# Faculty
# Employee Climate Survey Results 2018

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

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

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

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

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

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

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# Appendix A: Item Percentages

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

**Table A1 Department/Unit Culture**

| My department or office... | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Total (N | Avg) | |
|---|---|---|---|---|---|---|---|
| Supports a healthy work/life balance | 3.9% | 15.7% | 16.8% | 38.4% | 25.2% | 849 | 3.65 |
| Understands the value of diversity | 2.7% | 8.7% | 11.7% | 41.7% | 35.2% | 839 | 3.98 |
| Promotes a work environment where all employees feel included | 7.6% | 15.1% | 12.8% | 38.4% | 26.1% | 842 | 3.60 |
| Treats all employees equitably | 9.9% | 19.6% | 13.9% | 32.1% | 24.5% | 836 | 3.42 |
| Communicates the importance of valuing diversity | 4.4% | 8.8% | 15.9% | 38.5% | 32.3% | 838 | 3.86 |
| Provides me with opportunities for professional development | 3.1% | 8.9% | 12.4% | 38.8% | 36.8% | 847 | 3.98 |
| Promotes respect for cultural differences | 2.6% | 5.3% | 17.5% | 39.0% | 35.6% | 835 | 4.00 |
| Is open and transparent in communication | 9.8% | 14.4% | 16.3% | 33.1% | 26.3% | 854 | 3.52 |
| Values employee input in major department/office decisions | 8.2% | 10.4% | 12.5% | 35.9% | 33.0% | 843 | 3.75 |

**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 | 7.8% | 15.4% | 24.2% | 40.1% | 12.6% | 836 | 3.34 |
| My division/college promotes respect for cultural differences | 2.4% | 5.2% | 18.0% | 46.2% | 28.1% | 822 | 3.92 |
| I had a performance review of my progress as an employee in the last year | 1.4% | 0.9% | 2.0% | 40.9% | 54.7% | 784 | 4.47 |
| I was satisfied with the effort my supervisor puts into my performance reviews | 5.1% | 8.7% | 8.2% | 38.1% | 39.9% | 791 | 3.99 |
| I fear negative job consequences if I were to raise an issue of unfair treatment | 20.0% | 38.6% | 16.2% | 14.2% | 11.0% | 831 | 2.58 |
| I would be able to do my job more effectively if I received more information from my department/office | 8.7% | 30.7% | 30.7% | 20.4% | 9.4% | 827 | 2.91 |
| I feel a strong sense of belonging to CSU | 4.8% | 12.7% | 21.4% | 41.3% | 19.8% | 852 | 3.59 |
| I feel a strong sense of belonging to my division/college | 5.8% | 15.1% | 23.9% | 36.7% | 18.5% | 849 | 3.47 |
| I feel a strong sense of belonging to my department/office | 6.1% | 10.2% | 11.8% | 34.4% | 37.5% | 850 | 3.87 |

**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 | 4.2% | 11.8% | 21.5% | 42.3% | 20.2% | 763 | 3.63 |
| My division/college is treated with respect by CSU | 5.4% | 15.7% | 19.1% | 42.9% | 16.8% | 773 | 3.50 |
| The people I interact with treat each other with respect. | 1.9% | 6.8% | 11.8% | 47.7% | 31.8% | 853 | 4.01 |
| There is respect for religious differences in my department/office | 1.6% | 4.9% | 21.0% | 41.1% | 31.5% | 696 | 3.96 |
| There is respect for liberal perspectives in my department/office | 1.3% | 1.7% | 13.1% | 47.5% | 36.5% | 787 | 4.16 |
| There is respect for conservative perspectives in my department/office | 4.8% | 12.3% | 27.4% | 39.4% | 16.1% | 747 | 3.50 |
| I feel valued as an employee | 6.5% | 12.3% | 15.0% | 40.1% | 26.1% | 852 | 3.67 |

**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 | 12.7% | 29.9% | 17.4% | 24.8% | 15.3% | 806 | 3.00 |
| Favoritism plays a role in who gets resources in my department/office | 13.1% | 31.6% | 20.5% | 21.5% | 13.3% | 789 | 2.90 |
| Favoritism plays a role in who gets professional development opportunities | 17.1% | 37.8% | 23.9% | 14.4% | 6.8% | 778 | 2.56 |
| Favoritism plays a role in who gets promoted in my department/office | 18.3% | 36.0% | 18.6% | 16.6% | 10.5% | 787 | 2.65 |
| Favoritism plays a role in who gets hired in my department/office | 18.2% | 36.0% | 20.5% | 13.8% | 11.6% | 776 | 2.65 |

**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 | 6.7% | 17.6% | 26.1% | 36.4% | 13.1% | 612 | 3.32 |
| Department/office leadership adequately addresses inappropriate behavior | 7.5% | 15.8% | 17.4% | 40.6% | 18.7% | 702 | 3.47 |
| Division/college leadership holds employees accountable for inappropriate behavior | 8.1% | 15.4% | 32.6% | 32.5% | 11.4% | 570 | 3.24 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Department/office leadership holds employees accountable for inappropriate behavior | 7.9% | 15.6% | 22.4% | 36.2% | 17.9% | 660 | 3.41 |
| Division/college leadership holds employees accountable for poor performance in the workplace | 8.6% | 22.1% | 32.6% | 28.9% | 7.8% | 602 | 3.05 |
| Department/office leadership holds employees accountable for poor performance in the workplace | 7.7% | 20.5% | 23.7% | 36.5% | 11.6% | 713 | 3.24 |
| Division/college leadership acts ethically and honestly in the workplace | 3.8% | 6.5% | 18.6% | 44.2% | 27.0% | 738 | 3.84 |
| Department/office leadership acts ethically and honestly in the workplace | 4.5% | 5.7% | 11.4% | 42.3% | 36.1% | 818 | 4.00 |
| Division/college leadership addresses issues of inequity | 8.3% | 16.1% | 24.5% | 35.5% | 15.5% | 664 | 3.34 |
| Department/office leadership addresses issues of inequity | 6.5% | 14.6% | 19.3% | 38.1% | 21.4% | 734 | 3.53 |
| Division/college leaders hold all employees to the same standards | 9.2% | 17.5% | 26.6% | 32.3% | 14.4% | 674 | 3.25 |
| Department/office leaders hold all employees to the same standards | 10.9% | 19.7% | 17.8% | 34.2% | 17.3% | 790 | 3.27 |

**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 | 8.8% | 3.6% | 13.7% | 29.1% | 0.6% | 6.8% | 65.5% | 855 |
| ___ is problematic among employees in my division/college | 4.9% | 1.9% | 9.1% | 23.7% | 0.1% | 4.7% | 70.6% | 855 |
| ___ is problematic among employees in my department/office | 4.0% | 1.6% | 13.8% | 26.1% | 0.2% | 7.0% | 65.6% | 855 |
| There are people at CSU I avoid because I fear ___ | 2.9% | 0.7% | 15.6% | 19.4% | 0.6% | 9.7% | 69.6% | 855 |

