%	1.1%
Other: General Climate	0.4%	0.2%	0.4%	0.0%	0.4%	0.2%	0.3%	0.1%	0.4%
Other: Communication	0.4%	0.2%	0.4%	0.0%	0.3%	0.8%	0.5%	0.0%	0.5%
Other: Dependent Care	0.4%	0.2%	0.5%	0.0%	0.4%	0.4%	0.2%	0.4%	0.9%
Other: Health Insurance/Benefits	0.4%	0.5%	0.3%	1.5%	0.4%	0.6%	0.5%	0.4%	0.1%

Note: multiple response item; statistical significance not tested

**Table B19 Use of Child and/or Adult Care Services**

Have you utilized child or adult care services this past year?	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Yes	14.1%	12.6% <sub>a</sub>	16.1% <sub>b</sub>	7.7% <sub>a,b</sub>	14.7% <sub>a</sub>	14.4% <sub>a</sub>	15.5% <sub>a</sub>	17.2% <sub>a</sub>	10.2% <sub>b</sub>
No	85.9%	87.4% <sub>a</sub>	83.9% <sub>b</sub>	92.3% <sub>a,b</sub>	85.3% <sub>a</sub>	85.6% <sub>a</sub>	84.5% <sub>a</sub>	82.8% <sub>a</sub>	89.8% <sub>b</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 proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

**Table B20 Child and/or Adult Care-related Challenges**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
Cost of care services	72.3%	69.9%	74.8%	80.0%	73.3%	68.0%	79.5%	64.4%	63.0%
Finding child care services	31.8%	31.3%	32.5%	40.0%	30.7%	34.7%	32.7%	33.6%	27.2%
Finding adult care services	5.5%	6.1%	4.6%	0.0%	5.2%	6.7%	4.0%	6.8%	7.6%
Finding temporary care services	12.0%	16.0%	10.4%	20.0%	12.1%	12.0%	12.6%	15.1%	6.5%
Finding care for a sick child/adult	28.7%	21.5%	33.3%	40.0%	29.3%	25.3%	26.3%	37.7%	21.7%



Finding care for a child or adult with special needs	3.5%	4.3%	3.5%	0.0%	3.1%	5.3%	3.6%	4.8%	1.1%
Transportation to/from care services	29.2%	28.2%	30.7%	20.0%	29.3%	29.3%	28.4%	34.2%	26.1%
Dependability of care services	15.0%	13.5%	16.8%	0.0%	14.7%	21.3%	13.3%	18.5%	15.2%
Quality of care services	17.2%	16.0%	18.6%	20.0%	18.0%	17.3%	16.5%	21.2%	12.0%
Scheduling care to match work schedule	40.1%	31.3%	44.3%	80.0%	40.9%	36.0%	42.4%	40.4%	35.9%
Finding summer care services	27.9%	18.4%	33.0%	40.0%	29.8%	22.7%	28.1%	29.5%	26.1%
Location of care services	15.5%	12.9%	16.2%	0.0%	15.4%	14.7%	16.5%	9.6%	17.4%
Other	2.2%	2.5%	2.0%	0.0%	2.4%	2.7%	1.1%	2.1%	5.4%
I did not encounter any challenges related to care services	10.2%	14.7%	6.4%	0.0%	8.0%	17.3%	6.1%	7.5%	23.9%

*Note: This question was only asked to those who answered they used care services; multiple response item; statistical significance not tested*

**Table B21 Factors**

	CSU overall	Gender			Minoritized Race/Ethnicity		Employee Type		
		Men	Women	T/NB/GNC	Non-minoritized	Minoritized	Admin Pro	Faculty	SC
CSU Perceptions	3.82	3.88 <sub>a</sub>	3.83 <sub>a</sub>	3.45 <sub>b</sub>	3.88 <sub>a</sub>	3.68 <sub>b</sub>	3.91 <sub>a</sub>	3.67 <sub>b</sub>	3.79 <sub>c</sub>
Department/Unit Perceptions	3.66	3.76 <sub>a</sub>	3.64 <sub>b</sub>	3.28 <sub>c</sub>	3.71 <sub>a</sub>	3.58 <sub>b</sub>	3.73 <sub>a</sub>	3.65 <sub>b</sub>	3.56 <sub>b</sub>
Department/Unit Leadership	3.42	3.59 <sub>a</sub>	3.38 <sub>b</sub>	3.04 <sub>c</sub>	3.46 <sub>a</sub>	3.42 <sub>a</sub>	3.49 <sub>a</sub>	3.45 <sub>a</sub>	3.31 <sub>b</sub>
College/Division Leadership	3.31	3.48 <sub>a</sub>	3.25 <sub>b</sub>	3.10 <sub>b</sub>	3.34 <sub>a</sub>	3.31 <sub>a</sub>	3.39 <sub>a</sub>	3.28 <sub>b</sub>	3.20 <sub>b</sub>
Favoritism	2.80	2.65 <sub>a</sub>	2.83 <sub>b</sub>	3.09 <sub>b</sub>	2.74 <sub>a</sub>	2.88 <sub>b</sub>	2.72 <sub>a</sub>	2.73 <sub>a</sub>	2.95 <sub>b</sub>
Sense of Belonging	3.67	3.71 <sub>a</sub>	3.71 <sub>a</sub>	3.58 <sub>a</sub>	3.71 <sub>a</sub>	3.75 <sub>a</sub>	3.76 <sub>a</sub>	3.64 <sub>b</sub>	3.58 <sub>b</sub>
Department/Unit Culture	3.52	3.67 <sub>a</sub>	3.48 <sub>b</sub>	3.29 <sub>b</sub>	3.54 <sub>a</sub>	3.59 <sub>a</sub>	3.58 <sub>a</sub>	3.58 <sub>a</sub>	3.37 <sub>b</sub>
Department/Unit Diversity Culture	4.00	4.07 <sub>a</sub>	3.99 <sub>b</sub>	3.75 <sub>c</sub>	4.05 <sub>a</sub>	3.90 <sub>b</sub>	4.07 <sub>a</sub>	3.95 <sub>b</sub>	3.92 <sub>b</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.*

## Appendix C. Mean Comparisons by Division/College

**Table C1 Department/Unit Culture by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOE
Supports a healthy work/life balance	3.86	3.92	4.09	3.66	3.75	4.20	3.63	3.98	3.99	3.95
Understands the value of diversity	4.06	3.97	3.95	4.08	3.81	4.24	3.95	4.17	3.95	4.06
Promotes a work environment where all employees feel included	3.62	3.76	3.58	3.51	3.34	3.87	3.54	3.74	3.61	3.76
Treats all employees equitably	3.46	3.60	3.61	3.32	3.16	3.71	3.42	3.50	3.45	3.67
Communicates the importance of valuing diversity	3.87	3.83	3.69	4.04	3.50	3.93	3.57	4.13	3.80	3.81
Provides me with opportunities for professional development	3.99	3.90	3.91	4.06	3.73	4.17	3.83	4.04	3.96	3.88
Promotes respect for cultural differences	4.04	3.94	3.99	4.20	3.68	4.13	3.90	4.21	4.06	4.04
Is open and transparent in communication	3.44	3.61	3.36	3.49	3.23	3.72	3.37	3.64	3.43	3.77
Values employee input in major department/office decisions	3.46	3.69	3.29	3.71	3.38	3.85	3.31	3.74	3.56	3.77

**Table C2 Culture by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOE
My division/college is open and transparent in communication	3.39	3.41	3.46	3.51	3.38	3.27	3.36	3.58	3.76	3.35
My division/college promotes respect for cultural differences	3.97	3.89	3.94	4.03	3.86	3.80	3.96	4.05	4.14	3.91
I had a performance review of my progress as an employee in the last year	4.32	4.24	4.24	4.38	4.50	4.47	4.25	4.44	4.37	4.53
I was satisfied with the effort my supervisor puts into my performance reviews	3.90	3.96	4.01	3.94	3.92	3.99	3.78	4.02	3.91	4.08
I fear negative job consequences if I were to raise an issue of unfair treatment	2.66	2.44	2.37	2.62	2.61	2.78	2.63	2.71	2.58	2.48
I would be able to do my job more effectively if I received more information from my department/office	3.10	3.00	3.18	2.88	3.16	2.99	3.09	3.06	3.03	2.91
I feel a strong sense of belonging to CSU	3.65	3.68	3.28	3.64	3.58	3.96	3.53	3.91	3.48	3.62
I feel a strong sense of belonging to my division/college	3.49	3.55	3.52	3.51	3.43	3.72	3.47	3.48	3.51	3.29
I feel a strong sense of belonging to my department/office	3.88	3.79	3.79	3.93	3.69	4.17	3.71	4.15	3.79	3.95

