



The Graduate School and The Office of International Programs: 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.

Due to the smaller number of employees in the divisions, this sub report focuses on the combined results of the survey component of the assessment for the Graduate School and International Programs. 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 division refers to the Graduate School and International Programs combined, and “agreement” is defined as a respondent selecting either "Strongly Agree” or "Agree” on the Likert scale. Agreement is generally reported as the proportion or percent of respondents providing the combination of these responses. When a mean (average) score is reported, it is based on this 1 to 5 scale. Generally, with exceptions such as Favoritism, the higher the mean score, the more favorable the rating.

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

Data are reported only when there is a large enough response pool (number of respondents to a survey item) to ensure respondent anonymity. Any potentially identifying data has been kept confidential and will not be reported. Due to the small numbers of this division, the Appendix: Employee Characteristics Mean Comparisons will be excluded.

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Appendix A: Item Percentages

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

Table A1 Department/Unit Culture

My department or office...	Strongly Disagree	Disagree	Neither Agree nor			Total	
			Disagree	Agree	Strongly Agree	(N Avg)	
Supports a healthy work/life balance	4.0%	16.0%	6.0%	44.0%	30.0%	50	3.80
Understands the value of diversity	0.0%	8.0%	8.0%	36.0%	48.0%	50	4.24
Promotes a work environment where all employees feel included	8.2%	12.2%	20.4%	36.7%	22.4%	49	3.53
Treats all employees equitably	14.0%	24.0%	12.0%	40.0%	10.0%	50	3.08
Communicates the importance of valuing diversity	0.0%	8.0%	6.0%	44.0%	42.0%	50	4.20
Provides me with opportunities for professional development	6.1%	4.1%	2.0%	49.0%	38.8%	49	4.10
Promotes respect for cultural differences	2.0%	2.0%	6.0%	34.0%	56.0%	50	4.40
Is open and transparent in communication	6.0%	26.0%	14.0%	44.0%	10.0%	50	3.26
Values employee input in major department/office decisions	8.0%	26.0%	22.0%	22.0%	22.0%	50	3.24

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	4.1%	30.6%	20.4%	34.7%	10.2%	49	3.16
My division/college promotes respect for cultural differences	2.0%	4.0%	10.0%	36.0%	48.0%	50	4.24
I had a performance review of my progress as an employee in the last year	4.3%	4.3%	0.0%	50.0%	41.3%	46	4.20
I was satisfied with the effort my supervisor puts into my performance reviews	6.4%	17.0%	8.5%	36.2%	31.9%	47	3.70
I fear negative job consequences if I were to raise an issue of unfair treatment	10.0%	32.0%	22.0%	20.0%	16.0%	50	3.00
I would be able to do my job more effectively if I received more information from my department/office	2.0%	20.0%	30.0%	36.0%	12.0%	50	3.36
I feel a strong sense of belonging to CSU	2.0%	10.2%	16.3%	44.9%	26.5%	49	3.84
I feel a strong sense of belonging to my division/college	2.0%	12.0%	16.0%	50.0%	20.0%	50	3.74
I feel a strong sense of belonging to my department/office	2.0%	16.0%	16.0%	34.0%	32.0%	50	3.78

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	2.0%	10.0%	12.0%	58.0%	18.0%	50	3.80
My division/college is treated with respect by CSU	0.0%	4.1%	22.4%	61.2%	12.2%	49	3.82
The people I interact with treat each other with respect.	4.0%	12.0%	10.0%	50.0%	24.0%	50	3.78
There is respect for religious differences in my department/office	2.4%	4.9%	9.8%	51.2%	31.7%	41	4.05
There is respect for liberal perspectives in my department/office	2.3%	0.0%	2.3%	55.8%	39.5%	43	4.30
There is respect for conservative perspectives in my department/office	4.8%	23.8%	23.8%	33.3%	14.3%	42	3.29
I feel valued as an employee	4.0%	16.0%	12.0%	46.0%	22.0%	50	3.66