**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 | 0.4% | 3.5% | 14.0% | 49.4% | 32.7% | 826 | 4.11 |
| The university is transparent in reporting bias incidents at CSU | 3.6% | 13.9% | 26.2% | 36.7% | 19.7% | 692 | 3.55 |
| I am alarmed about the number of bias incidents reported at CSU | 5.1% | 21.8% | 39.1% | 22.5% | 11.4% | 683 | 3.13 |
| The number of bias incidents have increased at CSU in the past year | 2.5% | 19.8% | 46.2% | 22.9% | 8.7% | 485 | 3.15 |
| CSU handles incidents of bias well | 3.6% | 12.4% | 34.9% | 39.0% | 10.1% | 631 | 3.40 |

**Table A8 Employee Councils**

| Are you aware there is an employee group/organization that represents the interests of my employee group?(multiple response item) | % | N |
|---|---|---|
| Yes | 86.7% | 743 |
| No | 13.3% | 114 |
| Total | 100.0% | 857 |

**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 | 4.8% | 14.5% | 30.0% | 42.1% | 8.6% | 606 | 3.35 |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | 3.0% | 3.9% | 16.4% | 43.8% | 32.9% | 660 | 4.00 |

**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. | 5.3% | 11.3% | 8.5% | 45.7% | 29.2% | 790 | 3.82 |
| Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed) | 8.6% | 21.9% | 19.4% | 29.9% | 20.2% | 689 | 3.31 |
| I feel the Principles of Community have made a positive impact on the climate in my department/office | 7.0% | 15.9% | 44.8% | 24.9% | 7.4% | 672 | 3.10 |
| I feel the Principles of Community have made a positive impact on the climate in my division/college | 6.3% | 14.6% | 45.6% | 26.0% | 7.5% | 638 | 3.14 |

**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 | 3.8% | 8.3% | 14.6% | 51.5% | 21.8% | 816 | 3.79 |
| Free speech is an important issue on campus | 0.4% | 1.7% | 7.4% | 41.7% | 48.9% | 837 | 4.37 |
| I have the skills to navigate free speech questions on campus | 0.7% | 11.0% | 23.3% | 49.9% | 15.0% | 806 | 3.67 |
| I know who to ask/where to go if I have questions about free speech | 3.1% | 28.1% | 20.3% | 36.0% | 12.5% | 783 | 3.27 |
| Issues related to freedom of speech impact my work | 8.2% | 28.8% | 23.3% | 27.8% | 11.9% | 825 | 3.06 |

**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 | 3.6% | 10.8% | 20.4% | 48.7% | 16.6% | 725 | 3.64 |
| CSU improves the campus climate for all employees | 2.9% | 10.4% | 23.5% | 49.5% | 13.7% | 771 | 3.61 |
| CSU retains diverse employees | 5.1% | 14.9% | 29.4% | 38.1% | 12.5% | 664 | 3.38 |
| CSU creates a supportive environment for employees from diverse backgrounds | 3.9% | 10.5% | 25.1% | 45.9% | 14.6% | 693 | 3.57 |
| CSU encourages discussions related to diversity | 2.1% | 3.9% | 17.7% | 49.6% | 26.7% | 797 | 3.95 |
| CSU provides employees with a positive work experience | 2.5% | 7.3% | 21.8% | 49.7% | 18.8% | 799 | 3.75 |
| CSU climate has become consistently more inclusive of all employees | 2.1% | 7.6% | 25.9% | 45.4% | 18.9% | 698 | 3.71 |
| I would recommend CSU as a place of employment | 2.3% | 6.2% | 14.0% | 44.9% | 32.7% | 842 | 4.00 |

**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 | 4.4% | 13.4% | 18.3% | 44.9% | 19.0% | 815 | 3.61 |
| Department/office improves the campus climate for all employees | 5.0% | 9.7% | 20.6% | 47.6% | 17.1% | 817 | 3.62 |
| Department/office retains diverse employees | 6.6% | 13.9% | 24.6% | 40.5% | 14.3% | 760 | 3.42 |
| Department/office creates a supportive environment for employees from diverse backgrounds | 5.8% | 8.7% | 23.6% | 43.4% | 18.4% | 770 | 3.60 |
| Department/office encourages discussions related to diversity | 4.7% | 11.4% | 22.3% | 38.3% | 23.3% | 815 | 3.64 |
| Department/office provides employees with a positive work experience | 5.2% | 9.1% | 15.0% | 44.9% | 25.8% | 845 | 3.77 |
| Department/office climate has become consistently more inclusive of all employees | 4.7% | 7.9% | 25.3% | 40.6% | 21.4% | 746 | 3.66 |
| I would recommend my department/office as a place of employment | 5.7% | 6.9% | 12.8% | 38.2% | 36.3% | 842 | 3.93 |

**Table A14 Discriminatory Attitudes**

| Discriminatory attitudes are present in your department/office based on: | % | N |
|---|---|---|
| No intolerant attitudes are present | 34.6% | 251 |
| Employment classification | 32.6% | 236 |
| Job title | 32.6% | 236 |
| Gender | 22.1% | 160 |
| Age | 15.0% | 109 |
| Political affiliation | 14.6% | 106 |
| Parental status | 10.2% | 74 |
| Gender identity and expression | 7.6% | 55 |
| Ethnic origin | 7.4% | 54 |
| Race or color | 7.4% | 54 |
| Appearance | 7.4% | 54 |
| Religion | 6.1% | 44 |
| Nationality/Country of origin | 5.0% | 36 |
| Sexual orientation | 3.9% | 28 |
| Marital status | 3.9% | 28 |
| Socioeconomic status | 2.5% | 18 |
| Disability (e.g. physical, mental) | 2.3% | 17 |
| Other | 1.5% | 11 |
| Research area/Grant money brought in | 1.1% | 8 |
| Differing opinions/work styles/personalities | 1.0% | 7 |
| Veteran status | 0.4% | 3 |
| Education/professional background | 0.4% | 3 |
| Discipline | 0.4% | 3 |

**Table A15 Work-related Stressors**

| Please select your top THREE work-related stressors | % | N |
|---|---|---|
| Lower salary | 42.5% | 348 |
| Work/life balance | 40.9% | 335 |
| Workload | 39.9% | 327 |
| Lack of resources/Budget/Funding | 28.3% | 232 |
| Email overload | 27.5% | 225 |
| Office/department climate | 18.3% | 150 |
| Lack of growth/promotion | 15.4% | 126 |
| Job security | 11.6% | 95 |
| Duties outside my job responsibilities/Taking on additional work | 10.3% | 84 |
| Interpersonal conflict | 9.5% | 78 |
| Affordable housing near work | 7.9% | 65 |
| Physical environment | 5.6% | 46 |
| Misconduct occurring at work/Inequities/Bias | 4.2% | 34 |
| Health issues | 3.8% | 31 |
| Ill-defined job | 2.2% | 18 |
| Other | 2.2% | 18 |
| Lack of training/skills to do my work | 2.1% | 17 |
| Lack of work flexibility | 1.7% | 14 |
| Lack of work autonomy | 1.1% | 9 |
| Physical safety | 0.7% | 6 |
| Parking and Transportation | 0.6% | 5 |
| Bureaucracy | 0.5% | 4 |

| | | |
|---|---|---|
| Dependent Care | 0.4% | 3 |
| Administration/Leadership | 0.4% | 3 |
| Health Insurance/Benefits | 0.4% | 3 |
| Feeling Undervalued | 0.2% | 2 |
| General Climate | 0.1% | 1 |