**Table C3 Respect by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOPE
My department/office is treated with respect by other departments/offices within my division/college	3.64	3.66	3.77	3.41	3.58	3.69	3.68	3.65	3.53	3.68
My division/college is treated with respect by CSU	3.69	3.67	3.63	2.79	3.78	3.80	3.92	3.85	3.80	4.03
The people I interact with treat each other with respect.	3.95	4.02	4.03	3.97	3.74	4.11	3.95	4.13	4.06	3.99
There is respect for religious differences in my department/office	3.91	3.87	3.95	4.02	3.72	4.19	3.92	4.03	3.87	3.91
There is respect for liberal perspectives in my department/office	4.06	3.79	3.97	4.32	4.15	4.22	4.03	4.25	4.11	4.13
There is respect for conservative perspectives in my department/office	3.47	3.60	3.70	3.40	3.27	3.73	3.49	3.50	3.48	3.56
I feel valued as an employee	3.68	3.73	3.83	3.66	3.51	3.88	3.59	3.92	3.78	3.78

**Table C4 Favoritism by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOPE
Favoritism plays a role in who gets recognized within my department/office	3.00	2.89	2.77	3.02	3.15	2.98	3.16	2.90	2.99	2.72
Favoritism plays a role in who gets resources in my department/office	2.85	2.84	2.58	2.84	3.07	2.98	3.04	2.92	2.94	2.51
Favoritism plays a role in who gets professional development opportunities	2.64	2.53	2.52	2.58	2.62	2.69	2.83	2.58	2.60	2.40
Favoritism plays a role in who gets promoted in my department/office	2.88	2.69	2.64	2.65	2.85	2.91	3.01	2.69	2.74	2.55
Favoritism plays a role in who gets hired in my department/office	2.73	2.73	2.53	2.63	2.67	2.67	2.92	2.59	2.61	2.50

**Table C5 Leadership and Accountability by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Division/college leadership adequately addresses inappropriate behavior	3.35	3.38	3.51	3.52	3.25	3.35	3.32	3.41	3.68	3.15
Department/office leadership adequately addresses inappropriate behavior	3.45	3.51	3.49	3.53	3.23	3.78	3.33	3.55	3.54	3.57
Division/college leadership holds employees accountable for inappropriate behavior	3.30	3.35	3.50	3.44	3.19	3.23	3.26	3.36	3.59	3.06
Department/office leadership holds employees accountable for inappropriate behavior	3.41	3.44	3.48	3.44	3.17	3.74	3.26	3.52	3.48	3.43
Division/college leadership holds employees accountable for poor performance in the workplace	3.13	3.20	3.38	3.24	3.08	2.90	3.05	3.30	3.30	2.85
Department/office leadership holds employees accountable for poor performance in the workplace	3.25	3.35	3.32	3.19	3.05	3.53	3.09	3.36	3.21	3.39
Division/college leadership acts ethically and honestly in the workplace	3.78	3.84	3.90	3.97	3.81	3.67	3.69	4.02	4.06	3.75
Department/office leadership acts ethically and honestly in the workplace	3.89	4.05	3.87	4.06	3.76	4.07	3.82	3.98	4.03	4.05
Division/college leadership addresses issues of inequity	3.37	3.38	3.61	3.37	3.46	3.22	3.31	3.42	3.71	3.32
Department/office leadership addresses issues of inequity	3.47	3.56	3.56	3.52	3.33	3.64	3.35	3.51	3.57	3.69
Division/college leaders hold all employees to the same standards	3.20	3.36	3.58	3.32	3.25	2.99	3.14	3.41	3.57	3.14
Department/office leaders hold all employees to the same standards	3.25	3.40	3.41	3.17	3.05	3.64	3.10	3.34	3.37	3.59

**Table C6 Misconduct Among Employees at CSU by College**

___ is problematic among employees at CSU	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Sexual Harassment	6.3%	8.7%	0.5%	7.3%	13.8%	2.3%	3.7%	6.4%	6.3%	3.6%
Sexual Misconduct	3.0%	4.8%	1.0%	4.2%	6.0%	2.3%	1.1%	3.0%	1.0%	1.8%
Bullying	13.3%	13.0%	2.0%	12.0%	18.0%	6.8%	10.5%	13.6%	6.8%	12.1%
Bias	28.3%	33.0%	8.0%	28.2%	30.0%	26.1%	23.9%	31.8%	19.8%	24.2%
Physical Assault	0.6%	0.4%	0.5%	0.4%	0.5%	0.0%	0.0%	0.8%	0.5%	0.0%
Verbal Assault	7.2%	8.3%	2.0%	6.2%	11.5%	3.4%	3.9%	5.9%	5.2%	4.8%
None	65.7%	63.0%	90.0%	67.6%	62.7%	71.6%	69.3%	64.0%	76.6%	72.7%

*Note: multiple response item.*

**Table C7 Misconduct Among Division/College by College**

___ is problematic among employees in my division/college	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCO
Sexual Harassment	2.8%	7.0%	0.5%	3.1%	8.8%	2.3%	1.8%	1.3%	1.6%	1.8%
Sexual Misconduct	1.3%	3.5%	0.5%	2.7%	2.3%	0.0%	1.0%	0.8%	0.0%	0.0%
Bullying	10.3%	12.2%	3.5%	8.1%	9.2%	14.8%	8.4%	6.4%	6.3%	14.5%
Bias	24.1%	30.0%	9.5%	20.1%	25.3%	31.8%	21.2%	21.6%	15.6%	20.0%
Physical Assault	0.2%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Verbal Assault	5.1%	7.0%	2.5%	2.3%	8.3%	6.8%	3.6%	2.5%	3.6%	4.8%
None	70.8%	64.8%	87.5%	75.7%	69.6%	60.2%	73.3%	76.3%	81.3%	74.5%

*Note: multiple response item.*

**Table C8 Misconduct Among Department/Office by College**

___ is problematic among employees in my department/office	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCO
Sexual Harassment	1.9%	4.8%	0.5%	2.7%	6.9%	1.1%	1.8%	1.3%	1.0%	1.2%
Sexual Misconduct	1.1%	2.2%	0.5%	2.7%	2.3%	0.0%	1.0%	0.4%	0.5%	0.0%
Bullying	12.4%	12.2%	6.5%	13.5%	22.1%	9.1%	12.9%	12.7%	7.8%	10.9%
Bias	23.3%	27.0%	16.5%	22.8%	33.6%	15.9%	22.6%	30.1%	20.3%	20.6%
Physical Assault	0.3%	0.4%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%
Verbal Assault	7.0%	7.4%	3.0%	6.9%	12.0%	2.3%	7.6%	5.5%	3.6%	7.3%
None	69.9%	66.1%	81.5%	71.0%	54.8%	78.4%	68.0%	63.6%	77.1%	73.3%

*Note: multiple response item.*

**Table C9 Avoidance due to Misconduct by College**

There are people at CSU I avoid because I fear ____	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCO
Sexual Harassment	2.5%	3.9%	0.0%	3.1%	3.7%	0.0%	0.6%	2.5%	2.6%	2.4%
Sexual Misconduct	1.0%	1.7%	0.5%	1.2%	0.5%	1.1%	0.3%	0.8%	0.5%	0.6%
Bullying	16.7%	16.5%	7.0%	15.4%	22.1%	11.4%	15.5%	15.7%	11.5%	15.2%
Bias	20.0%	26.5%	8.0%	20.5%	22.6%	15.9%	17.1%	20.8%	17.7%	16.4%
Physical Assault	0.9%	0.4%	0.0%	0.8%	0.9%	0.0%	0.0%	0.8%	0.5%	0.6%
Verbal Assault	11.0%	11.7%	1.5%	10.8%	14.7%	3.4%	10.7%	8.9%	7.8%	11.5%
None	68.7%	66.1%	86.5%	71.4%	64.5%	77.3%	70.0%	70.8%	71.9%	70.9%

*Note: multiple response item.*

**Table C10 Bias Incidents by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCO
I find it is worthwhile to know about bias incidents at CSU	4.00	3.96	3.70	4.34	4.11	4.02	3.88	4.17	4.16	3.98
The university is transparent in reporting bias incidents at CSU	3.64	3.61	3.66	3.67	3.61	3.83	3.47	3.74	3.79	3.44
I am alarmed about the number of bias incidents reported at CSU	3.10	3.06	2.66	3.31	3.07	3.00	3.06	3.14	3.26	3.02
The number of bias incidents have increased at CSU in the past year	3.21	3.07	2.97	3.32	3.05	3.02	3.15	3.17	3.29	3.14
CSU handles incidents of bias well	3.44	3.44	3.40	3.56	3.32	3.66	3.34	3.57	3.47	3.40