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	4.3%	14.9%	19.1%	29.8%	31.9%	47	3.70
Favoritism plays a role in who gets resources in my department/office	6.4%	19.1%	19.1%	31.9%	23.4%	47	3.47
Favoritism plays a role in who gets professional development opportunities	4.3%	36.2%	25.5%	21.3%	12.8%	47	3.02
Favoritism plays a role in who gets promoted in my department/office	6.7%	15.6%	17.8%	22.2%	37.8%	45	3.69
Favoritism plays a role in who gets hired in my department/office	7.3%	41.5%	26.8%	12.2%	12.2%	41	2.80

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	13.9%	19.4%	25.0%	38.9%	2.8%	36	2.97
Department/office leadership adequately addresses inappropriate behavior	14.0%	23.3%	11.6%	46.5%	4.7%	43	3.05
Division/college leadership holds employees accountable for inappropriate behavior	14.3%	14.3%	31.4%	34.3%	5.7%	35	3.03

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Department/office leadership holds employees accountable for inappropriate behavior	10.0%	30.0%	17.5%	35.0%	7.5%	40	3.00
Division/college leadership holds employees accountable for poor performance in the workplace	12.1%	21.2%	24.2%	39.4%	3.0%	33	3.00
Department/office leadership holds employees accountable for poor performance in the workplace	13.2%	26.3%	15.8%	36.8%	7.9%	38	3.00
Division/college leadership acts ethically and honestly in the workplace	2.4%	9.5%	21.4%	47.6%	19.0%	42	3.71
Department/office leadership acts ethically and honestly in the workplace	2.1%	6.4%	14.9%	57.4%	19.1%	47	3.85
Division/college leadership addresses issues of inequity	7.7%	30.8%	15.4%	41.0%	5.1%	39	3.05
Department/office leadership addresses issues of inequity	9.1%	31.8%	13.6%	36.4%	9.1%	44	3.05
Division/college leaders hold all employees to the same standards	13.2%	26.3%	21.1%	34.2%	5.3%	38	2.92
Department/office leaders hold all employees to the same standards	20.0%	24.4%	13.3%	33.3%	8.9%	45	2.87

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	12.2%	8.2%	24.5%	42.9%	2.0%	20.4%	53.1%	49
___ is problematic among employees in my division/college	0.0%	0.0%	20.4%	22.4%	0.0%	10.2%	69.4%	49
___ is problematic among employees in my department/office	0.0%	0.0%	16.3%	22.4%	0.0%	8.2%	69.4%	49
There are people at CSU I avoid because I fear ___	2.0%	4.1%	28.6%	20.4%	0.0%	18.4%	59.2%	49

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	0.0%	4.3%	6.4%	55.3%	34.0%	47	4.19
The university is transparent in reporting bias incidents at CSU	0.0%	7.0%	9.3%	55.8%	27.9%	43	4.05
I am alarmed about the number of bias incidents reported at CSU	4.7%	9.3%	30.2%	41.9%	14.0%	43	3.51
The number of bias incidents have increased at CSU in the past year	0.0%	15.6%	31.3%	37.5%	15.6%	32	3.53
CSU handles incidents of bias well	2.6%	2.6%	23.7%	55.3%	15.8%	38	3.79

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	95.9%	47
No	4.1%	2
Total	100.0%	49

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	2.9%	17.6%	41.2%	20.6%	17.6%	34	3.32
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	2.6%	7.7%	12.8%	53.8%	23.1%	39	3.87

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.	0.0%	2.1%	2.1%	41.7%	54.2%	48	4.48
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	2.3%	9.1%	4.5%	43.2%	40.9%	44	4.11
I feel the Principles of Community have made a positive impact on the climate in my department/office	4.5%	4.5%	47.7%	31.8%	11.4%	44	3.41
I feel the Principles of Community have made a positive impact on the climate in my division/college	4.7%	4.7%	48.8%	30.2%	11.6%	43	3.40