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

| Have you utilized child or adult care services this past year? | % | N |
|---|---|---|
| Yes | 17.2% | 147 |
| No | 82.8% | 709 |
| Total | 100.0% | 856 |

**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 | 64.4% | 94 |
| Scheduling care to match work schedule | 40.4% | 59 |
| Finding care for a sick child/adult | 37.7% | 55 |
| Transportation to/from care services | 34.2% | 50 |
| Finding child care services | 33.6% | 49 |
| Finding summer care services | 29.5% | 43 |
| Quality of care services | 21.2% | 31 |
| Dependability of care services | 18.5% | 27 |
| Finding temporary care services | 15.1% | 22 |
| Location of care services | 9.6% | 14 |
| I did not encounter any challenges related to care services | 7.5% | 11 |
| Finding adult care services | 6.8% | 10 |
| Finding care for a child or adult with special needs | 4.8% | 7 |
| Other | 2.1% | 3 |

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

**Table A18 Gender**

|  | % | N |
|---|---|---|
| Women | 51.2% | 417 |
| Men | 46.8% | 381 |
| T/NB/GNC | 2.0% | 16 |

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

**Table A19 Minoritized Race/Ethnicity**

|  | % | N |
|---|---|---|
| Non-minoritized | 87.0% | 684 |
| Minoritized | 13.0% | 102 |

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

# Appendix B: Employee Characteristics Mean Comparisons

The following tables show the mean comparison scores by employee characteristics. Mean scores for CSU overall and the employee type are also provided.

**Table B1 Department/Unit Culture**

| My department or office... | Overall CSU Avg | N | Employee Type Faculty Avg | N | Gender Men Avg | N | Women Avg | N | Minority Status Non-minoritized Avg | N | Minoritized Avg | N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Supports a healthy work/life balance | 3.86[1] | 4008 | 3.65[1] | 849 | 3.84a | 376 | 3.53b | 411 | 3.64a | 675 | 3.81a | 100 |
| Understands the value of diversity | 4.06[1] | 3956 | 3.98[1] | 839 | 4.11a | 375 | 3.92b | 404 | 4.05a | 668 | 3.76b | 99 |
| Promotes a work environment where all employees feel included | 3.62[1] | 3994 | 3.60[1] | 842 | 3.83a | 373 | 3.46b | 407 | 3.64a | 669 | 3.58a | 100 |
| Treats all employees equitably | 3.46[1] | 3946 | 3.42[1] | 836 | 3.67a | 374 | 3.26b | 401 | 3.46a | 662 | 3.42a | 101 |
| Communicates the importance of valuing diversity | 3.87[1] | 3950 | 3.86[1] | 838 | 3.98a | 372 | 3.81b | 404 | 3.92a | 665 | 3.69b | 100 |
| Provides me with opportunities for professional development | 3.99[1] | 3999 | 3.98[1] | 847 | 3.99a | 376 | 4.00a | 410 | 3.98a | 673 | 3.99a | 101 |
| Promotes respect for cultural differences | 4.04[1] | 3934 | 4.00[1] | 835 | 4.12a | 368 | 3.94b | 405 | 4.05a | 663 | 3.76b | 99 |
| Is open and transparent in communication | 3.44[1] | 4009 | 3.52[1] | 854 | 3.69a | 380 | 3.42b | 412 | 3.54a | 678 | 3.54a | 102 |
| Values employee input in major department/office decisions | 3.46[1] | 3952 | 3.75[1] | 843 | 3.90a | 376 | 3.67b | 406 | 3.75a | 670 | 3.91a | 100 |

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

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

**Table B2 Division/College Culture**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| My division/college is open and transparent in communication | $3.39^1$ | 3931 | $3.34^1$ | 836 | $3.42_a$ | 371 | $3.32_a$ | 407 | $3.36_a$ | 665 | $3.40_a$ | 100 |
| My division/college promotes respect for cultural differences | $3.97^1$ | 3872 | $3.92^1$ | 822 | $4.03_a$ | 360 | $3.88_b$ | 404 | $3.99_a$ | 651 | $3.64_b$ | 100 |
| I had a performance review of my progress as an employee in the last year | $4.32^1$ | 3691 | $4.47^1$ | 784 | $4.49_a$ | 343 | $4.49_a$ | 383 | $4.45_a$ | 624 | $4.64_b$ | 91 |
| I was satisfied with the effort my supervisor puts into my performance reviews | $3.90^1$ | 3687 | $3.99^1$ | 791 | $4.09_a$ | 348 | $3.95_a$ | 384 | $4.01_a$ | 629 | $4.03_a$ | 91 |
| I fear negative job consequences if I were to raise an issue of unfair treatment | $2.66^1$ | 3925 | $2.58^1$ | 831 | $2.40_a$ | 370 | $2.67_b$ | 401 | $2.52_a$ | 663 | $2.69_a$ | 97 |
| I would be able to do my job more effectively if I received more information from my department/office | $3.10^1$ | 3910 | $2.91^1$ | 827 | $2.82_a$ | 366 | $2.97_a$ | 402 | $2.87_a$ | 659 | $3.14_b$ | 98 |
| I feel a strong sense of belonging to CSU | $3.65^1$ | 4012 | $3.59^1$ | 852 | $3.62_a$ | 376 | $3.61_a$ | 414 | $3.60_a$ | 680 | $3.69_a$ | 98 |
| I feel a strong sense of belonging to my division/college | $3.49^1$ | 4003 | $3.47^1$ | 849 | $3.53_a$ | 374 | $3.50_a$ | 413 | $3.49_a$ | 677 | $3.52_a$ | 98 |
| I feel a strong sense of belonging to my department/office | $3.88^1$ | 4007 | $3.87^1$ | 850 | $3.96_a$ | 375 | $3.87_a$ | 413 | $3.88_a$ | 677 | $4.02_a$ | 99 |

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

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

**Table B3 Respect**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| My department/office is treated with respect by other departments/offices within my division/college | $3.64^1$ | 3673 | $3.63^1$ | 763 | $3.70_a$ | 342 | $3.59_a$ | 372 | $3.64_a$ | 611 | $3.51_a$ | 93 |
| My division/college is treated with respect by CSU | $3.69^1$ | 3656 | $3.50^1$ | 773 | $3.55_a$ | 340 | $3.47_a$ | 382 | $3.47_a$ | 624 | $3.70_a$ | 89 |
| The people I interact with treat each other with respect. | $3.95^1$ | 3999 | $4.01^1$ | 853 | $4.05_a$ | 377 | $4.01_a$ | 415 | $4.03_a$ | 681 | $4.00_a$ | 100 |
| There is respect for religious differences in my department/office | $3.91^1$ | 3459 | $3.96^1$ | 696 | $4.08_a$ | 312 | $3.89_b$ | 333 | $4.01_a$ | 553 | $3.86_a$ | 85 |
| There is respect for liberal perspectives in my department/office | $4.06^1$ | 3723 | $4.16^1$ | 787 | $4.18_a$ | 342 | $4.18_a$ | 389 | $4.18_a$ | 628 | $4.11_a$ | 93 |
| There is respect for conservative perspectives in my department/office | $3.47^1$ | 3600 | $3.50^1$ | 747 | $3.54_a$ | 329 | $3.51_a$ | 363 | $3.50_a$ | 599 | $3.60_a$ | 86 |
| I feel valued as an employee | $3.68^1$ | 3991 | $3.67^1$ | 852 | $3.74_a$ | 377 | $3.68_a$ | 414 | $3.70_a$ | 679 | $3.70_a$ | 100 |