**Table C11 Employee Councils by College**

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).	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCO
Yes	83.9%	82.2%	68.8%	91.5%	91.2%	89.9%	70.6%	89.9%	89.6%	89.0%
No	16.1%	17.8%	31.2%	8.5%	8.8%	10.1%	29.4%	10.1%	10.4%	11.0%

**Table C12 Employee Councils by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCO
I feel my employee council addresses issues and topics that are important and relevant to me	3.35	3.58	3.20	3.36	3.21	3.54	3.26	3.42	3.35	3.29
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	3.87	4.01	3.72	4.17	3.87	4.10	3.73	4.01	4.06	3.83

**Table C13 Principles of Community by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCO
I am familiar with the Principles of Community.	3.91	4.10	3.36	4.07	3.77	3.83	3.24	3.98	3.59	3.65
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	3.52	3.90	2.75	3.60	3.05	3.22	2.85	3.74	3.11	3.14
I feel the Principles of Community have made a positive impact on the climate in my department/office	3.20	3.42	2.90	3.26	2.77	3.14	2.89	3.26	3.05	3.10
I feel the Principles of Community have made a positive impact on the climate in my division/college	3.26	3.41	3.05	3.38	3.07	3.08	2.96	3.38	3.30	2.96

**Table C14 Freedom of Speech by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCO
My division/college supports people speaking freely	3.64	3.72	3.79	3.99	3.69	3.55	3.69	3.76	3.85	3.66
Free speech is an important issue on campus	4.28	4.30	4.16	4.49	4.35	4.52	4.13	4.34	4.36	4.20
I have the skills to navigate free speech questions on campus	3.59	3.55	3.68	3.83	3.53	3.80	3.56	3.53	3.63	3.51
I know who to ask/where to go if I have questions about free speech	3.30	3.28	3.15	3.56	3.14	3.29	3.03	3.17	3.28	3.18
Issues related to freedom of speech impact my work	2.97	2.87	2.43	3.62	2.73	3.27	2.63	3.08	2.77	2.62



**Table C15 CSU Perceptions by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOE
CSU recruits employees from a diverse set of backgrounds	3.84	3.95	3.99	3.53	3.68	4.00	3.85	3.74	3.81	3.89
CSU improves the campus climate for all employees	3.72	3.83	3.95	3.52	3.52	4.06	3.64	3.75	3.81	3.73
CSU retains diverse employees	3.60	3.81	3.84	3.24	3.35	3.82	3.71	3.31	3.66	3.74
CSU creates a supportive environment for employees from diverse backgrounds	3.77	3.85	4.04	3.45	3.60	3.94	3.77	3.61	3.82	3.78
CSU encourages discussions related to diversity	4.02	4.07	3.89	4.05	3.94	4.22	3.80	4.10	4.20	3.96
CSU provides employees with a positive work experience	3.84	3.90	4.07	3.71	3.70	4.18	3.76	3.89	3.92	3.83
CSU climate has become consistently more inclusive of all employees	3.76	3.83	3.90	3.69	3.61	4.07	3.61	3.80	3.95	3.78
I would recommend CSU as a place of employment	4.08	4.12	4.27	4.00	3.96	4.30	3.99	4.20	4.07	4.11

**Table C16 Department/Unit Perceptions by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBBS	HHS	WNR	WSCOE
Department/office recruits employees from a diverse set of backgrounds	3.67	3.81	3.76	3.52	3.50	3.84	3.66	3.68	3.35	3.88
Department/office improves the campus climate for all employees	3.61	3.79	3.51	3.68	3.33	3.79	3.49	3.70	3.64	3.86
Department/office retains diverse employees	3.50	3.65	3.62	3.37	3.16	3.74	3.59	3.32	3.44	3.80
Department/office creates a supportive environment for employees from diverse backgrounds	3.68	3.78	3.79	3.62	3.37	3.95	3.65	3.60	3.64	3.89
Department/office encourages discussions related to diversity	3.66	3.62	3.32	3.94	3.35	3.82	3.35	3.81	3.68	3.74
Department/office provides employees with a positive work experience	3.71	3.89	3.73	3.79	3.56	4.01	3.59	3.87	3.78	3.92
Department/office climate has become consistently more inclusive of all employees	3.59	3.78	3.43	3.66	3.38	3.91	3.46	3.67	3.71	3.79
I would recommend my department/office as a place of employment	3.86	4.01	3.84	3.95	3.76	4.16	3.80	4.03	3.90	4.03

**Table C17 Discriminatory Attitudes by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Job title	31.0%	27.9%	25.0%	35.7%	39.2%	39.1%	30.4%	39.2%	33.5%	34.4%
Employment classification	29.4%	29.9%	19.4%	39.8%	39.2%	33.3%	29.5%	38.7%	37.9%	32.8%
Political affiliation	19.7%	21.1%	18.1%	12.2%	12.5%	20.3%	18.1%	17.5%	20.5%	15.6%
Age	18.7%	14.7%	15.0%	16.3%	19.9%	13.0%	14.6%	11.9%	19.3%	14.8%
Gender	16.9%	24.0%	13.1%	19.0%	23.3%	18.8%	15.6%	12.4%	18.6%	20.3%
Appearance	9.3%	9.8%	6.3%	7.2%	8.0%	5.8%	6.4%	7.7%	6.8%	7.8%
Parental status	8.5%	9.3%	2.5%	10.0%	6.8%	7.2%	10.8%	4.6%	9.9%	3.9%
Religion	6.9%	10.8%	2.5%	5.0%	6.3%	2.9%	4.4%	6.2%	4.3%	8.6%
Race or color	6.7%	12.3%	2.5%	4.5%	11.4%	1.4%	4.0%	9.3%	5.0%	7.0%
Gender identity and expression	6.4%	8.3%	5.0%	6.8%	10.8%	2.9%	2.3%	4.6%	6.8%	10.2%
Ethnic origin	6.1%	10.8%	4.4%	5.0%	9.7%	2.9%	4.8%	7.7%	5.0%	6.3%
Socioeconomic status	5.2%	5.9%	3.8%	3.6%	9.7%	8.7%	3.7%	3.6%	3.1%	2.3%
Disability (e.g. physical, mental)	4.2%	3.9%	1.9%	3.2%	5.7%	0.0%	1.2%	4.1%	5.6%	3.1%
Marital status	4.2%	5.4%	1.9%	5.4%	4.0%	5.8%	5.2%	0.5%	3.1%	2.3%
Sexual orientation	3.9%	6.9%	4.4%	3.2%	5.1%	2.9%	1.2%	4.6%	3.1%	2.3%
Nationality/Country of origin	3.8%	10.3%	1.9%	2.7%	7.4%	1.4%	3.3%	2.6%	4.3%	5.5%
Other: General	2.0%	1.5%	2.5%	2.3%	0.6%	2.8%	2.5%	0.5%	1.2%	2.4%
Other: Education/professional background	1.2%	0.5%	1.9%	1.4%	1.1%	1.4%	0.8%	1.5%	1.2%	2.3%
Other: Veteran status	1.0%	1.0%	5.0%	0.5%	0.0%	0.0%	0.8%	0.0%	0.6%	0.8%
Other: Nepotism/favoritism	0.7%	0.0%	0.0%	0.0%	1.1%	2.9%	0.8%	0.0%	0.0%	0.0%
Other: Differing opinions/work styles/personalities	0.6%	0.0%	0.0%	0.5%	0.6%	0.0%	0.4%	2.6%	0.0%	0.0%
Other: Employment duration	0.3%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other: Research area/Grant money brought in	0.3%	1.0%	0.0%	1.4%	0.6%	0.0%	0.4%	0.5%	0.6%	0.8%
No intolerant attitudes are present	36.3%	37.3%	45.6%	32.1%	27.8%	37.7%	38.3%	34.5%	31.7%	35.9%