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	2.1%	12.5%	20.8%	54.2%	10.4%	48	3.58
Free speech is an important issue on campus	0.0%	0.0%	6.1%	55.1%	38.8%	49	4.33
I have the skills to navigate free speech questions on campus	2.2%	8.9%	28.9%	48.9%	11.1%	45	3.58
I know who to ask/where to go if I have questions about free speech	4.4%	15.6%	20.0%	44.4%	15.6%	45	3.51
Issues related to freedom of speech impact my work	10.9%	30.4%	19.6%	37.0%	2.2%	46	2.89

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	4.4%	13.3%	17.8%	55.6%	8.9%	45	3.51
CSU improves the campus climate for all employees	4.3%	10.9%	17.4%	52.2%	15.2%	46	3.63
CSU retains diverse employees	6.1%	18.2%	30.3%	36.4%	9.1%	33	3.24
CSU creates a supportive environment for employees from diverse backgrounds	2.7%	10.8%	18.9%	59.5%	8.1%	37	3.59
CSU encourages discussions related to diversity	4.3%	0.0%	2.1%	40.4%	53.2%	47	4.38
CSU provides employees with a positive work experience	4.4%	8.9%	8.9%	62.2%	15.6%	45	3.76
CSU climate has become consistently more inclusive of all employees	5.0%	5.0%	12.5%	52.5%	25.0%	40	3.87
I would recommend CSU as a place of employment	2.1%	2.1%	14.9%	51.1%	29.8%	47	4.04

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	4.1%	28.6%	24.5%	36.7%	6.1%	49	3.12
Department/office improves the campus climate for all employees	4.3%	10.9%	17.4%	52.2%	15.2%	46	3.63
Department/office retains diverse employees	4.9%	26.8%	26.8%	34.1%	7.3%	41	3.12
Department/office creates a supportive environment for employees from diverse backgrounds	4.8%	7.1%	21.4%	54.8%	11.9%	42	3.62
Department/office encourages discussions related to diversity	4.3%	2.1%	8.5%	36.2%	48.9%	47	4.23
Department/office provides employees with a positive work experience	4.3%	10.6%	12.8%	53.2%	19.1%	47	3.72
Department/office climate has become consistently more inclusive of all employees	4.7%	2.3%	18.6%	53.5%	20.9%	43	3.84
I would recommend my department/office as a place of employment	4.3%	6.4%	12.8%	53.2%	23.4%	47	3.85

Table A14 Discriminatory Attitudes

Discriminatory attitudes are present in your department/office based on:	%	N
Employment classification	48.8%	20
Job title	48.8%	20
Age	39.0%	16
Parental status	34.1%	14
Political affiliation	24.4%	10
Gender	22.0%	9
No intolerant attitudes are present	17.1%	7
Socioeconomic status	14.6%	6
Marital status	14.6%	6
Religion	9.8%	4
Other (Appearance, Race or color, Gender identity and expression, Disability (e.g. physical, mental) , Ethnic origin, Nationality/Country of origin, Differing opinions/work , styles/personalities)	26.2%	12

Note: multiple response item.

Table A15 Work-related Stressors

Please select your top THREE work-related stressors	%	N
Lower salary	58.7%	27
Lack of growth/promotion	54.3%	25
Workload	30.4%	14
Office/department climate	21.7%	10
Affordable housing near work	21.7%	10
Interpersonal conflict	15.2%	7
Email overload	15.2%	7
Lack of work flexibility	10.9%	5
Work/life balance	10.9%	5
Physical environment	8.7%	4
Misconduct occurring at work/Inequities/Bias	8.7%	4
Ill-defined job	6.5%	3
Lack of resources/Budget/Funding	6.5%	3
Duties outside my job responsibilities/Taking on additional work	6.5%	3
Health issues	6.5%	3
Lack of work autonomy	2.2%	1
Lack of training/skills to do my work	2.2%	1
Parking and Transportation	2.2%	1
Communication	2.2%	1

Note: multiple response item.