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

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

**Table B4 Favoritism**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| Favoritism plays a role in who gets recognized within my department/office | $3.00^1$ | 3711 | $3.00^1$ | 806 | $2.74_a$ | 354 | $3.19_b$ | 391 | $2.96_a$ | 639 | $3.15_a$ | 93 |
| Favoritism plays a role in who gets resources in my department/office | $2.85^1$ | 3670 | $2.90^1$ | 789 | $2.70_a$ | 351 | $3.04_b$ | 378 | $2.86_a$ | 626 | $3.03_a$ | 91 |
| Favoritism plays a role in who gets professional development opportunities | $2.64^1$ | 3665 | $2.56^1$ | 778 | $2.43_a$ | 343 | $2.64_b$ | 377 | $2.51_a$ | 616 | $2.70_a$ | 90 |
| Favoritism plays a role in who gets promoted in my department/office | $2.88^1$ | 3606 | $2.65^1$ | 787 | $2.40_a$ | 350 | $2.81_b$ | 377 | $2.57_a$ | 622 | $2.98_b$ | 93 |
| Favoritism plays a role in who gets hired in my department/office | $2.73^1$ | 3568 | $2.65^1$ | 776 | $2.45_a$ | 351 | $2.74_b$ | 368 | $2.56_a$ | 611 | $2.95_b$ | 94 |

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

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

**Table B5 Leadership and Accountability**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| Division/college leadership adequately addresses inappropriate behavior | $3.35^1$ | 2953 | $3.32^1$ | 612 | $3.50_a$ | 279 | $3.18_b$ | 284 | $3.32_a$ | 487 | $3.36_a$ | 73 |
| Department/office leadership adequately addresses inappropriate behavior | $3.45^1$ | 3343 | $3.47^1$ | 702 | $3.68_a$ | 308 | $3.35_b$ | 340 | $3.51_a$ | 557 | $3.33_a$ | 84 |
| Division/college leadership holds employees accountable for inappropriate behavior | $3.30^1$ | 2849 | $3.24^1$ | 570 | $3.44_a$ | 256 | $3.09_b$ | 267 | $3.23_a$ | 448 | $3.33_a$ | 73 |
| Department/office leadership holds employees accountable for inappropriate behavior | $3.41^1$ | 3241 | $3.41^1$ | 660 | $3.58_a$ | 286 | $3.32_b$ | 323 | $3.42_a$ | 526 | $3.43_a$ | 79 |
| Division/college leadership holds employees accountable for poor performance in the workplace | $3.13^1$ | 2894 | $3.05^1$ | 602 | $3.15_a$ | 280 | $3.01_a$ | 273 | $3.06_a$ | 467 | $3.14_a$ | 78 |
| Department/office leadership holds employees accountable for poor performance in the workplace | $3.25^1$ | 3365 | $3.24^1$ | 713 | $3.38_a$ | 313 | $3.16_b$ | 347 | $3.27_a$ | 561 | $3.15_a$ | 89 |

**Table B5 Leadership and Accountability**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Division/college leadership acts ethically and honestly in the workplace | $3.78^1$ | 3369 | $3.84^1$ | 738 | $3.95_a$ | 335 | $3.81_a$ | 353 | $3.86_a$ | 593 | $3.84_a$ | 85 |
| Department/office leadership acts ethically and honestly in the workplace | $3.89^1$ | 3705 | $4.00^1$ | 818 | $4.12_a$ | 360 | $3.97_b$ | 400 | $4.04_a$ | 655 | $3.91_a$ | 93 |
| Division/college leadership addresses issues of inequity | $3.37^1$ | 3033 | $3.34^1$ | 664 | $3.51_a$ | 300 | $3.24_b$ | 314 | $3.39_a$ | 523 | $3.17_a$ | 81 |
| Department/office leadership addresses issues of inequity | $3.47^1$ | 3351 | $3.53^1$ | 734 | $3.75_a$ | 323 | $3.43_b$ | 354 | $3.60_a$ | 579 | $3.37_a$ | 92 |
| Division/college leaders hold all employees to the same standards | $3.20^1$ | 3130 | $3.25^1$ | 674 | $3.39_a$ | 311 | $3.19_b$ | 312 | $3.30_a$ | 530 | $3.17_a$ | 84 |
| Department/office leaders hold all employees to the same standards | $3.25^1$ | 3599 | $3.27^1$ | 790 | $3.47_a$ | 352 | $3.18_b$ | 380 | $3.33_a$ | 625 | $3.18_a$ | 94 |

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

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

**Table B6 Misconduct Among Employees at CSU**

| ___ is problematic among employees at CSU | Overall CSU % | N | Employee Type Faculty % | N | Gender Men % | N | Women % | N | Minority Status Non-minoritized % | N | Minoritized % | N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sexual Harassment | 6.3% | 247 | 8.8% | 75 | 6.1% | 23 | 11.3% | 47 | 8.5% | 58 | 12.9% | 13 |
| Sexual Misconduct | 3.0% | 117 | 3.6% | 31 | 3.2% | 12 | 4.3% | 18 | 3.7% | 25 | * | * |
| Bullying | 13.3% | 519 | 13.7% | 117 | 9.8% | 37 | 16.8% | 70 | 12.8% | 87 | 16.8% | 17 |
| Bias | 28.3% | 1104 | 29.1% | 249 | 19.4% | 73 | 37.0% | 154 | 26.4% | 180 | 45.5% | 46 |
| Physical Assault | 0.6% | 23 | * | * | * | * | * | * | * | * | * | * |
| Verbal Assault | 7.2% | 282 | 6.8% | 58 | 4.5% | 17 | 8.7% | 36 | 6.3% | 43 | * | * |
| None | 65.7% | 2566 | 65.5% | 560 | 74.3% | 280 | 58.4% | 243 | 67.8% | 462 | 49.5% | 50 |

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

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

**Table B7 Misconduct Among Division/College**

| ___ is problematic among employees in my division/college | Overall CSU % | N | Employee Type Faculty % | N | Gender Men % | N | Women % | N | Minority Status Non-minoritized % | N | Minoritized % | N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sexual Harassment | 2.8% | 109 | 4.9% | 42 | 4.0% | 15 | 6.3% | 26 | 4.6% | 31 | * | * |
| Sexual Misconduct | 1.3% | 52 | 1.9% | 16 | * | * | * | * | 1.9% | 13 | * | * |
| Bullying | 10.3% | 404 | 9.1% | 78 | 7.7% | 29 | 9.9% | 41 | 8.5% | 58 | * | * |
| Bias | 24.1% | 940 | 23.7% | 203 | 16.4% | 62 | 29.1% | 121 | 20.6% | 140 | 40.6% | 41 |
| Physical Assault | * | * | * | * | * | * | * | * | * | * | * | * |
| Verbal Assault | 5.1% | 199 | 4.7% | 40 | 4.0% | 15 | 5.0% | 21 | 4.0% | 27 | * | * |
| None | 70.8% | 2765 | 70.6% | 604 | 76.7% | 289 | 66.1% | 275 | 73.4% | 500 | 56.4% | 57 |