*Note: multiple response item.*

**Table C18 Work-related Stressors by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Lower salary	46.6%	40.2%	31.0%	70.0%	47.8%	41.0%	42.7%	46.6%	44.3%	29.7%
Workload	32.8%	32.2%	23.0%	35.6%	39.9%	28.9%	33.7%	33.3%	27.9%	40.0%
Work/life balance	29.1%	37.4%	15.5%	30.0%	26.6%	18.1%	35.1%	30.1%	37.7%	34.5%
Lack of growth/promotion	28.5%	19.2%	30.5%	27.6%	21.7%	28.9%	26.7%	22.8%	23.5%	26.9%
Office/department climate	20.6%	17.3%	25.7%	14.4%	24.1%	22.9%	19.6%	22.4%	19.1%	15.9%
Email overload	17.7%	21.5%	7.0%	21.2%	21.2%	20.5%	16.4%	21.9%	21.9%	22.1%
Lack of resources/Budget/Funding	16.7%	26.6%	10.2%	18.4%	20.2%	18.1%	19.4%	16.0%	24.0%	22.1%
Affordable housing near work	12.7%	9.8%	12.8%	12.4%	9.4%	12.0%	12.1%	12.3%	14.8%	9.7%
Interpersonal conflict	12.4%	10.3%	13.4%	10.0%	17.7%	4.8%	13.5%	8.7%	6.0%	13.1%
Duties outside my job responsibilities/Taking on additional work	11.8%	9.3%	13.4%	7.2%	11.8%	16.9%	13.6%	13.2%	13.7%	13.1%
Job security	11.2%	10.3%	43.3%	11.6%	11.3%	18.1%	12.4%	10.5%	19.7%	13.8%
Ill-defined job	6.0%	6.5%	10.2%	2.4%	3.0%	7.2%	4.9%	4.6%	8.2%	4.1%
Physical environment	5.5%	6.1%	8.6%	4.4%	2.0%	3.6%	5.1%	5.9%	2.7%	10.3%
Lack of work flexibility	4.9%	2.3%	2.1%	1.6%	0.5%	2.4%	4.9%	3.2%	1.1%	3.4%
Misconduct occurring at work/Inequities/Bias	4.8%	4.2%	3.7%	2.4%	6.4%	3.6%	4.5%	4.6%	1.6%	3.4%
Health issues	4.6%	1.9%	7.0%	4.4%	6.4%	2.4%	3.8%	4.1%	2.7%	4.8%
Lack of training/skills to do my work	4.1%	4.7%	3.7%	3.2%	2.0%	1.2%	3.1%	1.8%	5.5%	2.1%
Lack of work autonomy	3.3%	2.3%	4.8%	2.0%	1.5%	8.4%	3.5%	2.7%	3.3%	2.8%
Other: General	2.1%	0.5%	1.6%	1.6%	3.4%	1.2%	2.4%	1.4%	3.3%	0.7%
Physical safety	1.4%	1.9%	4.3%	0.8%	0.5%	1.2%	1.0%	0.5%	0.5%	1.4%
Other: Parking and Transportation	1.0%	0.5%	1.6%	0.0%	1.0%	0.0%	1.4%	0.9%	1.6%	2.8%
Other: Administration/Leadership	1.0%	0.0%	3.7%	1.2%	0.5%	2.4%	0.2%	0.5%	0.5%	3.4%
Other: Bureaucracy	0.6%	0.0%	0.5%	0.0%	2.0%	1.2%	0.3%	0.5%	1.6%	0.7%

**Table C18 Work-related Stressors by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Other: Feeling Undervalued	0.5%	0.5%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%	0.0%	0.7%
Other: General Climate	0.4%	0.5%	0.0%	0.0%	0.0%	1.2%	0.3%	0.5%	0.0%	1.4%
Other: Communication	0.4%	0.0%	0.5%	0.0%	0.0%	0.0%	0.3%	0.0%	0.5%	0.0%
Other: Dependent Care	0.4%	0.5%	0.0%	1.2%	0.5%	0.0%	0.2%	0.0%	0.0%	0.0%
Other: Health Insurance/Benefits	0.4%	0.0%	1.1%	1.2%	0.5%	0.0%	0.2%	0.5%	0.0%	0.7%

*Note: multiple response item.*

**Table C19 Use of Child and/or Adult Care Services by College**

Have you utilized child or adult care services this past year?	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Yes	14.1%	18.3%	10.6%	19.2%	10.8%	14.6%	14.1%	13.9%	16.9%	14.8%
No	85.9%	81.7%	89.4%	80.8%	89.2%	85.4%	85.9%	86.1%	83.1%	85.2%

**Table C20 Child and/or Adult Care-related Challenges by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
Cost of care services	72.3%	61.9%	78.3%	79.2%	65.2%	76.9%	69.1%	81.3%	80.6%	65.2%
Scheduling care to match work schedule	40.1%	38.1%	21.7%	47.9%	39.1%	46.2%	37.0%	28.1%	41.9%	34.8%
Finding child care services	31.8%	26.2%	26.1%	41.7%	26.1%	46.2%	32.1%	18.8%	25.8%	34.8%
Transportation to/from care services	29.2%	28.6%	17.4%	37.5%	30.4%	30.8%	28.4%	18.8%	29.0%	26.1%
Finding care for a sick child/adult	28.7%	23.8%	13.0%	37.5%	30.4%	23.1%	40.7%	25.0%	29.0%	39.1%
Finding summer care services	27.9%	31.0%	13.0%	29.2%	47.8%	30.8%	27.2%	34.4%	19.4%	30.4%
Quality of care services	17.2%	21.4%	21.7%	16.7%	21.7%	15.4%	13.6%	21.9%	29.0%	8.7%
Location of care services	15.5%	14.3%	13.0%	10.4%	17.4%	15.4%	18.5%	9.4%	12.9%	26.1%
Dependability of care services	15.0%	11.9%	21.7%	16.7%	13.0%	23.1%	11.1%	6.3%	16.1%	21.7%
Finding temporary care services	12.0%	4.8%	8.7%	12.5%	13.0%	30.8%	11.1%	9.4%	16.1%	21.7%
Finding adult care services	5.5%	4.8%	0.0%	10.4%	0.0%	15.4%	4.9%	0.0%	3.2%	8.7%
Finding care for a child or adult with special needs	3.5%	2.4%	0.0%	4.2%	0.0%	0.0%	4.9%	0.0%	0.0%	8.7%
Other	2.2%	0.0%	0.0%	4.2%	0.0%	0.0%	1.2%	9.4%	0.0%	0.0%
I did not encounter any challenges related to care services	10.2%	14.3%	8.7%	2.1%	8.7%	0.0%	6.2%	3.1%	3.2%	13.0%

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

**Table C21 Factors by College**

	CSU overall	CAS	CEMML	CLA	CNS	COB	CVMBS	HHS	WNR	WSCOE
CSU Perceptions	3.82	3.92	3.97	3.62	3.61	4.12	3.74	3.78	3.94	3.84
Department/Unit Perceptions	3.66	3.79	3.62	3.67	3.36	3.95	3.58	3.69	3.62	3.86
Department/Unit Leadership	3.42	3.49	3.52	3.47	3.24	3.66	3.28	3.48	3.43	3.55
College/Division Leadership	3.31	3.39	3.58	3.47	3.28	3.12	3.24	3.48	3.60	3.07
Favoritism	2.80	2.72	2.61	2.73	2.84	2.86	2.98	2.70	2.68	2.53
Sense of Belonging	3.67	3.67	3.53	3.69	3.56	3.95	3.56	3.85	3.59	3.62
Department/Unit Culture	3.52	3.68	3.56	3.51	3.30	3.81	3.44	3.70	3.53	3.72
Department/Unit Diversity Culture	4.00	3.92	3.89	4.09	3.74	4.02	3.86	4.15	3.98	3.98

**Table C22 Department/Unit Culture by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Supports a healthy work/life balance	3.86	3.75	3.92	4.33	3.80	3.92	3.78	3.63	3.86	3.75	3.78	3.80	4.11	4.21
Understands the value of diversity	4.06	3.97	4.41	4.19	4.24	4.17	4.29	3.85	3.96	4.31	4.24	4.04	4.42	4.08
Promotes a work environment where all employees feel included	3.62	3.47	3.53	3.81	3.53	3.68	3.59	3.35	3.61	3.90	3.54	3.82	3.97	3.67
Treats all employees equitably	3.46	3.25	3.39	3.65	3.08	3.34	3.38	3.30	3.46	3.78	3.54	3.62	3.77	3.50
Communicates the importance of valuing diversity	3.87	3.94	4.35	3.96	4.20	4.14	4.30	3.52	3.72	4.23	4.10	3.75	4.38	4.05
Provides me with opportunities for professional development	3.99	4.27	4.17	3.89	4.10	4.25	4.06	3.99	3.80	4.37	3.82	4.03	4.41	4.19
Promotes respect for cultural differences	4.04	4.04	4.30	4.20	4.40	4.11	4.17	3.73	3.91	4.39	4.04	3.95	4.38	4.14
Is open and transparent in communication	3.44	3.13	3.13	3.83	3.26	3.33	3.41	3.19	3.33	3.80	3.29	3.66	3.78	3.45
Values employee input in major department/office decisions	3.46	3.24	3.23	3.51	3.24	3.23	3.32	3.17	3.28	3.72	3.37	3.58	3.79	3.30