Table A16 Use of Child and/or Adult Care Services

Have you utilized child or adult care services this past year?	%	N
Yes	28.6%	14
No	71.4%	35
Total	100.0%	49

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	85.7%	12
Quality of care services	64.3%	9
Transportation to/from care services	57.1%	8
Finding child care services	50.0%	7
Scheduling care to match work schedule	50.0%	7
Finding summer care services	35.7%	5
Location of care services	35.7%	5
Finding care for a sick child/adult	28.6%	4
Dependability of care services	28.6%	4
Finding temporary care services	21.4%	3
Finding care for a child or adult with special needs	21.4%	3
Other	14.3%	2
I did not encounter any challenges related to care services	0.0%	0

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

Table A18 Gender

	%	N
Women	80.4%	37
Men	17.4%	8
T/NB/GNC	2.2%	1

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	93.2%	41
Minoritized	6.8%	3

Note: Excludes respondents who specified Prefer not to disclose.

Table A20 Employee Type

	%	N
Administrative Professional	58.3%	28
Faculty	4.2%	2
State Classified	25.0%	12
Other	0.0%	0
Prefer not to disclose	12.5%	6
Total	100.0%	48

Table A21 Department/Unit

	%	N
International Programs	64.0%	32
The Graduate School	24.0%	12
Prefer not to disclose	12.0%	6
Total	100.0%	50

Appendix B: Division Comparisons to CSU Overall

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

Table C1 Department/Unit Culture

My department or office...		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Supports a healthy work/life balance	Similar	3.80	3.86	-.06	74.0%	72.5%	1.5
Understands the value of diversity	Similar	4.24	4.06	.18	84.0%	78.6%	5.4
Promotes a work environment where all employees feel included	Similar	3.53	3.62	-.09	59.2%	64.7%	-5.5
Treats all employees equitably	Lower	3.08	3.46	-.38	50.0%	58.5%	-8.5
Communicates the importance of valuing diversity	Higher	4.20	3.87	.33	86.0%	69.8%	16.2
Provides me with opportunities for professional development	Similar	4.10	3.99	.11	87.8%	77.0%	10.7
Promotes respect for cultural differences	Higher	4.40	4.04	.36	90.0%	76.1%	13.9
Is open and transparent in communication	Similar	3.26	3.44	-.18	54.0%	57.3%	-3.3
Values employee input in major department/office decisions	Similar	3.24	3.46	-.22	44.0%	57.3%	-13.3

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

Table C2 Culture

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My division/college is open and transparent in communication	Similar	3.16	3.39	-.22	44.9%	54.2%	-9.3
My division/college promotes respect for cultural differences	Higher	4.24	3.97	.27	84.0%	76.1%	7.9
I had a performance review of my progress as an employee in the last year	Similar	4.20	4.32	-.13	91.3%	91.6%	-.3
I was satisfied with the effort my supervisor puts into my performance reviews	Similar	3.70	3.90	-.19	68.1%	72.9%	-4.8
I fear negative job consequences if I were to raise an issue of unfair treatment	Similar	3.00	2.66	.34	36.0%	28.0%	8.0
I would be able to do my job more effectively if I received more information from my department/office	Similar	3.36	3.10	.26	48.0%	37.0%	11.0
I feel a strong sense of belonging to CSU	Similar	3.84	3.65	.19	71.4%	62.4%	9.0
I feel a strong sense of belonging to my division/college	Similar	3.74	3.49	.25	70.0%	55.4%	14.6
I feel a strong sense of belonging to my department/office	Similar	3.78	3.88	-.10	66.0%	71.3%	-5.3