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

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

**Table B8 Misconduct Among Department/Office**

| ___ is problematic among employees in my department/office | Overall CSU | | Employee Type Faculty | | Gender Men | | Gender Women | | Minority Status Non-minoritized | | Minority Status Minoritized | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | N | % | N | % | N | % | N | % | N | % | N |
| Sexual Harassment | 1.9% | 73 | 4.0% | 34 | 2.7% | 10 | 5.3% | 22 | 3.7% | 25 | * | * |
| Sexual Misconduct | 1.1% | 42 | 1.6% | 14 | * | * | * | * | 1.6% | 11 | * | * |
| Bullying | 12.4% | 486 | 13.8% | 118 | 12.7% | 48 | 14.2% | 59 | 13.5% | 92 | 14.9% | 15 |
| Bias | 23.3% | 911 | 26.1% | 223 | 19.9% | 75 | 30.5% | 127 | 22.6% | 154 | 43.6% | 44 |
| Physical Assault | 0.3% | 10 | * | * | * | * | * | * | * | * | * | * |
| Verbal Assault | 7.0% | 272 | 7.0% | 60 | 6.1% | 23 | 6.7% | 28 | 6.3% | 43 | * | * |
| None | 69.9% | 2731 | 65.6% | 561 | 71.1% | 268 | 62.0% | 258 | 67.8% | 462 | 54.5% | 55 |

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

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

**Table B9 Avoidance due to Misconduct**

| There are people at CSU I avoid because I fear ___ | Overall CSU | | Employee Type Faculty | | Gender Men | | Gender Women | | Minority Status Non-minoritized | | Minority Status Minoritized | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | N | % | N | % | N | % | N | % | N | % | N |
| Sexual Harassment | 2.5% | 99 | 2.9% | 25 | * | * | 4.6% | 19 | 2.2% | 15 | * | * |
| Sexual Misconduct | 1.0% | 41 | * | * | * | * | * | * | * | * | * | * |
| Bullying | 16.7% | 651 | 15.6% | 133 | 14.9% | 56 | 15.4% | 64 | 14.4% | 98 | 18.8% | 19 |
| Bias | 20.0% | 781 | 19.4% | 166 | 13.8% | 52 | 22.4% | 93 | 16.0% | 109 | 33.7% | 34 |
| Physical Assault | 0.9% | 37 | * | * | * | * | * | * | * | * | * | * |
| Verbal Assault | 11.0% | 428 | 9.7% | 83 | 7.2% | 27 | 10.8% | 45 | 9.0% | 61 | 11.9% | 12 |
| None | 68.7% | 2682 | 69.6% | 595 | 74.8% | 282 | 66.8% | 278 | 72.2% | 492 | 56.4% | 57 |

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

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

**Table B10 Bias Incidents**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| I find it is worthwhile to know about bias incidents at CSU | $4.00^1$ | 3726 | $4.11^1$ | 826 | $3.95_a$ | 365 | $4.28_b$ | 404 | $4.09_a$ | 660 | $4.36_b$ | 98 |
| The university is transparent in reporting bias incidents at CSU | $3.64^1$ | 3199 | $3.55^1$ | 692 | $3.53_a$ | 298 | $3.60_a$ | 342 | $3.59_a$ | 548 | $3.55_a$ | 83 |
| I am alarmed about the number of bias incidents reported at CSU | $3.10^1$ | 3174 | $3.13^1$ | 683 | $2.90_a$ | 307 | $3.37_b$ | 326 | $3.12_a$ | 549 | $3.08_a$ | 78 |
| The number of bias incidents have increased at CSU in the past year | $3.21^1$ | 2397 | $3.15^1$ | 485 | $3.01_a$ | 211 | $3.30_b$ | 234 | $3.13_a$ | 385 | $3.32_a$ | 60 |
| CSU handles incidents of bias well | $3.44^1$ | 2962 | $3.40^1$ | 631 | $3.41_a$ | 273 | $3.41_a$ | 309 | $3.44_a$ | 502 | $3.28_a$ | 74 |

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

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

**Table B11 Employee Councils**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **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 | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | % | N | % | N | % | N | % | N | % | N | % | N |
| Yes | $83.9\%^1$ | 3260 | $86.7\%^1$ | 743 | $86.3\%_a$ | 328 | $88.7\%_a$ | 368 | $87.2\%_a$ | 594 | $83.3\%_a$ | 85 |
| No | $16.1\%^1$ | 627 | $13.3\%^1$ | 114 | $13.7\%_a$ | 52 | $11.3\%_a$ | 47 | $12.8\%_a$ | 87 | $16.7\%_a$ | 17 |

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

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

**Table B12 Employee Councils**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| I feel my employee council addresses issues and topics that are important and relevant to me | $3.35^1$ | 2437 | $3.35^1$ | 606 | $3.22_a$ | 274 | $3.55_b$ | 295 | $3.38_a$ | 481 | $3.42_a$ | 72 |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | $3.87^1$ | 2700 | $4.00^1$ | 660 | $3.85_a$ | 293 | $4.13_b$ | 327 | $4.02_a$ | 529 | $3.96_a$ | 74 |

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

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

**Table B13 Principles of Community**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| I am familiar with the Principles of Community. | $3.91^1$ | 3644 | $3.82^1$ | 790 | $3.69_a$ | 352 | $3.93_b$ | 379 | $3.84_a$ | 630 | $3.85_a$ | 93 |
| Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed) | $3.52^1$ | 3366 | $3.31^1$ | 689 | $3.29_a$ | 298 | $3.34_a$ | 336 | $3.33_a$ | 545 | $3.31_a$ | 85 |
| I feel the Principles of Community have made a positive impact on the climate in my department/office | $3.20^1$ | 3209 | $3.10^1$ | 672 | $3.10_a$ | 296 | $3.12_a$ | 323 | $3.12_a$ | 532 | $3.10_a$ | 80 |
| I feel the Principles of Community have made a positive impact on the climate in my division/college | $3.26^1$ | 3082 | $3.14^1$ | 638 | $3.11_a$ | 289 | $3.19_a$ | 298 | $3.19_a$ | 507 | $3.06_a$ | 77 |

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

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

**Table B14 Freedom of Speech**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| My division/college supports people speaking freely | $3.64^1$ | 3629 | $3.79^1$ | 816 | $3.88_a$ | 356 | $3.77_a$ | 401 | $3.83_a$ | 650 | $3.77_a$ | 95 |
| Free speech is an important issue on campus | $4.28^1$ | 3697 | $4.37^1$ | 837 | $4.34_a$ | 365 | $4.41_a$ | 410 | $4.38_a$ | 666 | $4.38_a$ | 98 |
| I have the skills to navigate free speech questions on campus | $3.59^1$ | 3525 | $3.67^1$ | 806 | $3.75_a$ | 351 | $3.59_b$ | 394 | $3.68_a$ | 642 | $3.53_a$ | 95 |
| I know who to ask/where to go if I have questions about free speech | $3.30^1$ | 3473 | $3.27^1$ | 783 | $3.25_a$ | 344 | $3.29_a$ | 380 | $3.29_a$ | 623 | $3.15_a$ | 94 |
| Issues related to freedom of speech impact my work | $2.97^1$ | 3648 | $3.06^1$ | 825 | $2.87_a$ | 364 | $3.15_b$ | 400 | $3.02_a$ | 660 | $3.14_a$ | 95 |