**Table C23 Culture by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
My division/college is open and transparent in communication	3.39	3.06	3.44	3.52	3.16	3.37	3.45	3.11	3.21	3.66	3.06	3.45	3.63	2.71
My division/college promotes respect for cultural differences	3.97	3.83	4.18	4.04	4.24	4.16	4.16	3.59	3.73	4.24	3.92	3.93	4.33	3.74
I had a performance review of my progress as an employee in the last year	4.32	4.21	4.28	4.33	4.20	4.18	4.53	4.31	4.18	4.18	4.27	4.27	4.50	4.52
I was satisfied with the effort my supervisor puts into my performance reviews	3.90	3.65	3.77	3.87	3.70	3.79	4.11	3.90	3.78	4.00	3.93	3.70	4.10	4.12
I fear negative job consequences if I were to raise an issue of unfair treatment	2.66	3.00	2.59	2.64	3.00	2.90	2.55	2.83	2.88	2.54	2.96	2.68	2.34	3.04
I would be able to do my job more effectively if I received more information from my department/office	3.10	3.23	3.10	2.98	3.36	3.42	3.20	3.29	3.24	2.96	3.14	3.36	2.87	3.16
I feel a strong sense of belonging to CSU	3.65	3.36	3.91	4.02	3.84	3.65	3.72	3.65	3.59	3.84	3.55	3.75	3.90	3.99
I feel a strong sense of belonging to my division/college	3.49	3.40	3.54	3.56	3.74	3.51	3.60	3.54	3.35	3.88	3.12	3.61	3.68	3.09
I feel a strong sense of belonging to my department/office	3.88	3.74	3.91	4.23	3.78	3.82	3.91	3.89	3.78	4.33	3.78	3.96	4.28	4.01



**Table C24 Respect by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
My department/office is treated with respect by other departments/offices within my division/college	3.64	3.68	3.85	3.89	3.80	3.62	3.62	3.48	3.48	3.81	3.72	3.77	3.84	3.36
My division/college is treated with respect by CSU	3.69	3.47	4.01	4.04	3.82	3.83	3.95	3.52	3.32	3.74	3.76	3.79	3.94	3.91
The people I interact with treat each other with respect.	3.95	3.69	4.08	4.19	3.78	3.78	3.95	3.90	3.82	4.09	3.96	3.92	4.16	3.88
There is respect for religious differences in my department/office	3.91	3.89	3.80	3.88	4.05	3.87	3.83	3.72	3.85	4.10	3.98	3.76	4.14	3.75
There is respect for liberal perspectives in my department/office	4.06	3.82	4.18	4.16	4.30	4.07	4.22	3.85	3.73	4.12	4.13	3.96	4.39	4.07
There is respect for conservative perspectives in my department/office	3.47	3.78	3.28	3.31	3.29	3.30	3.39	3.38	3.56	3.59	3.10	3.44	3.22	3.20
I feel valued as an employee	3.68	3.42	3.77	4.04	3.66	3.61	3.76	3.61	3.43	3.87	3.68	3.65	3.89	3.69

**Table C25 Favoritism by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Favoritism plays a role in who gets recognized within my department/office	3.00	3.09	3.23	3.15	3.70	3.26	2.90	3.14	3.00	2.53	3.00	2.93	2.66	2.86
Favoritism plays a role in who gets resources in my department/office	2.85	2.89	2.93	3.00	3.47	2.79	2.69	2.84	2.88	2.51	2.78	2.79	2.46	2.72
Favoritism plays a role in who gets professional development opportunities	2.64	2.55	2.86	2.70	3.02	2.86	2.61	2.74	2.78	2.30	2.67	2.65	2.21	2.56
Favoritism plays a role in who gets promoted in my department/office	2.88	2.96	3.26	3.09	3.69	3.37	2.83	3.18	2.98	2.51	3.16	2.88	2.62	2.96
Favoritism plays a role in who gets hired in my department/office	2.73	2.75	3.05	2.80	2.80	3.11	2.70	2.93	2.74	2.25	2.82	2.67	2.68	2.63

**Table C26 Leadership and Accountability by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Division/college leadership adequately addresses inappropriate behavior	3.35	2.86	3.57	3.18	2.97	3.37	3.51	3.34	3.31	3.58	3.15	3.13	3.46	3.06
Department/office leadership adequately addresses inappropriate behavior	3.45	3.12	3.46	3.54	3.05	3.40	3.46	3.34	3.41	3.83	3.20	3.23	3.73	3.68
Division/college leadership holds employees accountable for inappropriate behavior	3.30	2.79	3.43	3.18	3.03	3.27	3.42	3.29	3.32	3.55	3.17	3.10	3.35	3.15
Department/office leadership holds employees accountable for inappropriate behavior	3.41	3.12	3.45	3.50	3.00	3.34	3.42	3.41	3.46	3.88	3.12	3.26	3.62	3.68
Division/college leadership holds employees accountable for poor performance in the workplace	3.13	2.82	3.22	3.00	3.00	2.91	3.26	3.11	3.09	3.43	3.24	3.31	3.13	3.01
Department/office leadership holds employees accountable for poor performance in the workplace	3.25	3.02	3.26	3.48	3.00	2.96	3.36	3.19	3.27	3.79	3.00	3.38	3.37	3.63
Division/college leadership acts ethically and honestly in the workplace	3.78	3.55	4.01	3.66	3.71	3.76	3.92	3.71	3.55	4.14	3.53	3.85	3.94	2.80
Department/office leadership acts ethically and honestly in the workplace	3.89	3.66	3.86	4.00	3.85	3.76	3.81	3.81	3.71	4.34	3.69	3.93	4.06	3.92
Division/college leadership addresses issues of inequity	3.37	2.96	3.52	3.44	3.05	3.37	3.60	3.05	3.25	3.69	3.21	3.36	3.58	2.83

**Table C26 Leadership and Accountability by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Department/office leadership addresses issues of inequity	3.47	3.15	3.60	3.51	3.05	3.44	3.55	3.19	3.38	3.92	3.43	3.39	3.79	3.53
Division/college leaders hold all employees to the same standards	3.20	2.89	3.39	3.09	2.92	2.87	3.35	3.01	3.05	3.35	3.00	3.20	3.23	2.55
Department/office leaders hold all employees to the same standards	3.25	3.09	3.16	3.57	2.87	2.90	3.27	3.01	3.23	3.70	3.23	3.26	3.39	3.57

**Table C27 Misconduct Among Employees at CSU by Division**

___ is problematic among employees at CSU	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Sexual Harassment	6.3%	2.6%	6.9%	2.1%	12.2%	7.0%	9.0%	6.6%	5.0%	9.6%	5.9%	5.2%	15.5%	2.7%
Sexual Misconduct	3.0%	1.3%	0.8%	0.0%	8.2%	3.5%	3.8%	1.9%	4.0%	3.2%	3.9%	4.1%	6.7%	1.3%
Bullying	13.3%	13.5%	13.8%	12.5%	24.5%	20.4%	14.3%	15.1%	16.5%	13.8%	13.7%	18.6%	17.5%	21.3%
Bias	28.3%	30.8%	33.8%	25.0%	42.9%	35.2%	28.6%	29.2%	30.0%	22.3%	41.2%	24.7%	44.8%	34.7%
Physical Assault	0.6%	0.0%	0.8%	0.0%	2.0%	0.0%	0.0%	0.9%	2.4%	0.0%	2.0%	1.0%	0.5%	0.0%
Verbal Assault	7.2%	6.4%	5.4%	6.3%	20.4%	9.2%	5.3%	8.5%	14.4%	6.4%	7.8%	9.3%	7.7%	6.7%
None	65.7%	65.4%	62.3%	64.6%	53.1%	54.9%	61.7%	66.0%	58.5%	73.4%	52.9%	67.0%	49.0%	61.3%

*Note: multiple response item.*

**Table C28 Misconduct Among Division/College by Division**

___ is problematic among employees in my division/college	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Sexual Harassment	2.8%	3.8%	0.8%	2.1%	0.0%	2.8%	1.5%	0.9%	2.8%	3.2%	0.0%	1.0%	5.7%	1.3%
Sexual Misconduct	1.3%	0.6%	0.0%	0.0%	0.0%	2.1%	0.0%	0.0%	2.8%	1.1%	0.0%	0.0%	2.1%	2.7%
Bullying	10.3%	13.5%	10.0%	10.4%	20.4%	16.9%	12.8%	11.3%	12.3%	12.8%	5.9%	6.2%	8.8%	26.7%
Bias	24.1%	35.3%	27.7%	18.8%	22.4%	28.2%	21.1%	25.5%	29.0%	20.2%	17.6%	19.6%	31.4%	46.7%
Physical Assault	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Verbal Assault	5.1%	5.1%	1.5%	8.3%	10.2%	7.7%	4.5%	2.8%	11.6%	1.1%	5.9%	3.1%	4.1%	2.7%
None	70.8%	62.2%	69.2%	70.8%	69.4%	62.0%	69.2%	69.8%	64.2%	76.6%	80.4%	78.4%	63.4%	46.7%