Table C3 Respect

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My department/office is treated with respect by other departments/offices within my division/college	Similar	3.80	3.64	.16	76.0%	64.3%	11.7
My division/college is treated with respect by CSU	Similar	3.82	3.69	.12	73.5%	67.0%	6.4
The people I interact with treat each other with respect	Similar	3.78	3.95	-.17	74.0%	78.9%	-4.9
There is respect for religious differences in my department/office	Similar	4.05	3.91	.14	82.9%	71.7%	11.3
There is respect for liberal perspectives in my department/office	Higher	4.30	4.06	.24	95.3%	79.0%	16.4
There is respect for conservative perspectives in my department/office	Similar	3.29	3.47	-.18	47.6%	55.1%	-7.5
I feel valued as an employee	Similar	3.66	3.68	-.02	68.0%	66.7%	1.3

Table C4 Favoritism

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Favoritism plays a role in who gets recognized within my department/office	Higher	3.70	3.00	.71	61.7%	37.9%	23.8
Favoritism plays a role in who gets resources in my department/office	Higher	3.47	2.85	.62	55.3%	31.3%	24.0
Favoritism plays a role in who gets professional development opportunities	Higher	3.02	2.64	.38	34.0%	23.7%	10.4
Favoritism plays a role in who gets promoted in my department/office	Higher	3.69	2.88	.81	60.0%	32.3%	27.7
Favoritism plays a role in who gets hired in my department/office	Similar	2.80	2.73	.08	24.4%	25.6%	-1.2

Table C5 Leadership and Accountability

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Division/college leadership adequately addresses inappropriate behavior	Lower	2.97	3.35	-.37	41.7%	51.7%	-10.0
Department/office leadership adequately addresses inappropriate behavior	Lower	3.05	3.45	-.40	51.2%	58.2%	-7.0
Division/college leadership holds employees accountable for inappropriate behavior	Similar	3.03	3.30	-.27	40.0%	48.1%	-8.1

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Department/office leadership holds employees accountable for inappropriate behavior	Lower	3.00	3.41	-.41	42.5%	55.4%	-12.9
Division/college leadership holds employees accountable for poor performance in the workplace	Similar	3.00	3.13	-.13	42.4%	41.5%	.9
Department/office leadership holds employees accountable for poor performance in the workplace	Similar	3.00	3.25	-.25	44.7%	50.5%	-5.8
Division/college leadership acts ethically and honestly in the workplace	Similar	3.71	3.78	-.06	66.7%	69.4%	-2.7
Department/office leadership acts ethically and honestly in the workplace	Similar	3.85	3.89	-.04	76.6%	75.1%	1.5
Division/college leadership addresses issues of inequity	Similar	3.05	3.37	-.32	46.2%	50.3%	-4.1
Department/office leadership addresses issues of inequity	Lower	3.05	3.47	-.43	45.5%	55.8%	-10.3
Division/college leaders hold all employees to the same standards	Similar	2.92	3.20	-.27	39.5%	45.8%	-6.3
Department/office leaders hold all employees to the same standards	Similar	2.87	3.25	-.39	42.2%	51.1%	-8.9

Table C6 Bias Incidents

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I find it is worthwhile to know about bias incidents at CSU	Similar	4.19	4.00	.19	89.4%	77.7%	11.6
The university is transparent in reporting bias incidents at CSU	Higher	4.05	3.64	.41	83.7%	61.8%	21.9
I am alarmed about the number of bias incidents reported at CSU	Higher	3.51	3.10	.41	55.8%	32.4%	23.5
The number of bias incidents have increased at CSU in the past year	Similar	3.53	3.21	.32	53.1%	34.0%	19.1
CSU handles incidents of bias well	Higher	3.79	3.44	.35	71.1%	51.2%	19.9

Table C7 Employee Councils

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I feel my employee council addresses issues and topics that are important and relevant to me	Similar	3.32	3.35	-.02	38.2%	46.7%	-8.4
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	Similar	3.87	3.87	.00	76.9%	70.8%	6.1