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

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

**Table B15 CSU Perceptions**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **CSU** | | **Faculty** | | **Men** | | **Women** | | **Non-minoritized** | | **Minoritized** | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| CSU recruits employees from a diverse set of backgrounds | $3.84^1$ | 3315 | $3.64^1$ | 725 | $3.78_a$ | 337 | $3.54_b$ | 339 | $3.73_a$ | 573 | $3.22_b$ | 88 |
| CSU improves the campus climate for all employees | $3.72^1$ | 3408 | $3.61^1$ | 771 | $3.69_a$ | 348 | $3.59_a$ | 367 | $3.66_a$ | 612 | $3.47_a$ | 90 |
| CSU retains diverse employees | $3.60^1$ | 2992 | $3.38^1$ | 664 | $3.54_a$ | 311 | $3.24_b$ | 303 | $3.46_a$ | 516 | $3.02_b$ | 87 |
| CSU creates a supportive environment for employees from diverse backgrounds | $3.77^1$ | 3194 | $3.57^1$ | 693 | $3.73_a$ | 312 | $3.44_b$ | 330 | $3.65_a$ | 539 | $3.21_b$ | 90 |
| CSU encourages discussions related to diversity | $4.02^1$ | 3472 | $3.95^1$ | 797 | $3.94_a$ | 356 | $3.98_a$ | 385 | $4.01_a$ | 627 | $3.74_b$ | 100 |
| CSU provides employees with a positive work experience | $3.84^1$ | 3541 | $3.75^1$ | 799 | $3.80_a$ | 357 | $3.76_a$ | 385 | $3.77_a$ | 633 | $3.74_a$ | 98 |
| CSU climate has become consistently more inclusive of all employees | $3.76^1$ | 3183 | $3.71^1$ | 698 | $3.78_a$ | 321 | $3.70_a$ | 327 | $3.77_a$ | 549 | $3.55_b$ | 87 |
| I would recommend CSU as a place of employment | $4.08^1$ | 3708 | $4.00^1$ | 842 | $4.03_a$ | 377 | $4.00_a$ | 405 | $4.01_a$ | 672 | $4.05_a$ | 99 |

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

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

**Table B16 Department/Unit Perceptions**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| Department/office recruits employees from a diverse set of backgrounds | $3.67^1$ | 3603 | $3.61^1$ | 815 | $3.84_a$ | 365 | $3.43_b$ | 390 | $3.65_a$ | 645 | $3.49_a$ | 98 |
| Department/office improves the campus climate for all employees | $3.61^1$ | 3548 | $3.62^1$ | 817 | $3.78_a$ | 367 | $3.53_b$ | 390 | $3.65_a$ | 646 | $3.57_a$ | 98 |
| Department/office retains diverse employees | $3.50^1$ | 3414 | $3.42^1$ | 760 | $3.58_a$ | 341 | $3.32_b$ | 359 | $3.50_a$ | 596 | $3.06_b$ | 96 |
| Department/office creates a supportive environment for employees from diverse backgrounds | $3.68^1$ | 3458 | $3.60^1$ | 770 | $3.80_a$ | 341 | $3.47_b$ | 370 | $3.69_a$ | 599 | $3.28_b$ | 100 |
| Department/office encourages discussions related to diversity | $3.66^1$ | 3561 | $3.64^1$ | 815 | $3.72_a$ | 363 | $3.60_a$ | 392 | $3.69_a$ | 641 | $3.45_b$ | 101 |
| Department/office provides employees with a positive work experience | $3.71^1$ | 3739 | $3.77^1$ | 845 | $3.91_a$ | 373 | $3.72_b$ | 410 | $3.80_a$ | 670 | $3.78_a$ | 102 |
| Department/office climate has become consistently more inclusive of all employees | $3.59^1$ | 3380 | $3.66^1$ | 746 | $3.80_a$ | 336 | $3.59_b$ | 356 | $3.72_a$ | 588 | $3.48_b$ | 91 |
| I would recommend my department/office as a place of employment | $3.86^1$ | 3735 | $3.93^1$ | 842 | $4.07_a$ | 376 | $3.86_b$ | 406 | $3.96_a$ | 672 | $3.93_a$ | 100 |

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

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

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

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Have you utilized child or adult care services this past year?** | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | % | N | % | N | % | N | % | N | % | N | % | N |
| Yes | $14.1\%^1$ | 533 | $17.2\%^1$ | 147 | $14.5\%_a$ | 55 | $21.4\%_b$ | 89 | $17.2\%_a$ | 117 | $21.8\%_a$ | 22 |
| No | $85.9\%^1$ | 3247 | $82.8\%^1$ | 709 | $85.5\%_a$ | 324 | $78.6\%_b$ | 327 | $82.8\%_a$ | 564 | $78.2\%_a$ | 79 |

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

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

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

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | % | N | % | N | % | N | % | N | % | N | % | N |
| Cost of care services | 72.3% | 391 | 64.4% | 94 | 69.8% | 37 | 62.9% | 56 | 63.5% | 73 | 65.2% | 15 |
| Finding child care services | 31.8% | 172 | 33.6% | 49 | 35.8% | 19 | 32.6% | 29 | 30.4% | 35 | 52.2% | 12 |
| Finding adult care services | 5.5% | 30 | 6.8% | 10 | * | * | * | * | * | * | * | * |
| Finding temporary care services | 12.0% | 65 | 15.1% | 22 | 18.9% | 10 | 13.5% | 12 | 14.8% | 17 | * | * |
| Finding care for a sick child/adult | 28.7% | 155 | 37.7% | 55 | 34.0% | 18 | 41.6% | 37 | 39.1% | 45 | * | * |
| Finding care for a child or adult with special needs | 3.5% | 19 | * | * | * | * | * | * | * | * | * | * |
| Other | 2.2% | 12 | * | * | * | * | * | * | * | * | * | * |
| Transportation to/from care services | 29.2% | 158 | 34.2% | 50 | 34.0% | 18 | 34.8% | 31 | 33.0% | 38 | * | * |
| Dependability of care services | 15.0% | 81 | 18.5% | 27 | * | * | 20.2% | 18 | 18.3% | 21 | * | * |
| Quality of care services | 17.2% | 93 | 21.2% | 31 | 18.9% | 10 | 23.6% | 21 | 20.0% | 23 | * | * |
| Scheduling care to match work schedule | 40.1% | 217 | 40.4% | 59 | 28.3% | 15 | 49.4% | 44 | 40.9% | 47 | * | * |
| Finding summer care services | 27.9% | 151 | 29.5% | 43 | 22.6% | 12 | 34.8% | 31 | 30.4% | 35 | * | * |
| Location of care services | 15.5% | 84 | 9.6% | 14 | * | * | * | * | 8.7% | 10 | * | * |
| I did not encounter any challenges related to care services | 10.2% | 55 | 7.5% | 11 | * | * | * | * | * | * | * | * |