*Note: multiple response item.*

**Table C29 Misconduct Among Department/Office by Division**

___ is problematic among employees in my department/office	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Sexual Harassment	1.9%	1.3%	0.8%	0.0%	0.0%	1.4%	0.8%	0.9%	1.9%	1.1%	0.0%	1.0%	1.5%	0.0%
Sexual Misconduct	1.1%	1.9%	0.8%	0.0%	0.0%	1.4%	1.5%	0.0%	1.4%	0.0%	0.0%	0.0%	1.0%	0.0%
Bullying	12.4%	17.3%	10.8%	4.2%	16.3%	17.6%	15.8%	17.0%	11.8%	7.4%	7.8%	11.3%	8.8%	9.3%
Bias	23.3%	33.3%	23.1%	12.5%	22.4%	25.4%	21.8%	23.6%	24.1%	13.8%	17.6%	18.6%	21.6%	17.3%
Physical Assault	0.3%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Verbal Assault	7.0%	9.6%	3.1%	2.1%	8.2%	9.2%	9.8%	4.7%	11.6%	5.3%	3.9%	6.2%	3.1%	1.3%
None	69.9%	61.5%	69.2%	83.3%	69.4%	64.8%	67.7%	68.9%	70.3%	81.9%	76.5%	72.2%	75.3%	78.7%

*Note: multiple response item.*

**Table C30 Avoidance due to Misconduct by Division**

There are people at CSU I avoid because I fear ____	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Sexual Harassment	2.5%	0.6%	0.0%	0.0%	2.0%	4.2%	2.3%	1.9%	2.1%	4.3%	2.0%	6.2%	8.2%	8.0%
Sexual Misconduct	1.0%	0.0%	0.0%	0.0%	4.1%	2.8%	1.5%	1.9%	0.7%	0.0%	2.0%	3.1%	4.1%	0.0%
Bullying	16.7%	23.7%	17.7%	16.7%	28.6%	26.1%	23.3%	13.2%	16.0%	18.1%	15.7%	20.6%	14.9%	20.0%
Bias	20.0%	27.6%	15.4%	14.6%	20.4%	19.7%	18.8%	15.1%	23.6%	20.2%	23.5%	21.6%	26.8%	25.3%
Physical Assault	0.9%	2.6%	0.8%	2.1%	0.0%	2.8%	2.3%	0.0%	2.4%	1.1%	2.0%	2.1%	0.5%	0.0%
Verbal Assault	11.0%	12.2%	10.0%	16.7%	18.4%	13.4%	15.0%	8.5%	15.3%	11.7%	7.8%	10.3%	10.3%	9.3%
None	68.7%	60.3%	74.6%	72.9%	59.2%	57.7%	64.7%	76.4%	62.5%	69.1%	70.6%	68.0%	63.9%	65.3%

*Note: multiple response item.*

**Table C31 Bias Incidents by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
I find it is worthwhile to know about bias incidents at CSU	4.00	3.76	4.21	3.85	4.19	4.11	4.13	4.05	3.70	3.87	4.27	3.82	4.34	4.08
The university is transparent in reporting bias incidents at CSU	3.64	3.50	3.97	4.05	4.05	3.76	3.70	3.64	3.33	3.97	3.67	3.74	3.84	3.99
I am alarmed about the number of bias incidents reported at CSU	3.10	3.04	3.23	3.25	3.51	3.31	3.32	2.96	3.04	2.73	3.20	2.85	3.31	3.06
The number of bias incidents have increased at CSU in the past year	3.21	2.97	3.45	2.97	3.53	3.62	3.44	3.07	3.22	2.80	3.19	3.02	3.64	2.98
CSU handles incidents of bias well	3.44	3.36	3.55	3.81	3.79	3.51	3.37	3.60	3.20	3.53	3.37	3.57	3.47	3.59

**Table C32 Employee Councils by Division**

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).	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Yes	83.9%	81.4%	90.7%	89.6%	95.9%	90.1%	74.2%	91.4%	82.0%	86.0%	98.0%	92.6%	87.6%	93.3%
No	16.1%	18.6%	9.3%	10.4%	4.1%	9.9%	25.8%	8.6%	18.0%	14.0%	2.0%	7.4%	12.4%	6.7%

**Table C33 Employee Councils by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
I feel my employee council addresses issues and topics that are important and relevant to me	3.35	3.03	3.42	3.25	3.32	3.49	3.31	3.47	3.39	3.41	3.53	3.22	3.42	3.12
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	3.87	3.75	3.77	3.78	3.87	3.87	3.65	3.91	3.77	3.70	4.15	3.76	3.98	3.54

**Table C34 Principles of Community by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
I am familiar with the Principles of Community.	3.91	4.30	4.55	4.50	4.48	4.61	4.22	3.89	3.79	4.01	4.36	4.39	4.52	4.11
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	3.52	3.76	4.13	3.96	4.11	4.45	3.94	3.02	3.62	3.64	3.98	4.07	4.21	3.15
I feel the Principles of Community have made a positive impact on the climate in my department/office	3.20	3.08	3.72	3.40	3.41	3.60	3.39	3.14	3.07	3.59	3.24	3.25	3.74	3.01
I feel the Principles of Community have made a positive impact on the climate in my division/college	3.26	3.11	3.83	3.38	3.40	3.58	3.55	3.04	3.11	3.53	3.31	3.26	3.85	2.79



**Table C35 Freedom of Speech by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
My division/college supports people speaking freely	3.64	3.40	3.57	3.65	3.58	3.33	3.63	3.54	3.30	3.91	3.30	3.81	3.76	2.91
Free speech is an important issue on campus	4.28	4.25	4.27	4.48	4.33	4.29	4.28	4.34	4.14	4.39	4.36	4.15	4.34	4.40
I have the skills to navigate free speech questions on campus	3.59	3.51	3.42	3.54	3.58	3.56	3.58	3.45	3.50	3.93	3.40	3.65	3.67	3.61
I know who to ask/where to go if I have questions about free speech	3.30	3.15	3.56	3.60	3.51	3.54	3.56	3.14	3.18	3.79	3.30	3.35	3.74	3.58
Issues related to freedom of speech impact my work	2.97	3.05	2.94	3.32	2.89	3.28	3.18	2.84	2.96	3.31	2.91	2.98	3.69	3.11

**Table C36 CSU Perceptions by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
CSU recruits employees from a diverse set of backgrounds	3.84	3.85	3.82	3.98	3.51	3.95	3.84	3.90	3.95	3.99	3.91	4.10	3.68	3.93
CSU improves the campus climate for all employees	3.72	3.57	3.78	4.00	3.63	3.79	3.76	3.68	3.69	3.89	3.61	3.79	3.76	4.04
CSU retains diverse employees	3.60	3.50	3.40	3.78	3.24	3.85	3.60	3.57	3.75	3.59	3.45	3.85	3.34	3.46
CSU creates a supportive environment for employees from diverse backgrounds	3.77	3.75	3.71	4.00	3.59	3.79	3.75	3.70	3.82	3.93	3.90	4.00	3.62	4.03
CSU encourages discussions related to diversity	4.02	4.09	4.26	4.15	4.38	4.15	4.17	3.94	3.83	4.22	4.16	4.06	4.12	4.21
CSU provides employees with a positive work experience	3.84	3.70	3.84	4.23	3.76	3.89	3.81	3.72	3.72	3.90	3.86	3.91	3.88	4.11
CSU climate has become consistently more inclusive of all employees	3.76	3.67	3.85	4.00	3.87	3.74	3.76	3.80	3.69	3.99	3.80	3.64	3.69	3.94
I would recommend CSU as a place of employment	4.08	3.97	4.19	4.40	4.04	4.20	4.18	3.97	3.93	4.15	4.00	4.05	4.15	4.34

**Table C37 Department/Unit Perceptions by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Department/office recruits employees from a diverse set of backgrounds	3.67	3.43	3.85	3.56	3.12	3.85	3.75	3.55	3.71	3.89	3.86	3.77	3.82	3.64
Department/office improves the campus climate for all employees	3.61	3.21	3.58	3.86	3.63	3.60	3.68	3.52	3.54	3.91	3.51	3.79	3.93	3.50
Department/office retains diverse employees	3.50	3.09	3.59	3.51	3.12	3.61	3.58	3.26	3.60	3.59	3.36	3.62	3.68	3.07
Department/office creates a supportive environment for employees from diverse backgrounds	3.68	3.36	3.85	3.90	3.62	3.69	3.76	3.37	3.63	4.00	3.66	3.80	3.83	3.66
Department/office encourages discussions related to diversity	3.66	3.64	4.10	3.75	4.23	3.77	4.14	3.41	3.40	3.91	3.62	3.48	4.15	3.75
Department/office provides employees with a positive work experience	3.71	3.36	3.76	4.04	3.72	3.62	3.64	3.50	3.52	3.88	3.74	3.86	4.01	3.76
Department/office climate has become consistently more inclusive of all employees	3.59	3.27	3.62	3.67	3.84	3.54	3.71	3.41	3.51	3.87	3.57	3.56	3.88	3.48
I would recommend my department/office as a place of employment	3.86	3.53	3.89	4.21	3.85	3.75	3.98	3.59	3.68	3.88	3.74	3.91	4.09	3.73