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

Table C8 Principles of Community

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I am familiar with the Principles of Community	Higher	4.48	3.91	.57	95.8%	77.2%	18.6
Within my department/office, the Principles of Community are visible in my daily working environment	Higher	4.11	3.52	.59	84.1%	58.4%	25.7
I feel the Principles of Community have made a positive impact on the climate in my department/office	Similar	3.41	3.20	.21	43.2%	36.0%	7.2
I feel the Principles of Community have made a positive impact on the climate in my division/college	Similar	3.40	3.26	.13	41.9%	38.4%	3.4

Table C9 Freedom of Speech

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My division/college supports people speaking freely	Similar	3.58	3.64	-.05	64.6%	66.7%	-2.1
Free speech is an important issue on campus	Similar	4.33	4.28	.05	93.9%	89.5%	4.4
I have the skills to navigate free speech questions on campus	Similar	3.58	3.59	-.01	60.0%	59.8%	.2
I know who to ask/where to go if I have questions about free speech	Similar	3.51	3.30	.21	60.0%	50.3%	9.7
Issues related to freedom of speech impact my work	Similar	2.89	2.97	-.08	39.1%	33.5%	5.6

Table C10 CSU Perceptions

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
CSU recruits employees from a diverse set of backgrounds	Lower	3.51	3.84	-.33	64.4%	75.0%	-10.5
CSU improves the campus climate for all employees	Similar	3.63	3.72	-.09	67.4%	69.5%	-2.1
CSU retains diverse employees	Similar	3.24	3.60	-.36	45.5%	61.2%	-15.8
CSU creates a supportive environment for employees from diverse backgrounds	Similar	3.59	3.77	-.17	67.6%	69.9%	-2.3
CSU encourages discussions related to diversity	Higher	4.38	4.02	.36	93.6%	79.9%	13.7
CSU provides employees with a positive work experience	Similar	3.76	3.84	-.08	77.8%	74.0%	3.8
CSU climate has become consistently more inclusive of all employees	Similar	3.87	3.76	.12	77.5%	66.6%	10.9
Would recommend CSU as a place of employment	Similar	4.04	4.08	-.04	80.9%	80.9%	-.1

Table C11 Department/Unit Perceptions

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Department/office recruits employees from a diverse set of backgrounds	Lower	3.12	3.67	-.55	42.9%	66.6%	-23.8
Department/office improves the campus climate for all employees	Similar	3.63	3.61	.02	67.4%	63.7%	3.7
Department/office retains diverse employees	Lower	3.12	3.50	-.38	41.5%	56.8%	-15.4
Department/office creates a supportive environment for employees from diverse backgrounds	Similar	3.62	3.68	-.06	66.7%	65.3%	1.4
Department/office encourages discussions related to diversity	Higher	4.23	3.66	.58	85.1%	61.8%	23.4
Department/office provides employees with a positive work experience	Similar	3.72	3.71	.01	72.3%	68.7%	3.7
Department/office climate has become consistently more inclusive of all employees	Similar	3.84	3.59	.24	74.4%	59.3%	15.1
Would recommend department/office as a place of employment	Similar	3.85	3.86	-.01	76.6%	71.3%	5.3

Table C12 Factors

		Division average	CSU average	Avg Gap
CSU Perceptions	Similar	3.79	3.82	-.02
Department/Unit Perceptions	Similar	3.70	3.66	.04
Department/Unit Leadership	Lower	3.05	3.42	-.38
College/Division Leadership	Similar	3.02	3.31	-.29
Favoritism	Higher	3.29	2.80	.49
Sense of Belonging	Similar	3.81	3.67	.14
Department/Unit Culture	Similar	3.35	3.52	-.18
Department/Unit Diversity Culture	Higher	4.27	4.00	.27