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

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

**Table B19 Factors**

| | Overall | | Employee Type | | Gender | | | | Minority Status | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CSU | | Faculty | | Men | | Women | | Non-minoritized | | Minoritized | |
| | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N | Avg | N |
| CSU Perceptions | 3.82[1] | 2524 | 3.67[1] | 542 | 3.76$_a$ | 259 | 3.63$_a$ | 240 | 3.75$_a$ | 417 | 3.41$_b$ | 73 |
| Department/Unit Perceptions | 3.66[1] | 2869 | 3.65[1] | 639 | 3.80$_a$ | 293 | 3.56$_b$ | 296 | 3.71$_a$ | 497 | 3.45$_b$ | 85 |
| Department/Unit Leadership | 3.42[1] | 2859 | 3.45[1] | 577 | 3.64$_a$ | 253 | 3.35$_b$ | 276 | 3.49$_a$ | 450 | 3.39$_a$ | 77 |
| College/Division Leadership | 3.31[1] | 2472 | 3.28[1] | 481 | 3.44$_a$ | 222 | 3.18$_b$ | 218 | 3.29$_a$ | 372 | 3.33$_a$ | 67 |
| Favoritism | 2.80[1] | 3417 | 2.73[1] | 724 | 2.53$_a$ | 331 | 2.88$_b$ | 340 | 2.67$_a$ | 570 | 2.98$_b$ | 88 |
| Sense of Belonging | 3.67[1] | 3978 | 3.64[1] | 844 | 3.70$_a$ | 371 | 3.66$_a$ | 411 | 3.65$_a$ | 673 | 3.76$_a$ | 97 |
| Department/Unit Culture | 3.52[1] | 3807 | 3.58[1] | 806 | 3.76$_a$ | 360 | 3.48$_b$ | 386 | 3.60$_a$ | 640 | 3.62$_a$ | 95 |
| Department/Unit Diversity Culture | 4.00[1] | 3753 | 3.95[1] | 792 | 4.08$_a$ | 352 | 3.89$_b$ | 384 | 4.01$_a$ | 626 | 3.71$_b$ | 98 |

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

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

# Appendix C: Employee Type Comparisons to CSU Overall

The following tables display the employee type's (faculty respondents) mean score compared to CSU overall. Results for faculty respondents are noted as being "higher," "similar," or "lower" than the CSU average, meaning that the Employee Type's score for the item is either statistically similar to or different than (higher or lower)[1] the university's score.

**Table C1 Department/Unit Culture**

| My department or office... | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| Supports a healthy work/life balance | Lower | 3.65 | 3.87 | -.22 | 63.6% | 73.0% | -9.4 |
| Understands the value of diversity | Lower | 3.98 | 4.07 | -.09 | 76.9% | 79.3% | -2.4 |
| Promotes a work environment where all employees feel included | Similar | 3.60 | 3.63 | -.03 | 64.5% | 65.4% | -1.0 |
| Treats all employees equitably | Similar | 3.42 | 3.47 | -.05 | 56.6% | 58.9% | -2.3 |
| Communicates the importance of valuing diversity | Similar | 3.86 | 3.88 | -.03 | 70.9% | 70.4% | .5 |
| Provides me with opportunities for professional development | Similar | 3.98 | 4.00 | -.03 | 75.7% | 77.6% | -1.9 |
| Promotes respect for cultural differences | Similar | 4.00 | 4.05 | -.05 | 74.6% | 76.7% | -2.1 |
| Is open and transparent in communication | Similar | 3.52 | 3.45 | .07 | 59.5% | 57.6% | 1.9 |
| Values employee input in major department/office decisions | Higher | 3.75 | 3.47 | .28 | 68.9% | 57.8% | 11.1 |

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[1] Based a 95% confidence interval where the margin of error for any given item is calculated as 1.96 × (σ ÷ √n).

**Table C2 Culture**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| My division/college is open and transparent in communication | Similar | 3.34 | 3.38 | -.04 | 52.6% | 54.2% | -1.5 |
| My division/college promotes respect for cultural differences | Similar | 3.92 | 3.98 | -.06 | 74.3% | 76.4% | -2.1 |
| I had a performance review of my progress as an employee in the last year | Higher | 4.47 | 4.35 | .11 | 95.7% | 92.6% | 3.0 |
| I was satisfied with the effort my supervisor puts into my performance reviews | Higher | 3.99 | 3.91 | .08 | 78.0% | 73.5% | 4.5 |
| I fear negative job consequences if I were to raise an issue of unfair treatment | Similar | 2.58 | 2.63 | -.05 | 25.2% | 27.3% | -2.1 |
| I would be able to do my job more effectively if I received more information from my department/office | Lower | 2.91 | 3.08 | -.17 | 29.9% | 36.2% | -6.3 |
| I feel a strong sense of belonging to CSU | Lower | 3.59 | 3.66 | -.08 | 61.2% | 63.0% | -1.8 |
| I feel a strong sense of belonging to my division/college | Similar | 3.47 | 3.50 | -.03 | 55.2% | 56.3% | -1.1 |
| I feel a strong sense of belonging to my department/office | Similar | 3.87 | 3.90 | -.03 | 71.9% | 72.2% | -.3 |

**Table C3 Respect**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| My department/office is treated with respect by other departments/offices within my division/college | Similar | 3.63 | 3.63 | -.01 | 62.5% | 64.2% | -1.7 |
| My division/college is treated with respect by CSU | Lower | 3.50 | 3.70 | -.20 | 59.8% | 67.4% | -7.6 |
| The people I interact with treat each other with respect | Similar | 4.01 | 3.96 | .04 | 79.5% | 79.3% | .2 |
| There is respect for religious differences in my department/office | Similar | 3.96 | 3.91 | .05 | 72.6% | 71.2% | 1.3 |
| There is respect for liberal perspectives in my department/office | Higher | 4.16 | 4.06 | .10 | 84.0% | 79.1% | 4.9 |
| There is respect for conservative perspectives in my department/office | Similar | 3.50 | 3.47 | .03 | 55.4% | 55.2% | .2 |
| I feel valued as an employee | Similar | 3.67 | 3.69 | -.02 | 66.2% | 67.5% | -1.3 |

**Table C4 Favoritism**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| Favoritism plays a role in who gets recognized within my department/office | Similar | 3.00 | 2.98 | .02 | 40.1% | 37.8% | 2.3 |
| Favoritism plays a role in who gets resources in my department/office | Similar | 2.90 | 2.83 | .08 | 34.9% | 30.8% | 4.0 |
| Favoritism plays a role in who gets professional development opportunities | Similar | 2.56 | 2.62 | -.06 | 21.2% | 23.2% | -2.0 |
| Favoritism plays a role in who gets promoted in my department/office | Lower | 2.65 | 2.86 | -.21 | 27.2% | 31.9% | -4.7 |
| Favoritism plays a role in who gets hired in my department/office | Similar | 2.65 | 2.71 | -.06 | 25.4% | 25.2% | .1 |