**Table C38 Discriminatory Attitudes by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Job title	31.0%	37.8%	30.2%	33.3%	48.8%	35.5%	31.7%	19.1%	21.7%	29.2%	21.4%	30.8%	22.9%	40.0%
Employment classification	29.4%	38.7%	18.8%	12.8%	48.8%	40.5%	35.6%	31.5%	19.8%	13.9%	16.7%	14.1%	17.1%	24.3%
Political affiliation	19.7%	26.1%	29.2%	25.6%	24.4%	34.7%	23.1%	15.7%	17.5%	18.1%	26.2%	16.7%	24.1%	28.6%
Age	18.7%	28.6%	32.3%	25.6%	39.0%	26.4%	23.1%	15.7%	15.9%	19.4%	33.3%	15.4%	18.8%	42.9%
Gender	16.9%	16.8%	17.7%	20.5%	22.0%	19.8%	6.7%	25.8%	10.3%	20.8%	16.7%	14.1%	16.5%	17.1%
Appearance	9.3%	15.1%	17.7%	5.1%	7.3%	16.5%	8.7%	11.2%	10.9%	12.5%	4.8%	5.1%	10.0%	22.9%
Parental status	8.5%	7.6%	13.5%	7.7%	34.1%	9.1%	10.6%	6.7%	7.0%	9.7%	4.8%	6.4%	8.2%	8.6%
Religion	6.9%	11.8%	9.4%	10.3%	9.8%	12.4%	6.7%	5.6%	5.0%	9.7%	9.5%	5.1%	12.4%	10.0%
Race or color	6.7%	10.9%	9.4%	2.6%	4.9%	15.7%	5.8%	5.6%	5.3%	9.7%	9.5%	0.0%	6.5%	4.3%
Gender identity and expression	6.4%	10.9%	4.2%	2.6%	4.9%	17.4%	8.7%	5.6%	5.8%	5.6%	0.0%	3.8%	6.5%	5.7%
Ethnic origin	6.1%	9.2%	7.3%	2.6%	2.4%	14.9%	3.8%	4.5%	5.3%	5.6%	2.4%	0.0%	5.9%	4.3%
Socioeconomic status	5.2%	5.0%	5.2%	5.1%	14.6%	6.6%	5.8%	7.9%	3.6%	6.9%	2.4%	2.6%	7.1%	17.1%
Disability (e.g. physical, mental)	4.2%	7.6%	9.4%	2.6%	4.9%	12.4%	4.8%	5.6%	2.2%	4.2%	4.8%	3.8%	7.1%	5.7%
Marital status	4.2%	4.2%	5.2%	5.1%	14.6%	3.3%	5.8%	4.5%	3.9%	4.2%	0.0%	0.0%	5.9%	4.3%
Sexual orientation	3.9%	9.2%	2.1%	0.0%	0.0%	5.8%	1.9%	5.6%	5.6%	1.4%	0.0%	2.6%	3.5%	7.1%
Nationality/Country of origin	3.8%	4.2%	1.0%	2.6%	2.4%	9.9%	2.9%	1.1%	2.5%	1.4%	2.4%	1.3%	2.4%	2.9%
Other: General	2.0%	3.4%	3.1%	0.0%	0.0%	2.5%	1.0%	2.2%	3.4%	1.4%	0.0%	0.0%	1.2%	1.4%
Other: Education/professional background	1.2%	0.8%	3.1%	0.0%	0.0%	0.0%	1.9%	2.2%	0.3%	0.0%	2.4%	1.3%	2.9%	0.0%
Other: Veteran status	1.0%	0.0%	1.0%	0.0%	0.0%	2.5%	1.0%	0.0%	1.9%	0.0%	0.0%	0.0%	1.2%	0.0%
Other: Nepotism/favoritism	0.7%	1.7%	1.0%	0.0%	0.0%	0.8%	2.9%	0.0%	1.7%	1.4%	0.0%	0.0%	0.6%	0.0%

**Table C38 Discriminatory Attitudes by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Other: Differing opinions/work styles/personalities	0.6%	0.8%	2.1%	0.0%	2.4%	0.0%	0.0%	0.0%	0.8%	1.4%	4.8%	0.0%	0.0%	0.0%
Other: Employment duration	0.3%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.6%	0.0%	0.0%	0.0%	1.8%	0.0%
Other: Research area/Grant money brought in	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
No intolerant attitudes are present	36.3%	21.8%	31.3%	43.6%	17.1%	23.1%	36.5%	36.0%	47.6%	38.9%	33.3%	47.4%	38.8%	34.3%

*Note: multiple response item.*

**Table C39 Work-related Stressors by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Lower salary	46.6%	42.4%	48.3%	34.1%	58.7%	44.4%	49.6%	39.0%	55.2%	46.0%	42.0%	45.6%	61.7%	35.6%
Workload	32.8%	27.8%	35.8%	34.1%	30.4%	29.6%	36.8%	32.0%	31.7%	31.0%	30.0%	42.2%	33.9%	26.0%
Work/life balance	29.1%	37.7%	23.3%	22.0%	10.9%	21.5%	35.0%	25.0%	20.9%	42.5%	22.0%	26.7%	29.0%	27.4%
Lack of growth/promotion	28.5%	34.4%	27.5%	36.6%	54.3%	28.9%	24.8%	33.0%	36.3%	20.7%	50.0%	23.3%	33.3%	34.2%
Office/department climate	20.6%	36.4%	23.3%	19.5%	21.7%	20.0%	23.1%	24.0%	17.8%	16.1%	34.0%	12.2%	13.7%	34.2%
Email overload	17.7%	13.2%	20.8%	22.0%	15.2%	17.8%	13.7%	13.0%	13.4%	14.9%	8.0%	17.8%	25.7%	17.8%
Lack of resources/Budget/Funding	16.7%	13.9%	5.8%	14.6%	6.5%	7.4%	6.8%	25.0%	14.9%	18.4%	20.0%	18.9%	9.8%	13.7%
Affordable housing near work	12.7%	8.6%	15.0%	12.2%	21.7%	17.8%	12.8%	10.0%	11.9%	17.2%	8.0%	12.2%	24.6%	4.1%
Interpersonal conflict	12.4%	15.9%	9.2%	17.1%	15.2%	20.0%	18.8%	13.0%	12.6%	11.5%	14.0%	11.1%	9.3%	12.3%
Duties outside my job responsibilities	11.8%	12.6%	10.8%	4.9%	6.5%	11.9%	6.0%	12.0%	15.5%	10.3%	12.0%	5.6%	10.4%	9.6%
Job security	11.2%	6.6%	7.5%	7.3%	0.0%	5.9%	2.6%	6.0%	2.3%	9.2%	10.0%	18.9%	4.4%	2.7%
Ill-defined job	6.0%	7.3%	6.7%	2.4%	6.5%	8.9%	5.1%	9.0%	5.9%	5.7%	6.0%	10.0%	4.9%	15.1%
Physical environment	5.5%	4.0%	6.7%	9.8%	8.7%	5.9%	5.1%	12.0%	4.6%	4.6%	8.0%	7.8%	0.5%	11.0%
Lack of work flexibility	4.9%	4.6%	15.8%	2.4%	10.9%	8.9%	12.0%	10.0%	6.7%	6.9%	6.0%	4.4%	4.9%	8.2%
Misconduct occurring at work/Inequities/Bias	4.8%	4.6%	3.3%	4.9%	8.7%	8.1%	6.0%	4.0%	8.0%	3.4%	2.0%	2.2%	4.9%	12.3%
Health issues	4.6%	4.6%	9.2%	12.2%	6.5%	2.2%	7.7%	3.0%	4.1%	3.4%	0.0%	7.8%	6.0%	5.5%
Lack of training/skills to do my work	4.1%	4.6%	3.3%	2.4%	2.2%	8.9%	3.4%	6.0%	7.7%	3.4%	2.0%	6.7%	4.9%	1.4%
Lack of work autonomy	3.3%	4.0%	0.8%	2.4%	2.2%	6.7%	6.0%	8.0%	1.8%	5.7%	4.0%	4.4%	1.1%	2.7%
Other: General	2.1%	1.3%	0.8%	7.3%	0.0%	2.2%	1.7%	0.0%	3.6%	4.6%	0.0%	1.1%	3.8%	0.0%
Physical safety	1.4%	1.3%	0.0%	2.4%	0.0%	1.5%	0.0%	2.0%	3.1%	3.4%	0.0%	3.3%	0.5%	0.0%