**Table C5 Leadership and Accountability**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| Division/college leadership adequately addresses inappropriate behavior | Similar | 3.32 | 3.35 | -.04 | 49.5% | 52.0% | -2.5 |
| Department/office leadership adequately addresses inappropriate behavior | Similar | 3.47 | 3.45 | .02 | 59.3% | 58.8% | .4 |
| Division/college leadership holds employees accountable for inappropriate behavior | Similar | 3.24 | 3.30 | -.06 | 43.9% | 48.3% | -4.4 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Department/office leadership holds employees accountable for inappropriate behavior | Similar | 3.41 | 3.42 | -.01 | 54.1% | 55.9% | -1.8 |
| Division/college leadership holds employees accountable for poor performance in the workplace | Similar | 3.05 | 3.13 | -.08 | 36.7% | 41.6% | -4.9 |
| Department/office leadership holds employees accountable for poor performance in the workplace | Similar | 3.24 | 3.25 | -.01 | 48.1% | 50.8% | -2.7 |
| Division/college leadership acts ethically and honestly in the workplace | Similar | 3.84 | 3.79 | .05 | 71.1% | 70.2% | 1.0 |
| Department/office leadership acts ethically and honestly in the workplace | Higher | 4.00 | 3.91 | .09 | 78.4% | 76.0% | 2.4 |
| Division/college leadership addresses issues of inequity | Similar | 3.34 | 3.38 | -.04 | 51.1% | 50.8% | .2 |
| Department/office leadership addresses issues of inequity | Similar | 3.53 | 3.48 | .05 | 59.5% | 56.5% | 3.1 |
| Division/college leaders hold all employees to the same standards | Similar | 3.25 | 3.20 | .05 | 46.7% | 45.9% | .8 |
| Department/office leaders hold all employees to the same standards | Similar | 3.27 | 3.26 | .01 | 51.5% | 51.8% | -.3 |

**Table C6 Bias Incidents**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| I find it is worthwhile to know about bias incidents at CSU | Higher | 4.11 | 4.01 | .10 | 82.1% | 78.1% | 4.0 |
| The university is transparent in reporting bias incidents at CSU | Lower | 3.55 | 3.66 | -.11 | 56.4% | 62.6% | -6.3 |
| I am alarmed about the number of bias incidents reported at CSU | Similar | 3.13 | 3.10 | .03 | 34.0% | 32.6% | 1.4 |
| The number of bias incidents have increased at CSU in the past year | Similar | 3.15 | 3.20 | -.04 | 31.5% | 33.9% | -2.3 |
| CSU handles incidents of bias well | Similar | 3.40 | 3.45 | -.05 | 49.1% | 51.8% | -2.7 |

**Table C7 Employee Councils**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| I feel my employee council addresses issues and topics that are important and relevant to me | Similar | 3.35 | 3.34 | .01 | 50.7% | 46.8% | 3.9 |
| I feel that the councils' collective participation in shared governance is pertinent to the success of our institution | Higher | 4.00 | 3.88 | .11 | 76.7% | 71.4% | 5.2 |

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

**Table C8 Principles of Community**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| I am familiar with the Principles of Community | Lower | 3.82 | 3.95 | -.12 | 74.9% | 78.4% | -3.5 |
| Within my department/office, the Principles of Community are visible in my daily working environment | Lower | 3.31 | 3.54 | -.23 | 50.1% | 59.1% | -9.1 |
| I feel the Principles of Community have made a positive impact on the climate in my department/office | Lower | 3.10 | 3.21 | -.12 | 32.3% | 36.6% | -4.3 |
| I feel the Principles of Community have made a positive impact on the climate in my division/college | Lower | 3.14 | 3.28 | -.14 | 33.5% | 39.3% | -5.7 |

**Table C9 Freedom of Speech**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| My division/college supports people speaking freely | Higher | 3.79 | 3.65 | .14 | 73.3% | 67.3% | 5.9 |
| Free speech is an important issue on campus | Higher | 4.37 | 4.29 | .08 | 90.6% | 90.1% | .5 |
| I have the skills to navigate free speech questions on campus | Higher | 3.67 | 3.59 | .08 | 64.9% | 60.2% | 4.7 |
| I know who to ask/where to go if I have questions about free speech | Similar | 3.27 | 3.30 | -.04 | 48.5% | 50.7% | -2.1 |
| Issues related to freedom of speech impact my work | Higher | 3.06 | 2.96 | .10 | 39.6% | 33.1% | 6.6 |

**Table C10 CSU Perceptions**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| CSU recruits employees from a diverse set of backgrounds | Lower | 3.64 | 3.85 | -.21 | 65.2% | 75.2% | -10.0 |
| CSU improves the campus climate for all employees | Lower | 3.61 | 3.73 | -.12 | 63.3% | 70.0% | -6.7 |
| CSU retains diverse employees | Lower | 3.38 | 3.59 | -.22 | 50.6% | 61.0% | -10.4 |
| CSU creates a supportive environment for employees from diverse backgrounds | Lower | 3.57 | 3.77 | -.20 | 60.5% | 70.0% | -9.5 |
| CSU encourages discussions related to diversity | Lower | 3.95 | 4.03 | -.08 | 76.3% | 80.1% | -3.9 |
| CSU provides employees with a positive work experience | Lower | 3.75 | 3.85 | -.10 | 68.5% | 74.6% | -6.1 |
| CSU climate has become consistently more inclusive of all employees | Similar | 3.71 | 3.77 | -.06 | 64.3% | 67.0% | -2.7 |
| Would recommend CSU as a place of employment | Lower | 4.00 | 4.10 | -.10 | 77.6% | 81.7% | -4.2 |

**Table C11 Department/Unit Perceptions**

| | | Employee Type average | CSU average | Avg Gap | Employee Type percent agree | CSU percent agree | PP Gap |
|---|---|---|---|---|---|---|---|
| Department/office recruits employees from a diverse set of backgrounds | Similar | 3.61 | 3.68 | -.07 | 63.9% | 66.7% | -2.8 |
| Department/office improves the campus climate for all employees | Similar | 3.62 | 3.63 | .00 | 64.7% | 64.3% | .4 |
| Department/office retains diverse employees | Lower | 3.42 | 3.51 | -.08 | 54.9% | 57.0% | -2.1 |
| Department/office creates a supportive environment for employees from diverse backgrounds | Lower | 3.60 | 3.68 | -.09 | 61.8% | 65.6% | -3.7 |
| Department/office encourages discussions related to diversity | Similar | 3.64 | 3.66 | -.02 | 61.6% | 62.0% | -.4 |
| Department/office provides employees with a positive work experience | Similar | 3.77 | 3.73 | .04 | 70.7% | 69.5% | 1.2 |
| Department/office climate has become consistently more inclusive of all employees | Similar | 3.66 | 3.61 | .05 | 62.1% | 59.9% | 2.2 |
| Would recommend department/office as a place of employment | Similar | 3.93 | 3.87 | .05 | 74.6% | 72.1% | 2.4 |

**Table C12 Factors**

| | | Employee Type average | CSU average | Avg Gap |
|---|---|---|---|---|
| CSU Perceptions | Lower | 3.67 | 3.83 | -.15 |
| Department/Unit Perceptions | Similar | 3.65 | 3.67 | -.02 |
| Department/Unit Leadership | Similar | 3.45 | 3.44 | .01 |
| College/Division Leadership | Similar | 3.28 | 3.32 | -.03 |
| Favoritism | Similar | 2.73 | 2.78 | -.05 |
| Sense of Belonging | Similar | 3.64 | 3.69 | -.05 |
| Department/Unit Culture | Similar | 3.58 | 3.53 | .05 |
| Department/Unit Diversity Culture | Similar | 3.95 | 4.01 | -.06 |