**Table C39 Work-related Stressors by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Other: Parking and Transportation	1.0%	0.0%	1.7%	2.4%	2.2%	0.0%	2.6%	1.0%	0.0%	0.0%	0.0%	3.3%	1.6%	0.0%
Other: Administration/Leadership	1.0%	1.3%	1.7%	0.0%	0.0%	1.5%	1.7%	1.0%	1.0%	0.0%	2.0%	1.1%	0.5%	1.4%
Other: Bureaucracy	0.6%	0.7%	1.7%	0.0%	0.0%	1.5%	0.0%	0.0%	0.5%	0.0%	2.0%	0.0%	0.0%	1.4%
Other: Feeling Undervalued	0.5%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	1.1%	1.4%
Other: General Climate	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.5%	1.1%	0.0%	0.0%	0.0%	2.7%
Other: Communication	0.4%	0.7%	0.0%	0.0%	2.2%	1.5%	0.0%	1.0%	0.0%	1.1%	0.0%	2.2%	0.5%	0.0%
Other: Dependent Care	0.4%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.5%	0.0%
Other: Health Insurance/Benefits	0.4%	2.0%	0.0%	2.4%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Note: multiple response item.*

**Table C40 Use of Child and/or Adult Care Services by Division**

Have you utilized child or adult care services this past year?	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Yes	14.1%	7.8%	8.7%	12.5%	28.6%	11.4%	18.3%	5.8%	13.3%	10.0%	15.7%	9.7%	20.1%	16.0%
No	85.9%	92.2%	91.3%	87.5%	71.4%	88.6%	81.7%	94.2%	86.7%	90.0%	84.3%	90.3%	79.9%	84.0%

**Table C41 Child and/or Adult Care-related Challenges by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
Cost of care services	72.3%	72.7%	80.0%	50.0%	85.7%	66.7%	82.6%	25.0%	60.0%	55.6%	87.5%	88.9%	82.5%	91.7%
Finding child care services	31.8%	36.4%	30.0%	0.0%	50.0%	26.7%	43.5%	12.5%	25.0%	55.6%	37.5%	44.4%	32.5%	50.0%
Finding adult care services	5.5%	9.1%	0.0%	0.0%	0.0%	20.0%	8.7%	0.0%	8.3%	0.0%	0.0%	22.2%	2.5%	0.0%
Finding temporary care services	12.0%	18.2%	20.0%	0.0%	21.4%	13.3%	8.7%	12.5%	6.7%	11.1%	12.5%	0.0%	15.0%	16.7%
Finding care for a sick child/adult	28.7%	27.3%	20.0%	16.7%	28.6%	20.0%	34.8%	12.5%	18.3%	44.4%	25.0%	11.1%	32.5%	16.7%
Finding care for a child or adult with special needs	3.5%	0.0%	0.0%	16.7%	21.4%	0.0%	13.0%	12.5%	1.7%	0.0%	0.0%	0.0%	2.5%	0.0%
Transportation to/from care services	29.2%	18.2%	10.0%	33.3%	57.1%	33.3%	39.1%	12.5%	25.0%	22.2%	25.0%	44.4%	32.5%	41.7%
Dependability of care services	15.0%	9.1%	20.0%	16.7%	28.6%	13.3%	17.4%	12.5%	6.7%	0.0%	25.0%	22.2%	25.0%	25.0%
Quality of care services	17.2%	9.1%	20.0%	16.7%	64.3%	26.7%	13.0%	0.0%	10.0%	11.1%	12.5%	0.0%	15.0%	8.3%
Scheduling care to match work schedule	40.1%	81.8%	10.0%	16.7%	50.0%	53.3%	65.2%	25.0%	28.3%	44.4%	62.5%	44.4%	42.5%	66.7%
Finding summer care services	27.9%	27.3%	20.0%	16.7%	35.7%	20.0%	30.4%	25.0%	16.7%	33.3%	12.5%	33.3%	42.5%	25.0%
Location of care services	15.5%	0.0%	10.0%	16.7%	35.7%	26.7%	8.7%	0.0%	15.0%	11.1%	0.0%	33.3%	25.0%	0.0%
Other	2.2%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
I did not encounter any challenges related to care services	10.2%	0.0%	10.0%	33.3%	0.0%	20.0%	4.3%	25.0%	31.7%	11.1%	0.0%	0.0%	12.5%	0.0%

*Note: only asked of those who used child and/or adult care services; multiple response item.*



**Table C42 Factors by Division**

	CSU overall	Engagement	Enrollment	External Relations	GS & IP	H&D	HN	IT & Libraries	Operations	President	Provost	Research	SA	UA
CSU Perceptions	3.82	3.79	3.83	4.12	3.79	3.95	3.83	3.74	3.78	3.94	3.88	3.88	3.78	3.99
Department/Unit Perceptions	3.66	3.37	3.77	3.88	3.70	3.69	3.76	3.38	3.56	3.90	3.67	3.76	3.90	3.57
Department/Unit Leadership	3.42	3.14	3.50	3.61	3.05	3.29	3.44	3.31	3.40	3.89	3.34	3.39	3.64	3.67
College/Division Leadership	3.31	2.91	3.54	3.18	3.02	3.22	3.43	3.28	3.25	3.63	3.14	3.30	3.41	2.86
Favoritism	2.80	2.81	3.07	2.88	3.29	3.07	2.75	2.94	2.86	2.42	2.87	2.78	2.53	2.73
Sense of Belonging	3.67	3.50	3.80	3.94	3.81	3.66	3.74	3.69	3.57	4.02	3.48	3.77	3.96	3.70
Department/Unit Culture	3.52	3.31	3.40	3.76	3.35	3.43	3.48	3.31	3.43	3.81	3.48	3.66	3.84	3.51
Department/Unit Diversity Culture	4.00	3.96	4.32	4.13	4.27	4.14	4.23	3.66	3.85	4.29	4.09	3.94	4.37	4.00

## Appendix D. Factor Items

### Department/Unit Culture

My department promotes a work environment where all employees feel included  
My department treats all employees equitably  
My department is open and transparent in communication  
My department values employee input in major department decisions  
I feel valued as an employee

### Department/Unit Diversity Culture

My department promotes respect for cultural differences  
My department understands the value of diversity  
My department communicates the importance of valuing diversity

### Sense of Belonging

I feel a strong sense of belonging to CSU  
I feel a strong sense of belonging to my college  
I feel a strong sense of belonging to my department

### Favoritism

Favoritism plays a role in who gets recognized within my department/office  
Favoritism plays a role in who gets resources in my department/office  
Favoritism plays a role in who gets professional development opportunities  
Favoritism plays a role in who gets promoted in my department/office  
Favoritism plays a role in who gets hired in my department/office

### Division/College Leadership

Division/college leadership adequately addresses inappropriate behavior  
Division/college leadership holds employees accountable for inappropriate behavior  
Division/college leadership holds employees accountable for poor performance in the workplace  
Division/college leadership acts ethically and honestly in the workplace  
Division/college leadership addresses issues of inequity  
Division/college leaders hold all employees to the same standards

### Department/Unit Leadership

Department/office leadership adequately addresses inappropriate behavior  
Department/office leadership holds employees accountable for inappropriate behavior  
Department/office leadership holds employees accountable for poor performance in the workplace  
Department/office leadership acts ethically and honestly in the workplace  
Department/office leadership addresses issues of inequity  
Department/office leaders hold all employees to the same standards

### **CSU Perceptions**

CSU recruits employees from a diverse set of backgrounds  
CSU improves the campus climate for all employees  
CSU retains diverse employees  
CSU creates a supportive environment for employees from diverse backgrounds  
CSU encourages discussions related to diversity  
CSU provides employees with a positive work experience  
CSU climate has become consistently more inclusive of all employees  
I would recommend CSU as a place of employment

### **Department/Office Perceptions**

Department/office recruits employees from a diverse set of backgrounds  
Department/office improves the campus climate for all employees  
Department/office retains diverse employees  
Department/office creates a supportive environment for employees from diverse backgrounds  
Department/office encourages discussions related to diversity  
Department/office provides employees with a positive work experience  
Department/office climate has become consistently more inclusive of all employees  
I would recommend my department/office as a place of employment